

Public Document Pack



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EXTRAORDINARY CABINET

16 OCTOBER 2014

An extraordinary meeting of the Cabinet will be held at **7.00 pm on Thursday, 16 October 2014** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

Councillor Johnston (Chairman); Councillors: Nicholson, Everitt, D Green, E Green and Harrison

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 advice contained within the Declaration of Interest form attached 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 and then take the prescribed course of action.
3. **YEAR-END PERFORMANCE REPORT 2013-14** (Pages 1 - 186)
4. **CORPORATE PERFORMANCE REPORT APRIL TO JULY 2014** (Pages 187 - 212)
5. **MELTREE PROPERTIES LIMITED GRANT UPDATE** (Pages 213 - 216)
6. **ROYAL SANDS, RAMSGATE** (Pages 217 - 220)
7. **MANSTON INTERNATIONAL AIRPORT**
Report to follow

Declaration of Interest form - back of agenda

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End of year performance report for 2013/14

To: **Extraordinary Cabinet – 16 October 2014**

Main Portfolio Area: **Business and Corporate Resources**

By: **Cllr. Elizabeth Green, Portfolio Holder**

Classification: **Unrestricted**

Ward: **All wards**

Summary: **Sets out the Council's performance against the Corporate Plan priorities for 2013/14 and highlights long term trends against those priorities.**

For Information

1.0 Introduction and Background

1.1 The Council's Corporate Plan 2012-16 was approved in April 2012. It sets out 11 priorities that the Council will focus on until March 2016:

1. support the growth of our economy and the number of people in work
2. tackle disadvantage across our district
3. support our community and voluntary organisations
4. make our district a safer place to live
5. work to improve parking and transportation in our district
6. make our district cleaner and greener and lead by example on environmental issues
7. plan for the right number and type of homes in the right place (with appropriate tenure) to create sustainable communities in the future
8. support excellent and diverse cultural facilities and activities for our residents and visitors
9. support a broad range of sports, leisure and coastal activities
10. influence the work of other agencies to ensure the best outcomes for Thanet
11. protect and preserve our public open spaces

1.2 When the plan was approved it was agreed that the activities the council would undertake in support of the Corporate Plan priorities would be captured within a set of annually reviewed service plans for all parts of the council.

2.0 The structure of the report

2.1 The Corporate Performance Report attached as Annex 1 provides a summary of progress against each of the priorities. The report on each priority contains the following summaries:

- The council's overarching commitment to the priority;
- The long-term trends relating to the priority;
- Progress against each of the key projects aligned to the priority;
- Other activities carried out in support of the priority;
- Key issues that the council is dealing with relating to the priority.

2.2 The report itself is supported by the evidence provided in Annex 2 *Longer Term Trends in Thanet related to priorities within TDC Corporate Plan 2012-16*, and in Annex 3 *Trends in TDC performance indicators related to the priorities within TDC Corporate Plan 2012-16*.

3.0 Summary of findings: TDC operational performance

3.1 The council made good progress in achieving its objectives for 2013/14 for the majority of priorities.

3.3 13 out of 31 projects were completed including most notably the introduction of the new recycling and waste service and the opening of the new pool and spa in Ramsgate.

One project was cancelled; this was the proposed upgrade to the waste transfer site which was cancelled when it became clear that the project would not benefit the long term future of the depot. Instead an options appraisal will be carried out looking at the long term future of the site.

Four of the 17 projects which remained at year end carried some risk; these include projects which relate to the Local Plan which has had to be delayed due to the events at Manston airport.

A further two projects which looked to develop new solutions to specific waste and street cleansing issues were postponed in order to focus resources on implementing the new waste and recycling service. They are now due to start this year.

The remaining 11 projects were all on track at the end of the 2013/14 financial year.

3.4.1 Overall the priorities where the most positive operational progress was made were:

Priority 1 - Economy and Jobs. Some examples:

- A number of initiatives at the harbour were progressed including the completion of works on the military road arches.
- Positive planning activity continued with effective pre-application advice, processing of applications and enforcement.
- The council's Visitor Information Centre handled a total of/more than 73,000 enquiries
- Support provided to the town teams at Margate, Broadstairs and Ramsgate.
-

Priority 4 - Safer Place. Some examples:

- 11 Operation Clean Sweeps conducted throughout the year.

- 4,687 incidents dealt with by the CCTV unit.
- 1,000 vehicle and premises inspections undertaken by Licencing Officers.
- 934 food safety visits completed.
- Annual community safety plan implemented.

Priority 7 – Homes and Housing. Some examples:

- Good progress made on the Margate Housing Intervention Project.
- Introduction of online registration for social housing.
- 120 empty properties brought back into use.
- 189 statutory notices served on landlords to ensure that homes are made safe.

3.4.2 The report also provides a transparent look at the areas which require further improvement and sets out what the council is doing to address this.

3.4.3 Operational progress against priority 6 (Cleaner and Greener) will be a key focus for the council over the next 12 months to help improve customer satisfaction.

3.6 Other areas of focus will be to address the recent closure of Manston airport and delays to the 'Excellent Homes for All' project.

4.0 Summary of findings: Long term trends

4.1 Overall economic inequality between Thanet and the rest of Kent has been increasing in a number of key indicators including the proportion of the working age population who are not 'economically active', median full-time income levels, and those working as managers, directors or professionals. Thanet also has a low number of enterprises related to the size of the population. When it was last assessed (in 2010) Thanet was the most deprived district in the South-East of England. Compared to the rest of Kent Thanet has a greater number of 16-18 year olds not in employment, education or training, a greater proportion of workless households, and a greater proportion of usual residents who say they have long-term health problems or disabilities.

Crime in Thanet has steadily reduced for seven consecutive years, although there was an increase in 2013/14.. Trends in anti-social behaviour appear to have improved over the past four years and levels of drug crime improved last year, compared to an overall increase across Kent. Four year traffic safety also compares favourably with the rest of Kent, as measured by number and severity of accidents. Air quality also compares favourably with other areas, as measured by CO2 emission data. However, there are a number of crime categories where Thanet has had a higher rise than the rest of Kent and these include crimes of violence against the person, theft offences, and domestic abuse.

The medium-term evidence on housing shows sustained ambition by the Council to promote better quality housing and with KCC to plan responsibly for future demand. The wider demographic trend is clear in showing smaller household size, less communal living, an increasing proportion of people living in flats, less home-ownership and increasing private sector renting. In terms of affordability of housing, the gap between house prices and earnings is increasing in Thanet – more extreme than Kent or the rest of England.

The trends in tourism over the last decade as recorded by industry modelling show Thanet as having increasing visitor numbers overall but a decline in the proportion of visitors that stay overnight. Average spend by visitors seems to have plateaued through the 'noughties' decade.

Whilst more people seem to be using council owned leisure facilities, Thanet's residents still exercise less according to Sport England's recordings. Also, the adult obesity levels are rising more in Thanet than in Kent or England generally, according to four-year NHS data.

5.0 Options

5.1 To note the Council's performance and the wider trends for long-term indicators across Thanet.

6.0 Corporate Implications

6.1 Financial and VAT

6.1.1 The report has no specific financial implications. All activities listed have been planned within the council's agreed budget. Remedial actions will usually be carried out within existing budgets, where this is not possible funding proposals will be taken through the appropriate channels in keeping with the council's established financial controls.

6.2 Legal

6.2.1 There are no specific legal implications to this report.

6.3 Corporate

6.3.1 This report provides members with an update on the council's progress against its Corporate Plan priorities.

6.4 Equity and Equalities

6.4.1 The equality implications of each of the projects identified in the report will be considered as part of the project planning process in accordance with the Council's equality policy.

7.0 Recommendation

7.1 That Cabinet note the council's performance and agree (as set out in option 5.1 above).

8.0 Decision Making Process

8.1 This is a non-key decision

Contact Officer:	<i>Adrian Halse, Policy and Business Planning Manager</i>
Reporting to:	<i>Paul Cook, Interim Director of Corporate Resources</i>

Annex List

Annex 1	End of year performance report for 2013/14
Annex 2	Longer Term Trends in Thanet related to priorities within TDC Corporate Plan 2012-16
Annex 3	Trends in TDC performance indicators related to the priorities within TDC Corporate Plan 2012-16.

Background Papers

Title	Details of where to access copy
<i>Corporate Plan 2012-16</i>	http://www.thanet.gov.uk/council__democracy/corporate_plan_2012_to_16.aspx

Corporate Consultation Undertaken

Finance	N/A
Legal	N/A

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Thanet District Council

End of year performance report for 2013/14

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Table of contents

Introduction.....	3
Explanation of project alerts	4
Priority 1: Economy and Jobs	5
Priority 2: Tackle Disadvantage	11
Priority 3: Community and Voluntary Sector	14
Priority 4: Safer Place.....	16
Priority 5: Parking and Transportation	20
Priority 6: Cleaner and Greener.....	23
Priority 7: Homes and Housing.....	25
Priority 8: Culture and Visitors	31
Priority 9: Sport, Leisure and Coast	34
Priority 10: Influencing Others	36
Priority 11: Protecting Open Spaces.....	38

Introduction

This report sets out the Council's progress against its Corporate Plan priorities in the 2013/14 financial year. In several areas there has been progress since the year end – this will be reflected in subsequent in-year progress reporting.

For each priority the report sets out:

- **The council's commitment to the priority:** The council recognises that TDC is by no means the only organisation looking to support improvement in each of the priority areas, the commitment statement sets out how the council aims to play its part.
- **Long term trends:** The council recognises that effective change against these priorities will not be achieved overnight. The statement on long term trends explains whether things are going in the right direction for each priority.
- **TDC contribution:** This section explains what the council has specifically contributed to the achievement of the priorities. It provides a summary of progress for each key project and then a list of other activities that have been undertaken. Finally it identifies the key issues that the council is facing relating to the priority and explains what the council is doing about those things.

This report is supported by two further documents:

Longer-term trends in Thanet related to priorities within TDC Corporate Plan 2012-16 (2014 version)	This document shows trends in contextual measures related to the Corporate Plan. Data is provided in chart and tabular format. The vast majority of the data presented is not produced by TDC and is available publicly for example through the Office of National Statistics website. This data is used to measure change in the long-term issues that the Corporate Plan seeks to address.
Trends in TDC performance indicators related to priorities in TDC Corporate Plan 2012-16 (2014 version)	This document shows trends in the operational performance measures related to the Corporate Plan priorities that the council has monitored throughout the year. Data is provided in chart and tabular format.

Explanation of project alerts

This report provides an update on progress against projects against each Corporate Plan priority. Symbols are used to give a quick indication of progress.



The project is complete



The project is on track



The project is slightly off schedule or at risk of going off schedule



The project is significantly off schedule

Priority 1: Economy and Jobs

Our commitment

The Council is committed to help drive growth across the district by promoting investment, skills, employment, efficiency and innovation to provide a sustainable mixed economy. We will actively promote opportunities such as Regional Growth Funds and will continue to lobby to improve accessibility and development opportunities. The Council cannot deliver this priority on its own and will take the lead through Invest Thanet, working with partners from public, private and voluntary sectors to bring jobs into the area.

The Council has direct responsibility for the Ramsgate Port and Marina, a key driver in the local economy. Consequently, a number of the projects and indicators listed below relate to our work at the Port and Marina.

Long term trends

Whilst the proportion of Thanet residents of working age has increased over the last decade, the number and proportion of those in paid work has fallen. Labour supply data suggests there is greater variance in the proportion of the working age population that is 'economically active' in Thanet than it is in other territories.



It is generally accepted that the private sector is the main driver for prosperity. However, there are fewer businesses for the size of population in Thanet than elsewhere; the proportion of people who are self-employed is falling, and the proportion of people working as managers, directors or professionals (SOC 2010 groups 1-3) shows decline over the last ten years. The median full-time earning levels are lower in Thanet than in the other areas, and this may partly explain the relatively low gross value added (GVA) estimate of the average value of labour in Thanet.




The 2011 Census suggests that Thanet's private sector employer with most staff is 'wholesale and retail etc.', but the other large employers are 'human health and social work' and 'education' where public sector employment is more significant. Other industries where Thanet employs more people than the other territories are 'arts, entertainment & recreation etc.' and accommodation and food services.

However, since 2009 there has been an increase in the proportion of businesses surviving their first year. This is based on number rather than size of business.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
	Produce a draft Local Plan	<p>Issues and Options consultation was carried out between June and August 2013. Further evidence was prepared during the course of the year including housing and employment land assessments and transport modelling. A draft plan was close to completion for consideration by Cabinet and subsequent public consultation.</p> <p>However, recent events at the airport have resulted in deferral of consultation on the draft plan to enable consideration as to whether the draft in its current form remains appropriate and what additional evidence may be needed to resume progression towards adoption.</p>	<p>Events at the airport mean that it is unlikely that a draft Local Plan will be submitted to the Planning Inspectorate in Jan 2015. The timetable for developing the Local Plan is being reviewed. Work on the plan will continue over the coming year and will involve further evidence gathering and public consultation so that we achieve the right document for Thanet.</p>
	Develop the Ramsgate Maritime Plan	<p>Following consultation and consideration by the Port and Harbour Cabinet Advisory Group, the Ramsgate Maritime Plan was considered and noted by Cabinet in November 2013.</p> <p>Work was undertaken to revise the plan in the light of developing opportunities and a final version was adopted by Cabinet in July.</p> <p>The Plan has already been used to support external funding bids and negotiations with private sector partners. This assisted with funding for the initial study for the Alongside Quay and Easter Breakwater extension, as well as ascertaining the priorities for investment.</p>	<p>Funding under Interreg (Yacht Valley, Pac2 and LOPINOD), together with the Fisheries Fund and other external funding will be used to take forward projects identified in the plan.</p> <p>The council will continue to seek alternative and diverse income streams in Ramsgate Port to replace the loss of the ferry service.</p> <p>The plan will be developed so that it is able to be used as a commercial marketing tool to encourage a wider variety of businesses into the port and harbour.</p> <p>A report setting out proposals for the future governance arrangement for the Port and Harbour will be considered by</p>

Alert	What is the project?	What has happened?	What comes next?
			Cabinet in September 2014.
	Deliver the EU funded Yacht Valley project at Ramsgate Harbour and Port	Works to the Military Road arches were completed. A marketing and advertising campaign ensured that all but one unit are now being let, or in the process of being let. This has increased activity at the harbour which has improved the tourism offering at the harbour.	Waterproofing works to the roadway above the arches in construction phase at end of March 2014 and completed in April. Remaining investment works to yacht servicing areas will be agreed and implemented before project end date of 30 th September 2014.
	Carry out a review to assess the feasibility of a quay and breakwater at the Port	The project consisted of scoping and feasibility work to explore the market potential for a new alongside quay at Ramsgate. This work is complete. The study concluded that an alongside quay would not be financially viable at the present time. The project provided meaningful economic data on current market sectors and need	The council will continue to explore funding opportunities and potential new custom which could lead to a viable business case. The valuable information gathered will assist and inform future business opportunities at the port and harbour.
	Introduce the Community Infrastructure Levy	Scenario testing to look at the potential implications of CIL has been carried out. We have commenced gathering evidence to support a preliminary draft charging schedule.	The council will complete the gathering of evidence on development viability and infrastructure needs. This will be followed by consultation on the Preliminary Draft Charging Schedule. The timetable is linked to that of the Local Plan and as such is under review whilst the impact of recent events at Manston is assessed.

Other activities

Economic Development

- Worked with the Margate, Broadstairs and Ramsgate town teams to help them deliver different programmes of activities within the three towns, including the Pop Up Margate shop, the Ramsgate Rainbow steps project and the Broadstairs Town Shed project;
- Developed the Economic Growth and Regeneration Strategy and Action Plan;
- Actively engaged in and supported the work of Invest Thanet;

- Provided advice and support to local businesses over the phone, via 1:1 meetings and partnership meetings.

Planning

- Produced the Annual Monitoring Report providing evidence of the effectiveness of planning policy;
- Provided pre-application planning advice to potential developers;
- Raised seven planning enforcement notices for breaches of planning law;
- Served seven Section 215 notices;
- Processed 61% of major planning applications within 13 weeks.

Port and Harbour

- Received 4,832 visiting leisure vessels at the Harbour (a 20% increase on last year).
- Promoted Ramsgate and Thanet at the London Boat Show;
- Carried out repairs to the Brett berth and the Harbour;
- Carried out a number of improvements to Ramsgate Port and Royal Harbour infrastructure in order to maintain Ramsgate as a modern and credible leisure and commercial port;
- Carried out dredging at the Ramsgate Port and Royal Harbour;
- Updated the Port and Marina websites to increase visibility of the facilities available.

Other

- Responded to 73,000 enquiries at the Visitor Information Centre;
- Consulted local businesses on the council's draft procurement strategy and used feedback received to inform the strategy;
- Carried out 1,878 land charge searches, processing 98% within 10 working days;
- Provided (building control) advice on new construction projects;
- Provided professional support to community led projects such as the Maritime Museum, the Ramsgate Tunnels and the Motorhouse project;
- Undertook Coastal Asset Inspections (promenades, sea walls, flood defences, tidal structures) and implemented planned and reactive maintenance programme;

Key issues we're working on

Issue	What we're doing
Closure of Manston Airport	<p>The Council has been working to understand viability of the continuance of the site operating as an airport. An independent report was published in July with initial findings.</p> <p>The independent report revealed that compulsory acquisition of the site would rely on an identified indemnity partner making significant investment with a minimum 20 year business plan to deliver a viable and sustainable airport operation.</p> <p>The Council has asked for expressions of interest to determine whether there are suitable indemnity partners for the potential compulsory purchase of Manston Airport and its subsequent operation.</p> <p>Given the significant risks involved, the council has a duty to ensure any interested parties have the capability to cover the associated costs.</p> <p>It is anticipated that this initial market testing exercise will then inform an options paper to be considered by Cabinet in the Autumn.</p>

Issue	What we're doing
Lack of ferry operator at Ramsgate Port	A significant number of alternative and diverse income sources are being pursued by the council to replace the loss of the ferry service. These options still include ferry services due to the regular income these generate, but other options are necessary to prevent an overdependence on one operator. This includes the consolidation of the windfarm support industries within the port and the further development of these.
Supporting local economic performance	<p>Several initiatives are being progressed:</p> <ul style="list-style-type: none"> – Business support – providing 1:1, telephone, email and web support to start-up and existing businesses. Through direct support and or signposting to the relevant information/organisation. – South East Local Enterprise Partnership (SELEP) – working with partners, including local authorities in the coastal area of the SELEP and the Kent and Medway Economic Partnership to put forward priorities for Thanet, including Parkway Station (which now has funding allocated to it), local transport schemes, proposed extension of the Enterprise Zone at Discovery Park, request for funding for coastal housing need. – Destination Management Plan (DMP) – tourism is a key sector and delivery of the DMP supports the growth of this sector. Other projects supporting the growth of the economy, particularly through Tourism include Dreamland. The Council measures the tourism sector through the Cambridge Model which it buys into every two years, overtime this will help to show the growth created from the activities of the DMP. – Creative Sector – nationally the creative sector is one of the fastest growing sectors, and with Turner Contemporary successfully bringing visitors and creative practitioners into the area, the sector has grown considerably across Thanet. Working in partnership with Hastings Borough Council and Tendring District Council we were successful in achieving £2m from the Regional Growth Fund as a grant programme for small and medium sized creative businesses, known as the SUCCESS programme. So far (July 2014) £423,000 of grant funding has been allocated to eight businesses in Thanet, leveraging in £1.3m of further investment from these businesses and creating 64 new jobs over the growth period of these companies. The Council is also involved in two Interreg programmes, one to support creative workspace in Margate and the other for artist's residencies. – Town Centres – the Council has allocated funding and office support to the three Town Teams in Thanet to help them deliver their aspirations in improving our town centres. – Business Parks – East Kent Opportunities has agreements/sales with an organisation who have provided speculative units at Manston Business Park, which is now full and includes two of the start-ups from the SUCCESS programme. A planning application is in process for 20 more speculative units on this site and discussions are taking place with existing businesses in supporting their aspirations to move onto Manston Business Park. – Assets – a review of the Council's assets will identify where the Council can support economic growth through the buildings and sites that we own.

Priority 2: Tackle Disadvantage

Our commitment

The Council is committed to tackle the issues which can lead to disadvantages for residents through lack of work, skills and poor housing. We will work towards our vision that everyone in Thanet has the same opportunities to access housing, work and an income close to the Kent average, while ensuring that the momentum of economic growth is maintained.

Long term trends

The most recent Indices of Multiple Deprivation (IMD 2010) show Thanet to be the most deprived district in the South-East. IMD snapshots over the last decade suggest that the gap between Thanet and the average deprivation of other Kent districts is widening.

The proportion of working age people who are dependent on jobseekers allowance (JSA) and key out-of-work benefits has increased in the last decade and typical full-time wages are relatively low. There are a greater number of 16-18 year olds who are not in employment, education or training in Thanet than is average for Kent districts.

Both the percentage of usual population workless households with dependent children and the percentage of lone parent workless households have decreased in the monitored territories over the last decade. However, the rate remains considerably higher in Thanet than in the other territories. Similarly the percentage of households in the usual population who say they have at least one person with long-term health problems or disabilities has got less.

Government figures for the number of households in temporary accommodation have shown reduction over the last decade. Some of this is due to changes in definition, but some is due to better management practices. So there is some evidence of long-term improvement in housing and health, but not of economic disadvantage.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
✓	Establish mechanisms to ensure the Council can prepare for the impact of welfare reform	Systems (meetings and emails) were established to share information on welfare reform between Thanet Council teams. Periodic benefit data was received to track numbers affected by the main reforms. Investigations were made to identify risk from London authority placements & referrals to Thanet. Housing options monitoring was increased to track housing approach numbers in more detail. The extent of risk to the Council has initially been less than originally feared, however, a substantial sum has been lost to the local economy and so longer term financial stresses are likely.	<p>The council will continue to monitor numbers of people directly affected by welfare reforms, and will closely monitor progress of the planned implementation of Universal Credit.</p> <p>We will also continue to track the number of applications for housing from London residents.</p> <p>As well as continuing to monitor the number of requests received by the Housing Options team, trends in community safety (especially overall crime, and acquisitive crime) will also be tracked (see Annex 2)</p>
✓	Review the Housing Allocations Policy	The review of the Housing Allocations Policy was informed by a consultation which took place in 2012/13. The final version was approved by Council in July 2013 and was implemented on 1 September 2013, at the same time as online registration of the Housing Register.	The Council will continue to administer housing applications in line with the new policy. Implications of the new policy will be reviewed in autumn 2014.

Other activities

- Completed the Tenancy Strategy;
- Completed the Affordable Rent Policy;
- Commenced work on the East Kent Homelessness Strategy;
- Analysed ward level data and developed a two year programme to determine where to expand the “Your home, your health” initiative.

Key issues we're working on

Issue	What we're doing
Continuing gap between Thanet and the rest of Kent in key indicators (such as earnings and benefits take up)	The Council will continue to monitor the difference between trends in Thanet, Kent, the region and the country as a whole. The Council will continue to lobby central government and its agencies on issues affecting the wellbeing of Thanet. The Council will also continue to prioritise physical regeneration as a means of economic diversification, and pursue any economically viable means to achieve this.
Missed target for delivery of affordable homes	<p>Meeting the target was reliant on external developer completion of the housing schemes. Delays in construction of the Eaton Road scheme meant we were unable to meet the target. The scheme has subsequently been completed and a lettings plan is in place.</p> <p>As there are matters beyond the Council's control, similar future schemes will not be monitored in this way.</p>

Priority 3: Community and Voluntary Sector

Our commitment


The economic climate has made it much tougher for the diverse range of community and voluntary organisations which operate in Thanet. The Council is committed to working with our partners in the community and voluntary sector, recognising the value of their work and the difference they make to the lives of local people. We are also committed to implementing our responsibilities under the new Community Rights effectively so that local communities are empowered to direct and influence their futures.

Long term trends

The council has not identified any data sources for tracking against this priority.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
	Engage communities in developing solutions for waste management and street cleanliness	The project did not start when planned in 2013/14 due to the need to recruit the staff who will deliver it.	The recruitment process has started. Meanwhile, some work with individual communities is being developed including: Ongoing work with the ABC (A Better Cliftonville) group to try to find solutions for waste management and street cleanliness problems in Cliftonville West; and, Joint working with Ramsgate Town Council, the Town Team and local businesses in taking forward the Respect Ramsgate project.

Other activities

- Established arrangements for managing applications under the Community Right to bid;

- Delivered the Footprints in the Sand and Sport 4 NRG projects harnessing over 100 volunteers and providing over 4000 hours of volunteering across the district;
- Increased resident participation in the management and maintenance of local parks and open spaces. The council is now working with 21 groups across the district;
- Maintained accessible guidance and information on the Community Right to Challenge;
- Providing £133,000 of funding working in partnership with 8 community groups, establishing a service level agreement with each one;
- Processed 108 land hire applications and facilitated the Safety Advisory Group in assessing applications for 143 events;
- Provided support and training to event organisers on events management;
- Supported the undertakings of the RNLI, Sea Cadets, Sea Scouts and Sailor's Church at the Royal Harbour.

Key issues we're working on

Issue	What we're doing
<p>Limited sources of information make it difficult to understand the existing picture of the Community and Voluntary Sector within Thanet and how it is changing.</p>	<p>The Community Engagement section is now re-establishing links with the relevant organisations. Our service level agreements with Citizens Advice Bureau and Thanet Community Networks mean we have access to information that helps inform us of the depth of issues that resident groups and voluntary sector organisations are facing.</p> <p>Through a refreshed Thanet Compact and attending a number of new local partnerships, we will be able to direct the work of the team to the issues that matter most.</p>

Priority 4: Safer Place

Our commitment




The Council's partnerships with the police and other agencies involve detailed planning to tackle the issues and the offenders who cause most harm, using a range of statistics, data and local knowledge to identify the level of support needed in each neighbourhood. The Council recognises that issues of anti-social behaviour such as noise nuisance, dog fouling, littering and dumped rubbish have a major impact on the quality of life for residents and is committed to using a variety of methods to tackle these. The safety of the public is a key concern for our Environmental Health team, helping to prevent food poisoning incidents and accidents by ensuring businesses operate to the required legislation.

Long term trends

The crime indicators that have been chosen for the Community Safety programme show overall reduction in recorded crime, though the most recent year does not follow that trend. Also, for some types of crime the trend shows more crime, or a worrying reversal of former beneficial trends – notably for domestic abuse, violence against the person and drug crime. The levels of crime measured against the size of population shows that crime levels of all sorts continue to be higher in Thanet than the average for Kent districts. It is still too soon to conclude that a decline in community safety is or is not directly related to economic change.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
	Implement the National Food Hygiene Rating Scheme	The team has worked hard to clear the backlog of outstanding inspections. This was completed by the end of March 2014 and the project is back on track. 668 food premises were rated and 82.9% achieved 3 stars or more.	The team will continue to roll out the National Food Hygiene Rating Scheme in line with the project plan to ensure that all relevant food premises have a National Food Hygiene Rating.
	Implement the Thanet Community Safety Plan	<p>33 out of 36 actions were completed with partners working together to tackle repeat offenders, support victims and resolve issues in local communities.</p> <p>Thousands of young people have been given educational sessions,</p> <p>A range of multi-agency operations have led to direct action being taken against rogue businesses and problem residents;</p> <p>Areas have been cleared of fly tipping and graffiti;</p> <p>Support has been in place in key night time economy areas through the Community Pastor programme.</p>	The Community Safety Plan for 2014/15 has been developed and the Council will work with partners across other agencies to ensure that it is implemented over the course of the year.
	Review the options for delivering a replacement CCTV system	A range of options for the provision of a new CCTV system have been developed including estimated costs, with the benefits and issues being detailed to assist decision making.	<p>Discussions will take place with Kent Police and the Community Safety Partnership to understand their thinking about the delivery of CCTV services, and further joint working.</p> <p>A report covering the options and funding sources will be considered by Cabinet in November 2014..</p>
	Establish the infrastructure	Permanent DPE status was granted to Manston Airport in	At the present time the airport remains closed and as such so

Alert	What is the project?	What has happened?	What comes next?
✓	required for Kent International Airport's status as a Designated Point of Entry (DPE)	September 2013. At the end of March 2014 the DPE was staffed by four permanent members of staff and four agency members of staff. Whilst the project was completed, the DPE has now been decommissioned due to the closure of Manston Airport.	does the DPE. If it was to reopen we would look at re-establishing the DPE.

Other activities

Community Safety

- Organised and implemented the Operation Clean Sweep project which involved 11 multi-agency operations throughout the year;
- The CCTV unit dealt with 4687 incidents and carried out a further 1481 evidential reviews for Kent Police;
- Delivered "Seasafe" the annual community safety event in Ramsgate to promote water safety and reinforce the dangers of "tombstoning";
- Responded to 441 stray dog enquires and partnered with the Dogs Trust to hold two dog chipping events which were the most successful that the Dogs Trust had ever been involved in.

Licensing

- Processed approaching 5000 licence applications including 4000 licence renewals;
- Under the new scrap metal legislation 12 collector and five site licences issued;
- Over 1000 vehicle and premises inspections undertaken by Licencing Officers;
- Carried out enforcement action to ensure that licences comply with legislation with five prosecutions, 16 Sub-Committee hearings, and three appeals.

Environmental Health

- Carried out 934 food safety visits;
- Worked with Public Health England to support infectious disease control;
- Provided insect identification and signposting service for enquiries about potential health concerns (e.g. recently on False Black Widow spiders).

Other

- Continued to fulfil our duty in relation to the safeguarding of children, making 19 referrals to Social Services during the course of the year;
- Reviewed Health and Safety compliance for all property and land managed by TDC;
- Maintained the council's preparedness for emergency events, including the updating, testing and validation of the Emergency Plan, leading to well informed and professional responses to several minor emergencies this year;
- The technical services team have responded to a number of incidents this year, most notably the Tidal Storm Surge on 5/6th December 2013.

Key issues we're working on

Issue	What we're doing
The gap between Thanet and the rest of Kent in terms of crime and ASB is not shrinking.	The crime and ASB issues that Thanet faces are unique and a range of agencies continue to come together to tackle them. The Community Safety Partnership and Margate Taskforce are making an impact on a range of areas but recognise that more needs to be done in some particular crime types. This year's Community Safety Plan has been structured differently to tackle the 'emerging issues' quicker and has allowed more flexibility to mix reaction with proactive targeting.
Levels of violent crime and domestic abuse are high	These are complex issues impacted by wider social agendas such as poor housing and low unemployment. Agencies are working over wider priorities now rather than focussing on reaction to certain crime types, therefore trying to tackle the source. This will take some time to see the impacts but we are already seeing more people going to court for domestic abuse due to the funding of the Independent Domestic Abuse Advisor scheme in Thanet.

Priority 5: Parking and Transportation

Our commitment

The recent growth in visitor numbers following the opening of Turner Contemporary and further developments over the coming years will place increasing demands on local transport and parking provision. The Council is committed to developing a Parking Strategy which sets clear direction for the management of off and on street parking arrangements. The Council can only achieve improvements to roads and pavements in partnership with Kent County Council, which is the lead organisation responsible for transport and highway matters. We will endeavour to influence and encourage KCC and government to tackle this important issue.

Long term trends

The percentage of households with cars or vans has increased over the past decade in all monitored territories, though the proportion of households with cars or vans is lower in Thanet. This correlates to age profile. There is an increase in the proportion of working age residents who use their own car or van to travel to work and a decline in car-sharing, but there is also an increase in the proportion of people using the bus or train, or walking to work.

Over the last four years road safety in Thanet compares favourably with the rest of Kent. There are fewer road traffic accidents for the size of population and a lower proportion of accidents where people have been killed or seriously injured. This, of course, is not a measure of transport congestion.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
✓	PR013 Conduct parking review and develop new Parking Strategy	<p>This project has been partially completed. The parking review was carried out and new fees and charges were agreed in the December meeting of Council.</p> <p>A parking strategy was not adopted, and the wider issue of transport requirement is being carried forward within other strategies.</p>	<p>A new project has been established to create a parking plan, which will complement other key strategies including the wider transport strategy and the developing Local Plan.</p> <p>The proposed plan will be considered by Cabinet in January 2015.</p>
★	Develop a transport strategy for Thanet with KCC to support the Local Plan	<p>Transport modelling has taken place to assess the ways transport could impact on the Local Plan, and key infrastructure requirements have been identified. A review of cycling and walking plans is being undertaken. Detailed work has also commenced on two key highways projects, Westwood Relief Strategy and Margate Junctions.</p> <p>The identification of key transport infrastructure projects has supported bids for funding through the South East Local Enterprise Partnership including certain junction improvements in Margate and parts of the ring road concept of the Westwood Relief Strategy.</p>	<p>The next steps are for further engagement with relevant stakeholders on the proposed strategy, and for more detailed transport modelling work to be carried out. A public consultation will take place on the draft Transport Strategy alongside the publication of the Local Plan and the timetable is currently under review.</p>

Other activities

- Reviewed the off-street parking season disc arrangements;
- Changed all off street car parks to linear charging tariffs;
- Worked with Kent to complete a traffic order that consolidates all parking restrictions since 2008;
- Managed 32 road closures to facilitate local events;
- Replaced 169 street name plates, using recycled plastic plates to deter theft;
- Moved the bus shelter from Cecil Square to Westwood Road opposite Asda to provide better protection for customers and improve pavement space at Cecil Square.

Key issues we're working on

No other key issues have been identified against this priority.

Priority 6: Cleaner and Greener

Our commitment

The Council is committed to deliver street cleansing and waste and recycling services that deliver value for money, recognising that these are two of the most important services that we provide. We will use both education and enforcement to encourage effective management of waste and a reduction in littering and dumped rubbish.

The Council is committed to reducing its own carbon footprint and to encouraging sustainable energy solutions locally, supporting the operations of London Array and Thanet Offshore Wind from Ramsgate Port.


Long term trends

Per capita CO2 emission levels have fallen over the last seven years. Thanet CO2 emission levels compare favourably with the other territories, both in terms of residential and commercial emissions, and insofar as can be judged emission control from TDC's estate is better than other Kent districts.

Whilst data for 2008-2014 show a favourable trend in the levels of street litter, graffiti and fly-tipping as measured by the former national indicator regime, that regime gave undue weighting to property types that are less common in Thanet – so there is an intention to develop a more rigorous regime in 2014/15. Satisfaction levels with TDC's street cleansing, waste collection and recycling obtained from the annual budget consultation showed an increase between 2012 and 2013, but a marked decline between 2013 and 2014. The satisfaction levels for all three years are below a satisfactory level.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
✓	Introduce new recycling and waste services	The improved recycling scheme was successfully rolled out to 80% of all households in Thanet, improving recycling rates from around 25% to around 45%.	The council will be implementing the "Next Steps" project to deliver improved recycling to the remaining 20% of households.
	Develop new approaches to undertaking street cleansing to improve results and public perception, whilst reducing costs.	This project was delayed by the need to temporarily concentrate resources on the new recycling service.	The start date was postponed until May 2014. The project will involve refreshing the Respect Ramsgate project and will look to expand this across Thanet.
N/A	Carry out upgrade to the waste transfer site	The proposed works at Manston depot have been reconsidered. The intended work will not be cost-effective, will not make the depot fit for the future, and was not essential for effective implementation of the new recycling and waste scheme (see below).	The project as originally planned is no longer being progressed. An options appraisal to inform decision on the council's requirements is currently being carried out. A draft report is expected in early summer 2014.
✓	Public Realm Project	The project has explored different ways of working to tackle fly posting, fly tipping, litter, dog fouling, nuisance parking and environmental issues relating to selected locations in two pilot wards.	The results of the various trials will be added to the experience of the Respect Ramsgate approach to inform the project for the delivery of new cleansing services across Thanet in 2014. This will also assist the work of the new combined enforcement service in association with the new post of Environmental Education Officer.
✓	Install solar panels at the Crematorium	Solar panels were successfully installed on the crematory flat roof, before the deadline for the reduction of the feed in tariff. As well as generating renewable energy, this project has reduced costs to the service and has provided a new income stream. Payback of installation should be complete in 7-8 years.	A maintenance schedule for the cleaning of panels will be put in place by the Crematorium Team.

Other activities

- Responded to 3,194 street scene related complaints and carried out 546 enforcement actions;
- Helped safeguard the internationally important marine and bird life of the North East Kent European Marine site (NEKEMS) through the implementation of a management scheme agreed with Natural England, and working with volunteers;
- Provided and managed special waste collections for residents (including clinical, toxic and garden waste), arranging disposal with KCC and external contractors;
- Cleared illegally dumped waste and taken appropriate enforcement action against perpetrators, 23 fly tipping cases resulted in either a prosecution or a caution;
- Managed the use of static recycling banks across the district;
- Monitored air quality across the district in accordance with the Air Quality management Regime;
- Undertook inspections to monitor, reduce and prevent pollution;
- Processed applications for two new memorial seats on public land;
- Introduced improved facilities for recycling at the Royal Harbour;
- Operation of vehicle repairs and maintenance workshops for TDC owned vehicles, plant and machinery.

Key issues we're working on

Issue	What we're doing
The street cleansing project was rescheduled	This was affected by resource availability to take forward the project, especially in the context of the roll-out of the new waste service. The delivery of the new approach to street cleansing based on the Respect Ramsgate trial is moving forward, with funding identified to support the re-launch of the Respect Ramsgate project, with proposals being developed to broaden this approach to the other main town centres.
Lower levels of satisfaction with cleansing and waste/recycling	The street cleansing project is based on addressing the concerns raised by local residents, using new machinery to increase productivity, but also the quality of cleaning, and releasing resources to be able to undertake more regular deep cleaning of key areas.

Priority 7: Homes and Housing

Our commitment

The Council intends to ensure that local housing is developed appropriately to create mixed and sustainable communities. Locally, average house prices and rents are high when compared to average household income. The Council aims to ensure that everyone in Thanet has access to housing that is both affordable and of high quality. We are committed to continuing our successful work in bringing empty properties back into use, and will work with partners to tackle and provide innovative solutions to the problems of empty properties.

Long term trends




For the last seven years Thanet has provided the number of homes required according to the former South-East Plan. However, in all territories ownership trends have changed over the last decade – home ownership is declining generally, and private sector renting is significantly increasing. There is also a slight reduction in social renting. In all territories home ownership is becoming less affordable. All of these trends are more marked in Thanet than the other monitored territories. However, more of the total stock of dwellings is being used. There is a general decline in the number of empty dwellings, and in the proportion that are empty for more than a year.



The types of dwellings we live in are also changing. Although most people still live in houses or bungalows, the proportion that do is falling and more are living in flats or maisonettes. There is a greater rise in the proportion of purpose built flats than in conversions. There is also a slight rise in people living in temporary forms of accommodation. These trends may be correlated to economic patterns. Paradoxically, over the last decade there has been an increase in the proportion of households with seven or eight rooms – though this is an average rather than a median figure (a few very large dwellings may distort the result).

Over the last decade the proportion of one person households is increasing in all monitored territories and in all, approximately two-thirds of households have one or two people in them. However, there is a slight decline in the proportion of one person pensioner households. Whilst generally there is a slight rise in large households (with seven or eight people), the proportion of these in Thanet is declining. In all monitored areas only 6-7% households have more than four people. Although there is a general rise in families where all children are non-dependent, Thanet is unusual in having a rise in families with no children. In general most people still live in families, but families are getting smaller and the proportion of non-family based households is increasing.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
	Deliver the Margate Housing Intervention Project	<p>This 15 year multi-agency initiative remains on track with the help of increased private investment in the area.</p> <p>KCC have indicated that they will still be investing in the area and they are now looking at some potential new build projects.</p> <p>Seven key empty buildings have now been purchased and plans have been produced for submission for planning approval, prior to tendering.</p> <p>The Clusters bid target which is reported quarterly has now been exceeded. As at the end of March 2014. 175 units were delivered against an original target of 160.</p> <p>The programme has now been extended to March 2015 with a new target of 225 units to be delivered.</p>	<p>The business plan is now being revised based on the market changes that have been observed and the available budget. This will provide an alternative approach to delivery over the next year to achieve the original aims of the project and ensure it is sustainable moving forward.</p> <p>Plans are being developed for all the properties that have been purchased and need to be submitted for planning permission. These will then need to be tendered with a view to starting works this financial year.</p> <p>We will also look to further promote a new loan scheme that assists owner occupiers to bring empty homes back into use.</p>
	Develop an in-house scheme for managing private rented accommodation	<p>The scheme considers new ways of delivering services that deal with homelessness, and ways of working effectively with private landlords.</p> <p>The project was delayed due to the long term absence of the project lead. However the feasibility study has been completed, and related documents have been reviewed with other council departments likely to be affected by the project.</p>	<p>The business plan will be developed and considered for implementation. The intention is that the new service would be in place by April 2015.</p>
	Acquire 50 units (originally 30) for affordable housing	<p>This scheme runs from April 2012 to March 2015.</p> <p>As at the end of March 2014 the</p>	<p>The properties that have been purchased will require planning approval before work can start on site.</p>

Alert	What is the project?	What has happened?	What comes next?
		<p>council had purchased 2 flats, 1 large commercial building and 1 building containing 3 empty flats. Work was completed on 3 additional flats and these have since been occupied.</p> <p>The project has started to deal with some empty and derelict buildings and the completed units have already provided affordable housing to families in need.</p>	<p>We will also look to purchase further properties within the time frame across the whole of the district.</p>
	<p>Complete HRA asset management strategy</p>	<p>All HRA sites have been identified, and this list has been cross referenced to the East Kent Housing capital programme. A full updated schedule of housing costs is expected in March 2014.</p> <p>Planning applications for HRA sites are due to be heard on 19 March 2014. Both results will inform the strategy and asset management plan.</p> <p>Planning applications for new housing have been submitted on all garage sites. A bid has been submitted to the HCA for funding of these sites to consider housing.</p> <p>A further site has been purchased with a view to its development potential for mixed residential accommodation.</p>	<p>The council expects to learn the outcome for the application to the HCA in late summer 2014. Any successful schemes will commence in 2015/16.</p>
	<p>Deliver the Selective Licensing Scheme in Margate and Cliftonville</p>	<p>1,347 dwellings are now covered by a licence and 291 of these have been inspected to check property condition and to look for any breaches of licence condition.</p> <p>Enforcement activity has started. Two successful prosecutions were undertaken and a further eight were prepared for court.</p> <p>Successful prosecutions will encourage un-licensed property owners to come forward and apply for a licence.</p> <p>The team has also set up</p>	<p>The council will continue with the inspection programme to ensure compliance with the scheme and make improvements to properties and management.</p> <p>The council will continue to prepare cases for prosecution and will continue the successful partnership working with the Community Safety team and the Police in dealing with ASB cases.</p>

Alert	What is the project?	What has happened?	What comes next?
		successful working relationships with Community Safety and the Police to deal with ASB issues.	
✓	Housing online registration	<p>Online registration officially went 'live' on 2 September 2013.</p> <p>Workshops were held in numerous locations to assist customers through the registration process. This system is now being successfully accessed by applicants.</p>	We will continue to facilitate the online process.
★	Excellent homes for all	<p>Kent County Council (KCC) and five district and borough council partners, including Thanet, have received initial approval for private finance initiative (PFI) credits from the Department for Communities and Local Government (DCLG), to be used for delivery of an 'Excellent Homes for All' project.</p> <p>After some delays caused a review of the value for money of the PFI scheme by central government the scheme can now progress and Cabinet agreed in January that the back to back legal agreement could be signed.</p> <p>All the sites in the project now have planning consent, which includes the two Thanet sites at Newington School and the former Newington Library site.</p> <p>Thanet will benefit from nine units of mental health accommodation and 49 extra care units in total and will receive nomination rights to these schemes to households from the housing register.</p>	<p>The next step is for the back to back agreement to be signed.</p> <p>Construction will then commence with the two Thanet schemes to be completed by March 2015</p>

Other activities

- Transferred land at the Centre in Newington to Orbit Housing for the purpose of redevelopment of the area and the delivery of affordable housing;
- Facilitating regular meetings of the Thanet Landlords Focus Group;
- Introduced a tenant referencing scheme at no cost to tenants;
- Helped bring back 120 empty homes back into use;

- Carried out 586 formal Housing Health and Safety Rating System inspections of residential dwellings;
- Served 189 statutory notices on landlords to ensure that homes are made safe;
- Carried out 42 inspections of licensed HMOs to ensure that people living in multiple occupied buildings are provided with adequate and safe accommodation;
- Administered the housing register, including 3,924 new housing register applications;
- Proactively worked to prevent homelessness and improve the management of homelessness so that the amount spent on B&B accommodation fell by nearly half this year.

Key issues we're working on

Issue	What we're doing
There have been delays to two projects – Excellent Homes for all and the in house scheme for managing private rented accommodation	<p>Excellent Homes for All: The delay resulted from obtaining multi-partner agreement to the contractual arrangements. These have now been resolved, the scheme has been signed by all partner authorities, and the Thanet schemes are now on site; the smaller site is due to finish in October 2015, and the larger by March 2016.</p> <p>Scheme for managing private rented accommodation: The project is now being re-assessed, and a report with recommendations will be submitted in due course.</p>

Priority 8: Culture and Visitors

Our commitment

The Council is committed to Thanet's heritage as a seaside destination and recognises the role that theatres, museums, galleries, festivals and events play in making Thanet a great place to live in and to visit. In an environment where funding for the cultural sector is reducing, we are placing greater emphasis on working with partners and exploring other ways of providing services and facilities.


The Council is committed to the visitor economy, working in partnership with Visit Kent to market the area to potential visitors across the country, and is driving forward the development of the Dreamland Heritage Park aiming to build on the increased tourism offering created by the Turner Contemporary.

Long term trends

The evidence monitored by TDC relates to tourism trends and we are still reliant on Cambridge Model data. The trends over the last decade show increasing visitor numbers and local direct spending, but a decline in the proportion of visitors that stay overnight. The average direct visitor spend seems to have changed little over the last five years. The tourism service was one of the few where resident satisfaction levels rose in the last annual budget consultation – though the figure was still low.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
	Deliver the Dreamland Heritage Amusement Park	<p>Following a process of legal challenge the council's Compulsory Purchase Order was upheld and ownership of the Dreamland site passed to the council in September 2013.</p> <p>Detailed investigations were undertaken which informed design work on the cinema building, the park and the Scenic Railway. The work package for the production of scenic railway trains and safety mechanisms was tendered and the work package for the scenic railway structure went to the pre-qualification questionnaire process.</p> <p>In addition the main contract works for the park went out to tender and a lease was granted to the Dreamland Trust to open a visitor and learning centre in the former amusement arcade in Marine Terrace – more than 20,000 visitors to the centre since opening.</p> <p>The project has had a great amount of success in engaging with the local community including a community clear up event within the park.</p>	<p>The council will be appointing contractors for the different work packages of the project. Construction will commence on the site and an operating company will be appointed.</p> <p>Engagement with the community will continue, focussed through the Learning and Visitor Centre situated in the Dreamland cinema complex, providing a front face to the public.</p>

Other activities

- Worked with partners in the tourism sector to implement the new Destination Management Plan;
- Worked with local communities on projects which support the Dalby Square Townscape Heritage Initiative;
- Provided a tourism service aiming to attract visitors from outside the area, with 183,639 visits to the tourism website and 73,165 enquiries to the VIC service;

- Supported the delivery of the Margate Arts, Creativity Heritage Programme, including the delivery of major public artwork on Godwin Road;
- Delivered and completed the Footprints in the Sand project which attracted 30,133 attendances across 952 events. The project exceeded all external funder targets and has been highly praised.

Key issues we're working on

No key issues identified for this priority.

Priority 9: Sport, Leisure and Coast

Our commitment

The Council continues to provide a diverse range of indoor and outdoor leisure facilities and also provides activities throughout the year in all areas of the district for all ages. The Council is committed to ensuring that Thanet's coastline is protected and maintained to a high standard, recognising that it is a fantastic free resource for active recreation. We offer a variety of beach and water sports activities around the coast for residents and visitors alike.

Long term trends

Visitor trends to Your Leisure run sports facilities in Thanet shows a steady rise over the last five years, though the overall proportion of adults participating in at least one session of 30 minutes sport or other exercise a week remains lower than the other comparators. And, the adult obesity levels appear to be increasing.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
✓	Develop the new Ramsgate Pool and Spa	<p>Works on this Your Leisure (formerly Thanet Leisure Force and Vista Leisure) contract completed in July 2013.</p> <p>The new Ramsgate Leisure Centre was officially opened on 1st August 2013. The vastly improved facilities have attracted an additional 32,000 visits compared to 2012/13.</p>	The Leisure Centre will continue to provide high quality services to leisure customers.
★	Review sport leisure and play facilities in Thanet	<p>There have been a number of delays to the project caused by changes to the national frameworks with which the outputs of the project must comply. However, a number of facility improvements have been made throughout the year and a play strategy has been drafted.</p>	<p>It is important to ensure that there are a range of facilities for children and adults in order to boost participation in sport and healthy activities.</p> <p>The strategies and reviews will ensure that the council understands what is available and where the gaps are so that it can</p>

Alert	What is the project?	What has happened?	What comes next?
		Work has begun on assessing the grass playing pitches across the district and updates have been made to the review of 'built' sport facilities.	look to address them. The aim now is to ensure that the play strategy is approved, that the playing pitch audit is completed so that work can commence on a Sports Facilities Improvement Plan.

Other activities

- Facilitated the Sport 4 NRG project with 4,376 attendances in 2013/14;
- Delivered the Sport 4 Life programme, targeting inactive adults to start sport or physical activity again, with just under 800 attendances to the 8 week programme;
- Maintained council owned sports grounds across Thanet;
- Managed the contract with Your Leisure which saw 496,810 visits to TDC owned sport and leisure centres this year.

Key issues we're working on

Issue	What we're doing
Rising obesity and low levels of sport participation compared to other areas	<p>We are forging new partnerships with health via the Health and Well-being boards in order to combine activity from the two sectors. Joint commissioning of activities and health interventions will be undertaken. Engagement with GPs to encourage prescription of exercise is also high on the agenda.</p> <p>The constant improvement of facilities and reaction to new trends in sport and facility types is vital. The new Sport and Active Recreation strategy will focus much more on moving people along the participation cycle e.g. from no exercise to once a week and then into regular exercise.</p>

Priority 10: Influencing Others

Our commitment

The Council plays a key leadership role for the local area, and is committed to building strong relationships with other service providers from the public, private, voluntary and community sectors. As well as providing assistance and support, the Council influences and challenges other service providers, encouraging them to develop their service in ways which best meets the needs of people in Thanet.

The Council is a lead member of a number of partnership bodies including Invest Thanet, the Margate Task Force and the Community Safety Partnership. We work with many types of organisation including local residents groups, charities and larger organisations such as the University and Kent Fire and Rescue. Our efforts to deliver each of the other ten priorities involve partnership working in some form and key partnership activities are identified in the priorities which they support. The only exception is the Thanet Health and Wellbeing board project, in which TDC's role has been specifically to facilitate partnership working.

Long term trends

The council has not identified any data sources for tracking against this priority.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
✓	Establish the Thanet Health and Wellbeing Board	The Board has been established.	TDC is working with the CCG through the Health and Wellbeing Board with a view to our role in supporting the delivery of the outcomes of the Integrated Commissioning Plan which includes the following priorities: <ul style="list-style-type: none">• Building GP capacity• Building out of hospital care• High quality care in hospital• Mental Health

			<ul style="list-style-type: none">• Children Inequalities
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Other activities

- Any activities involving partnerships will be listed against the priorities that they support.

Key issues we're working on

No key issues identified for this priority.

Priority 11: Protecting Open Spaces

Our commitment

Thanet has a diverse range of public open spaces, from areas of cliff top grassland through to formal parks, all a vital part of the natural environment that enriches the quality of life for our communities and visitors alike. The Council is committed to preserving them and retaining the character of the district whilst enabling sensitive enhancements for the benefit of all.

Long term trends

The Land Use Survey (LUS), 2005 is the only appraisal of land-use areas in the last decade that has been statistically validated by government. It shows that although Thanet has a relatively high level of garden space the proportion of green space is low (67%) compared to the region and country. The model for community involvement in managing public open spaces has worked well in Thanet, though the level of resident satisfaction with parks & open spaces appears to have declined.

Our contribution in 2013-14

Key projects

Alert	What is the project?	What has happened?	What comes next?
✓	Submit a bid for funding for the reconstruction of the North Thanet Sea Wall	<p>A study was commissioned looking at the options for refurbishing two lengths of north Thanet sea walls which were constructed in the mid 1950's – between Epple Bay and Westgate Bay, and also Westgate Bay & St Mildred's Bay.</p> <p>Once completed, the study led to the submission of a bid for funding to the Environment Agency. This completed the project; however, at present no funding is available.</p>	<p>The work to date has put the council in the best possible position to attract funding given the benefits and constraints of the scheme. The scheme will continue to be promoted at a local and regional level to maximise funding opportunities. An alternative funding source is now actively being explored.</p> <p>The two of the three areas considered by the scheme do not attract a high funding score based on the criteria set for national flood and erosion risk funding which focuses upon risk to residential property. However moderation evidence has been submitted to the Environment Agency and KCC to highlight the local importance of the sea walls and the public land they protect. The opportunity for partial funding of the scheme through the Regional Flood</p>

			and Coastal Committee Local Levy is also being explored.
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Other activities

- Continued to progress the refurbishment of the rockery and gardens at Albion Gardens in Ramsgate;
- Worked with the Marlow Academy to carry out planting of the artificial rockery at Courtstairs chine, Ramsgate, a nationally important and listed pulhamite rockery;
- Involved more local resident groups in the management of public open spaces – with 21 groups engaged by year-end;
- Secured funding from the People’s millions for Ellington Park;
- Managed the areas parks, open spaces and cliff tops to ensure that they are kept safe, diverse and attractive for residents and visitors;
- Secured £25,000 funding for capital maintenance at Minnis Bay;
- Expanded the Foreness Point chalk grass land area to include the old pitch and putt area;
- Commenced work to recognise site next to Bartnes Car Park in Westbrook as a future chalk grassland management regime;
- Continued to support tree planting of Tivoli Woods by local schoolchildren;

Key issues we’re working on

No key issues identified for this priority.

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**Longer-term trends in Thanet related to priorities within TDC Corporate Plan
2012-2016 (2014 version)**

The following pages show trends in contextual measures related to corporate plan priorities. All data in this report is annualised, and further updates will be given annually. The priorities of the corporate plan are premised on the assumption that the Council is able to influence or change community outcomes; so success can be assessed against measureable changes in chosen community oriented priority outcomes. Priority 10 of the present Corporate Plan is 'We will influence the work of other agencies to ensure the best outcomes for Thanet'.

For outcomes to be assessed fairly data trends need to be monitored for the longest period for which it is consistently available, to have a reasoned understanding of change over time. Where our data sources are consistent the aim is to show five to ten year trend rather than recent short-term trends. Where the data set is still being built the recent data is shown and the comment is inconclusive. A fuller explanation of the measures with sources and caveats is available from steve.tebbett@thanet.gov.uk

In order to make comparisons between territories it is necessary to find a common denominator and compare proportions. For example, to show the percentage of people with jobs enables a more useful comparison than giving numbers of people in different sizes of territory. Nevertheless number is added to give an understanding of the reliability of the proportions.

Priority 1: We will support the growth of our economy and the number of people in work

Whilst the proportion of Thanet residents of working age has increased over the last decade, the number and proportion of those in paid work has fallen. Labour supply data suggests there is greater variance in the proportion of the working age population that is 'economically active' in Thanet than it is in other territories.

It is generally accepted that the private sector is the main driver for prosperity. However, there are fewer businesses for the size of population in Thanet than elsewhere; the proportion of people who are self-employed is falling, and the proportion of people working as managers, directors or professionals (SOC 2010 groups 1-3) shows decline over the last ten years. The median full-time earning levels are lower in Thanet than in the other areas, and this may partly explain the relatively low gross value added (GVA) estimate of the average value of labour in Thanet.

However, since 2009 there has been an increase in the proportion of businesses surviving their first year. This is based on number rather than size of business.

The 2011 Census suggests that Thanet's private sector employer with most staff is 'wholesale and retail etc.', but the other large employers are 'human health and social work' and 'education' where public sector employment is more significant. The only other industries where Thanet employs more people than the other territories are 'arts, entertainment & recreation etc.' and accommodation and food services.

Priority 1 measure 01: Proportion of working age population that have paid work

Success: An increase in the proportion of working age people in paid work

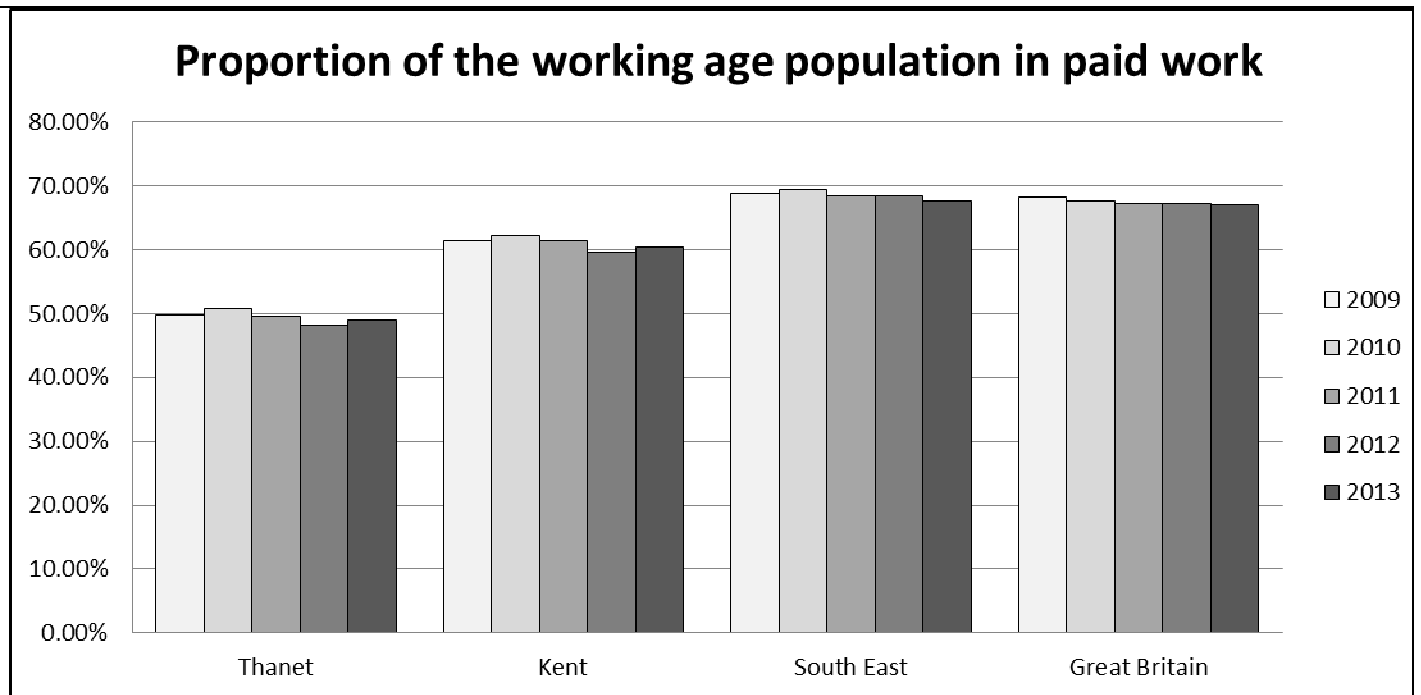


Table 1.1: Proportion of the working age population (16-64) in paid work

Year	Thanet	Kent	South East	Great Britain
2009	49.76%	61.43%	68.72%	68.20%
2010	50.70%	62.14%	69.45%	67.69%
2011	49.67%	61.46%	68.44%	67.29%
2012	48.19%	59.66%	68.32%	67.18%
2013	49.00%	60.45%	67.63%	67.03%
Change in five years	-0.76%	-0.98%	-1.09%	-1.17%
2012 numbers employed	153,702	1,747,893	3,767,000	76,521,640

Trend: nomis 'Employee jobs' count shows that a smaller proportion of the working age population in all areas had jobs at the end of the period than the start. The decrease in employment opportunity is proportionately greater in Kent and Thanet than in the other territories.

Priority 1 Measure 02: Size of the working age population

Purpose: To show trends in the number of people of working age (also showing percentage of the total population that are of working age)

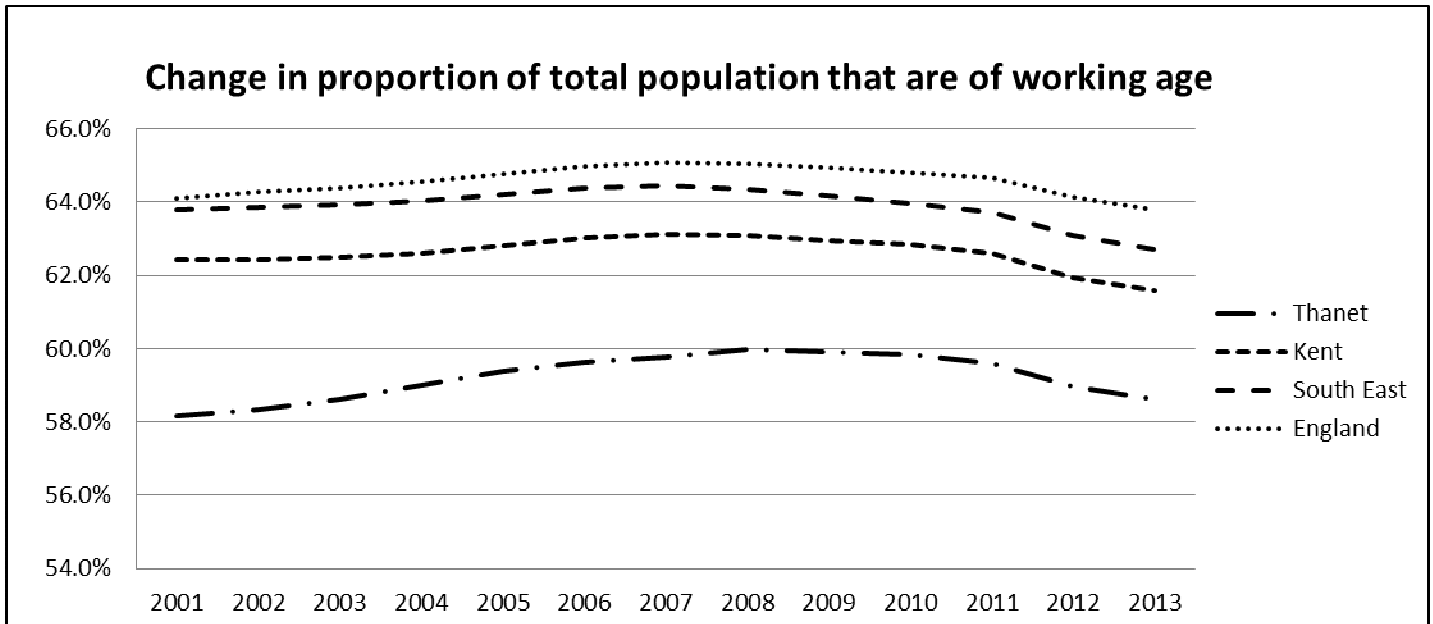


Table 1.2: Number in the working age population (16-64) & percentage of total population that is of working age

Year	Thanet	Kent	South East	England
2001	73,700 (58.1%)	831,000 (62.4%)	5,118,500 (63.8%)	31,705,800 (64.1%)
2002	74,500 (58.4%)	835,800 (62.4%)	5,138,000 (63.9%)	31,930,100 (64.3%)
2003	75,100 (58.6%)	842,900 (62.5%)	5,171,500 (63.9%)	32,147,500 (64.4%)
2004	76,000 (59.0%)	852,200 (62.6%)	5,207,500 (64.0%)	32,399,600 (64.5%)
2005	76,800 (59.4%)	863,700 (62.8%)	5,266,300 (64.2%)	32,769,800 (64.8%)
2006	77,300 (59.6%)	875,700 (63.0%)	5,325,100 (64.4%)	33,107,800 (65.0%)
2007	78,100 (59.8%)	888,600 (63.1%)	5,382,000 (64.4%)	33,440,400 (65.1%)
2008	79,000 (60.0%)	898,000 (63.1%)	5,423,400 (64.4%)	33,713,000 (65.1%)
2009	79,300 (59.9%)	903,300 (62.9%)	5,447,700 (64.2%)	33,892,200 (64.9%)
2010	79,900 (59.8%)	912,400 (62.8%)	5,487,700 (64.0%)	34,118,000 (64.8%)
2011	80,100 (59.6%)	917,800 (62.6%)	5,513,600 (63.7%)	34,347,400 (64.7%)
2012	80,000 (59.0%)	916,900 (61.9%)	5,504,600 (63.1%)	34,307,000 (64.1%)
2013	80,200 (58.6%)	919,500 (61.6%)	5,511,400 (62.7%)	34,351,400 (63.8%)

Trend: nomis 'Population aged 16-64' which is based on annual sub-national population estimates shows the working age populations as rising in all territories, but proportionately more in Thanet.

Priority 1 Measure 03: Proportion of self-employed people as percentage of all people in work

Success: An increase in the proportion of private sector initiative

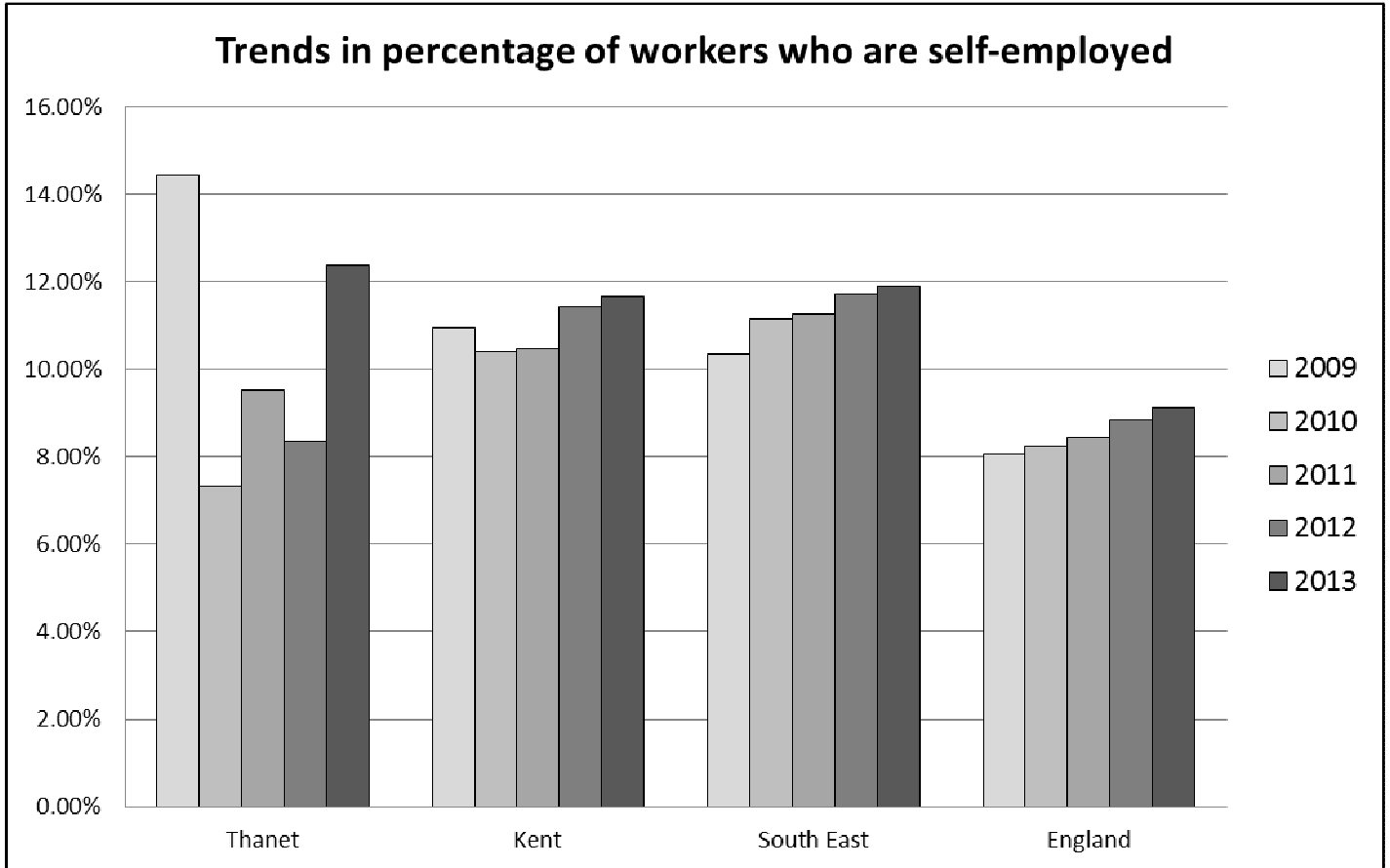


Table 1.3: Proportion of residents in employment who are self-employed

Year	Thanet	Kent	South East	England
2009	14.43%	10.95%	10.34%	8.05%
2010	7.32%	10.41%	11.14%	8.25%
2011	9.51%	10.48%	11.26%	8.44%
2012	8.36%	11.44%	11.73%	8.83%
2013	12.37%	11.66%	11.90%	9.12%
change in five years	-2.06%	0.71%	1.56%	1.06%
2013 numbers	9,900	106,900	655,000	3,620,000

Trend: nomis 'Employee and unemployment' counts based on the government's annual population survey (APS) shows greater volatility in the proportion of self-employed workers in Thanet. Elsewhere there is a steady increase. In Thanet there is a reduction over the period, but increase since 2010.

Priority 1 Measure 04: Proportion of the working age population that are economically active

Success: An increase in the proportion of the working age population either in paid work or providing evidence of trying to find paid work

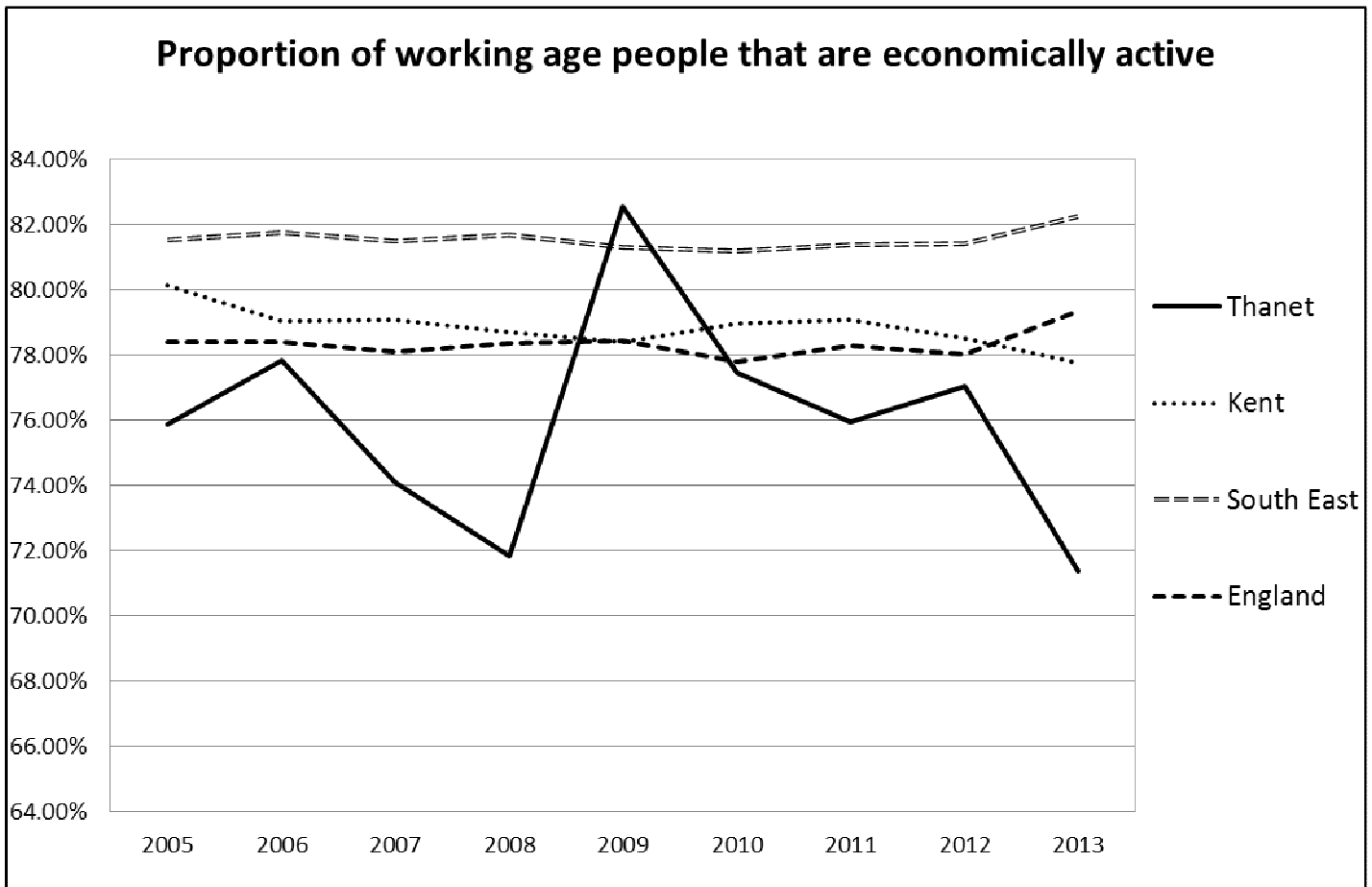


Table 1.4: Proportion of the working age population that are economically active

Year	Thanet	KCC	South East	England
2005	75.88%	80.13%	81.54%	78.41%
2006	77.84%	79.03%	81.77%	78.38%
2007	74.10%	79.09%	81.50%	78.08%
2008	71.84%	78.69%	81.68%	78.37%
2009	82.55%	78.40%	81.31%	78.42%
2010	77.44%	78.97%	81.21%	77.81%
2011	75.94%	79.08%	81.36%	78.30%
2012	77.02%	78.52%	81.42%	78.03%
2013	71.36%	77.76%	82.24%	79.36%

Trend: nomis 'Labour Supply' data based on APS shows greater volatility in the proportion of people that

are economically active in Thanet. The latest figure (2013) for Thanet is the lowest in 9 years.

Priority 1 Measure 05: Estimate of the Gross Value Added (GVA) for the workforce (£)

Success: An increase in the financial productivity of people who are working

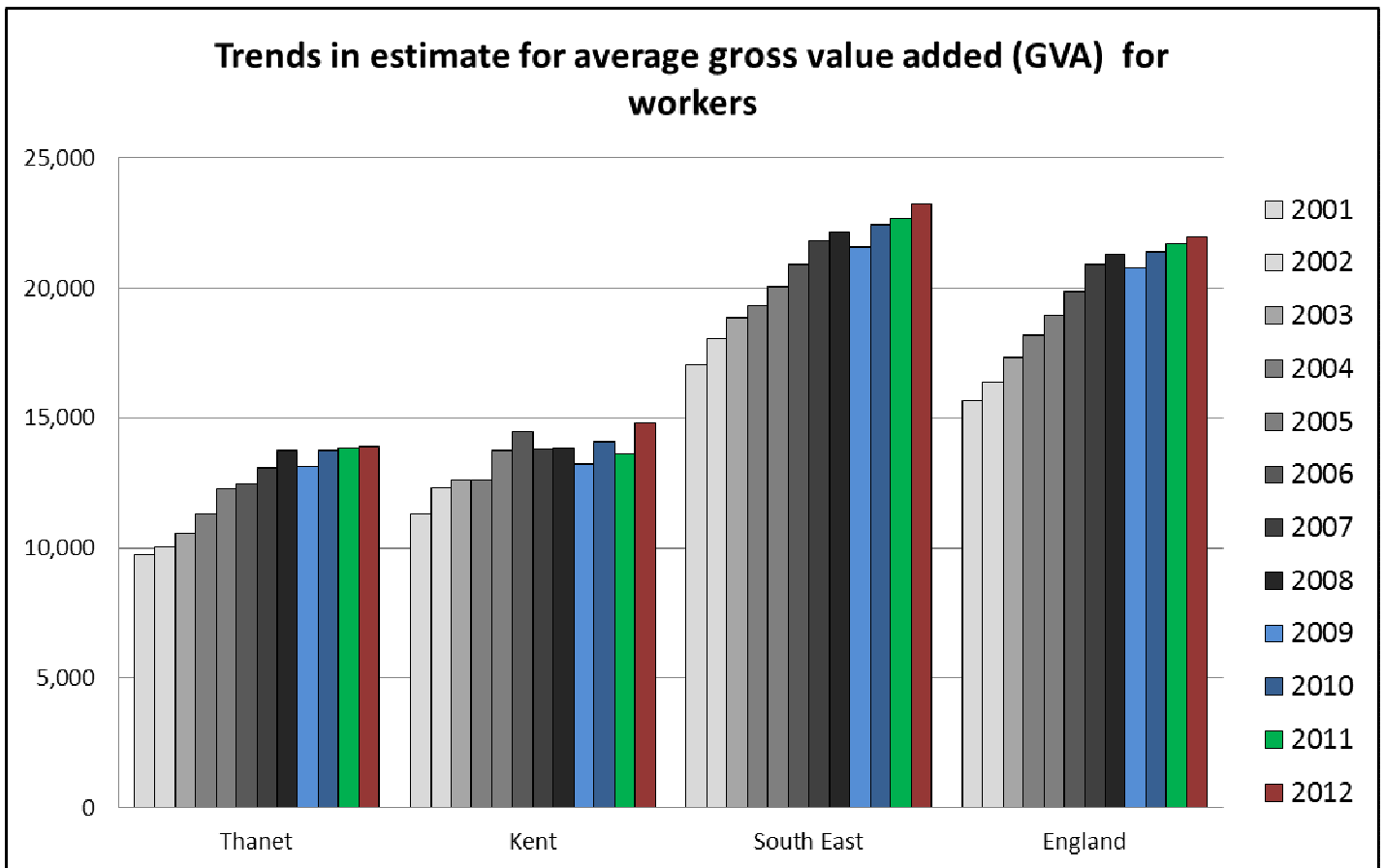


Table 1.5: Estimated average value added to the economy by a person in work

Year	Thanet	Kent	South East	England
2001	9,760	11,322	17,035	15,654
2002	10,009	12,297	18,063	16,391
2003	10,557	12,592	18,858	17,343
2004	11,309	12,596	19,312	18,185
2005	12,263	13,745	20,040	18,968
2006	12,452	14,473	20,928	19,841
2007	13,065	13,780	21,792	20,903
2008	13,751	13,823	22,136	21,295
2008	13,751	13,823	22,136	21,295
2009	13,120	13,228	21,591	20,755
2010	13,756	14,092	22,456	21,387
2011	13,853	13,598	22,664	21,700
2012	13,911	14,802	23,221	21,937
Change over 12 years	4,151	3,480	6,186	6,283

Trend: KCC's estimate of GVA, derived from EU economic areas, suggests that all areas continue to increase GVA. However, the GVA level in Thanet is lower than in the other territories in this modelling.

Priority 1 Measure 06: Estimate of the proportion of people in managerial, professional or directorial work

Success: An increase in the proportion of people who are more likely to have higher earning work

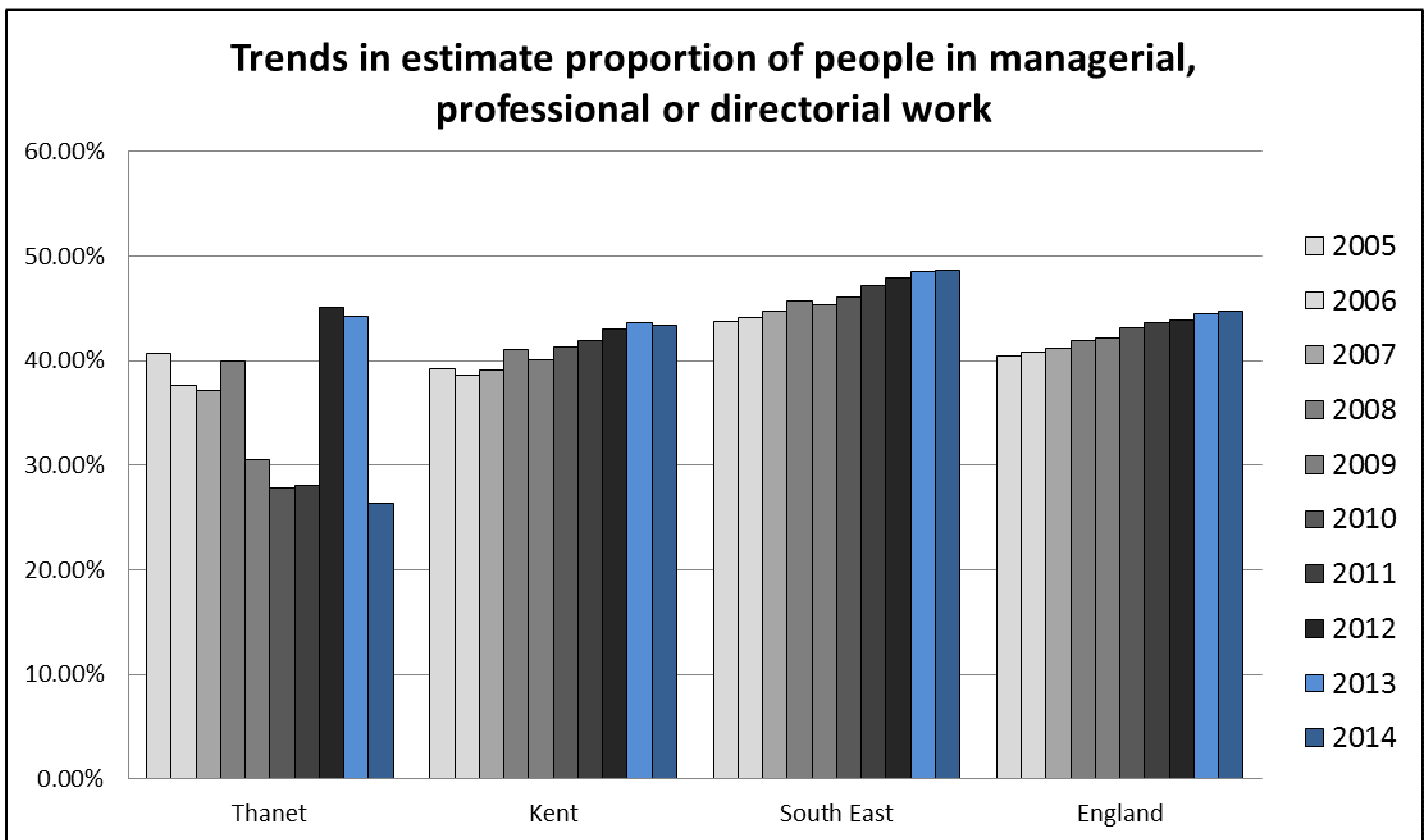


Table 1.6: Proportion of people in managerial, professional or directorial work

SOC 2010 Groups 1-3: managers, directors, professions etc	Thanet	Kent	South East	England
2005	40.74%	39.21%	43.76%	40.42%
2006	37.59%	38.66%	44.12%	40.80%
2007	37.12%	39.05%	44.68%	41.18%
2008	39.92%	41.01%	45.73%	41.88%
2009	30.52%	40.06%	45.34%	42.11%
2010	27.86%	41.33%	46.11%	43.11%
2011	28.07%	41.95%	47.22%	43.66%
2012	45.13%	43.00%	47.93%	43.86%
2013	44.29%	43.69%	48.48%	44.44%
2014	26.40%	43.44%	48.64%	44.77%
10 year average	19,010	271,810	1,918,860	10,374,520
2014 number	14,100	294,900	2,075,300	11,157,200

Trend: Nomis 'Employment by occupation' data based on APS sampling of types of work shows greater volatility in the proportion of people that are more likely to have higher earnings in Thanet than the other territories, which show a steady trend towards increasingly remunerative work.

Priority 1 Measure 07: Proportion of the working age population that are jobseekers claiming JSA

Success: A decrease in the proportion of people who are reliant on benefits

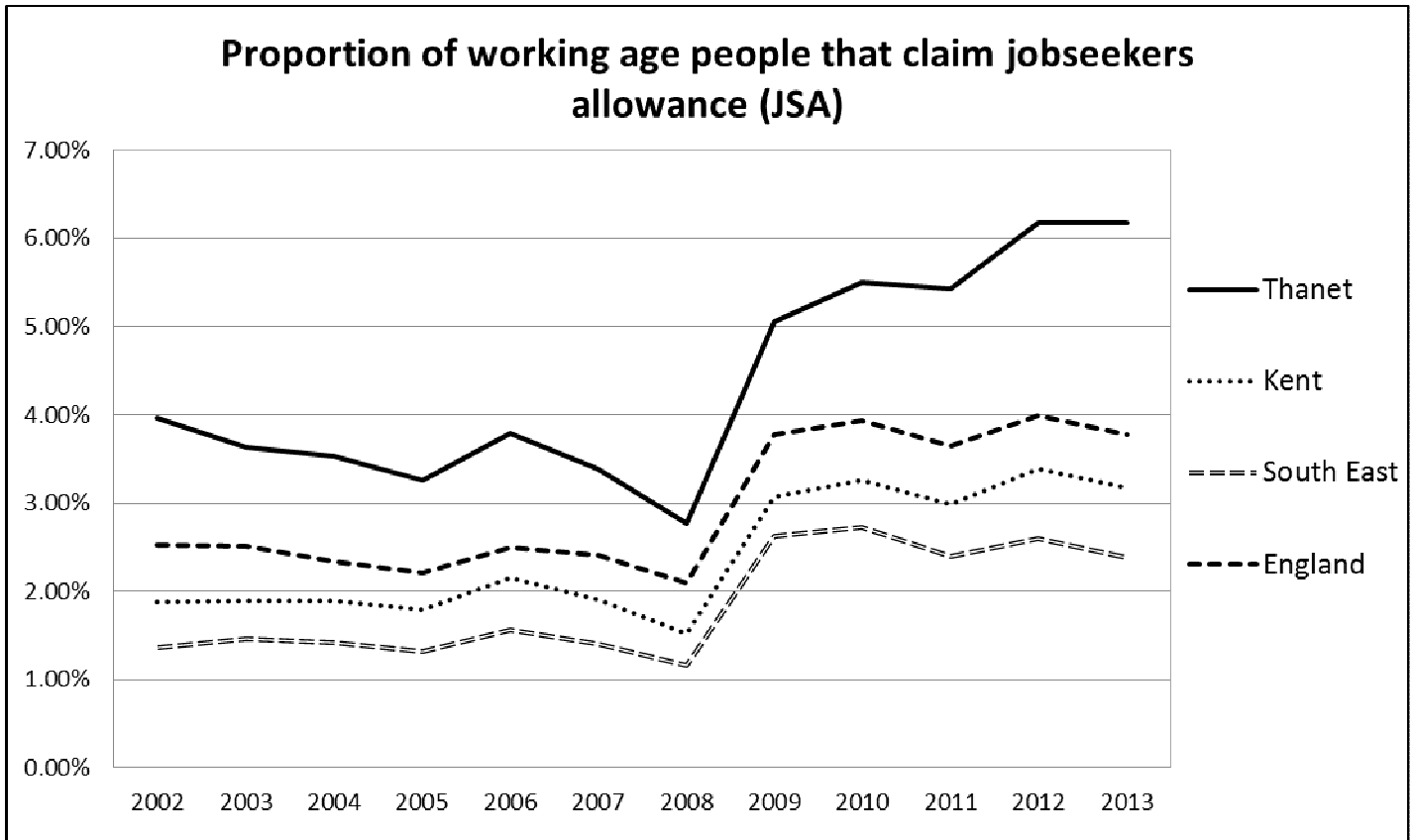


Table 1.7: Proportion of working age population that claim jobseekers allowance (JSA):

Year	Thanet	Kent	South East	England
2002	3.97%	1.88%	1.36%	2.17%
2003	3.63%	1.90%	1.46%	2.16%
2004	3.53%	1.89%	1.42%	2.01%
2005	3.25%	1.80%	1.33%	1.91%
2006	3.80%	2.15%	1.56%	2.15%
2007	3.39%	1.90%	1.40%	2.08%
2008	2.77%	1.52%	1.16%	1.81%
2009	5.06%	3.07%	2.62%	3.26%
2010	5.50%	3.25%	2.72%	3.40%
2011	5.43%	2.98%	2.39%	3.15%
2012	6.17%	3.39%	2.60%	3.45%
2013	6.18%	3.17%	2.38%	3.26%
change over 12 yrs.	2.21%	1.29%	1.02%	1.09%
2014	4,155	21,953	90,600	962,539

Trend: nomis 'Total JSA claimants' based on DWP claimant counts shows greater volatility in claimant trends in Thanet, but a greater medium-term rise in claimant levels on this period.

Priority 1 Measure 08: Profile of changes in the type of businesses employing people

Success: An increase in more profitable types of employment

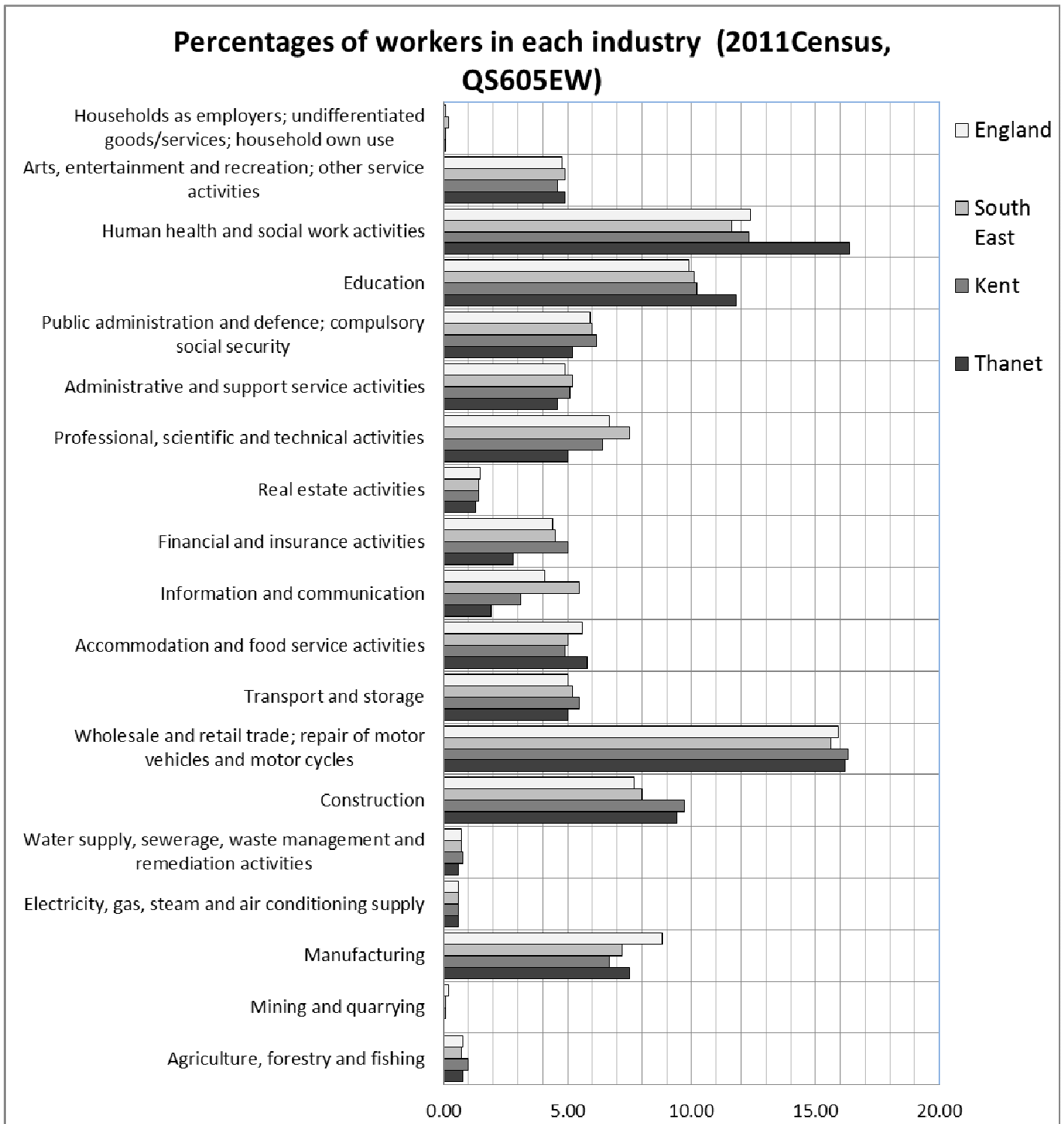


Table 1.8: Proportion of people in different types of work undertaken by residents (2011 Census, QS605EW: Industry)	Thanet (%)	Kent (%)	South East (%)	England (%)
Agriculture, forestry and fishing	0.80	1.00	0.70	0.80
Mining and quarrying	0.00	0.10	0.10	0.20
Manufacturing	7.50	6.70	7.20	8.80
Electricity, gas, steam and air conditioning supply	0.60	0.60	0.60	0.60
Water supply, sewerage, waste management and remediation activities	0.60	0.80	0.70	0.70
Construction	9.40	9.70	8.00	7.70
Wholesale and retail trade; repair of motor vehicles and motor cycles	16.20	16.30	15.60	15.90
Transport and storage	5.00	5.50	5.20	5.00
Accommodation and food service activities	5.80	4.90	5.00	5.60
Information and communication	1.90	3.10	5.50	4.10
Financial and insurance activities	2.80	5.00	4.50	4.40
Real estate activities	1.30	1.40	1.40	1.50
Professional, scientific and technical activities	5.00	6.40	7.50	6.70
Administrative and support service activities	4.60	5.10	5.20	4.90
Public administration and defence; compulsory social security	5.20	6.20	6.00	5.90
Education	11.80	10.20	10.10	9.90
Human health and social work activities	16.40	12.30	11.60	12.40
Arts, entertainment and recreation; other service activities	4.90	4.60	4.90	4.80
Households as employers; undifferentiated goods/services; household own use	0.10	0.10	0.20	0.10
All categories: Industry (number)	55,200	688,434	4,260,723	25,162,721

Trend: Neighbourhood statistics derived from 10 year Censuses shows some significant changes in definition so decennial changes are not shown. Human health & social work activity and wholesale & retail are Thanet's largest employers, followed by education.

Priority 1 Measure 09: Changes in the number of businesses as a proportion of usual population size

Success: An increase in the number of active enterprises per 1000 population

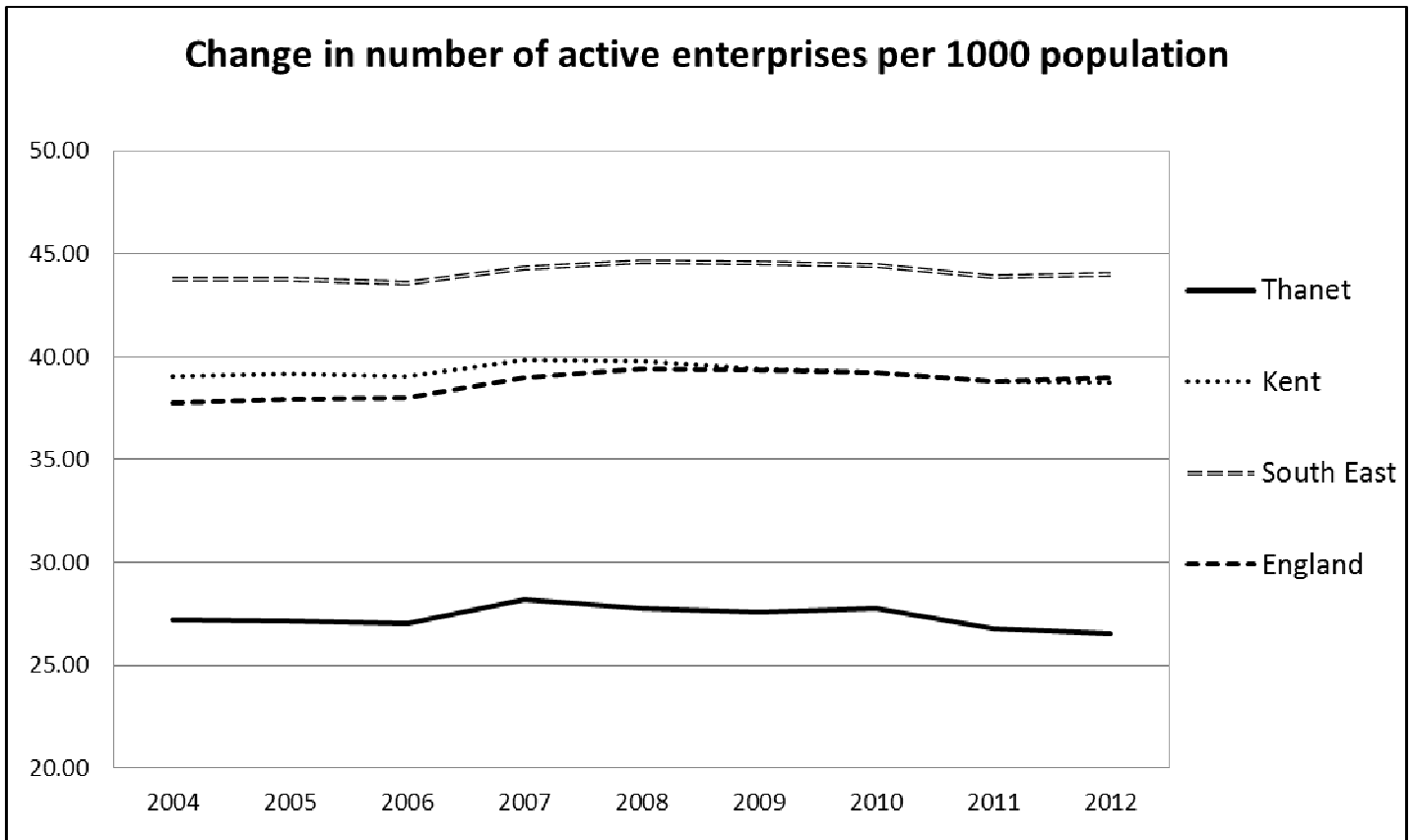


Table 1.9: Number of active enterprises per 1000 population

Year	Thanet	Kent	South East	England
2004	27.24	39.05	43.74	37.76
2005	27.14	39.14	43.76	37.94
2006	27.03	39.05	43.55	38.03
2007	28.16	39.85	44.33	39.00
2008	27.75	39.79	44.64	39.41
2009	27.55	39.42	44.57	39.37
2010	27.77	39.23	44.44	39.20
2011	26.81	38.78	43.88	38.77
2012	26.53	38.71	43.99	38.99

Trend: Office for National Statistics (ONS) 'Business Demography' series shows that Thanet has significantly fewer businesses in relation to population size. This data does not make it possible to comment on the size of those businesses.

Priority 1 Measure 10: Differences in the number of businesses that are ‘born’ and that ‘die’ annually

Success: An increase in the number of viable enterprises

Table 1.10: Number of active enterprises

Year	Thanet	Kent	South East	England
2004	3,490	52,675	353,770	1,885,265
2005	3,495	53,285	355,905	1,904,490
2006	3,495	53,705	357,215	1,924,485
2007	3,650	55,375	366,680	1,987,590
2008	3,625	56,020	372,810	2,024,990
2009	3,630	56,100	375,595	2,040,150
2010	3,675	56,305	377,315	2,046,310
2011	3,580	56,310	376,380	2,040,980
2012	3,565	56,775	380,620	2,070,400

Table 1.11: Difference between numbers of active enterprises that are ‘born’ and those that ‘died’

Year	Thanet	Kent	South East	England
2004	65	1,190	5,065	32,455
2005	30	670	6,210	39,200
2006	105	1,155	6,535	42,320
2007	65	1,105	7,230	47,400
2008	45	770	6,555	41,160
2009	-55	-895	-6,230	-38,115
2010	-55	-490	-1,385	-11,510
2011	0	585	4,905	30,185
2012	-25	295	1,965	16,175
Net change over 9 years	175	4,385	30,850	199,270

Trend: ONS ‘Business Demography’ series contains data on the numbers of businesses that start and that end in each year. Over the medium term there is a net increase in all territories, but recent trends in Thanet show reduction in short-term enterprise viability.

Priority 1 Measure 11: Number of businesses surviving their first year as a proportion of the total number of active enterprises

Success: An increase in the proportion of new businesses that thrive year on year

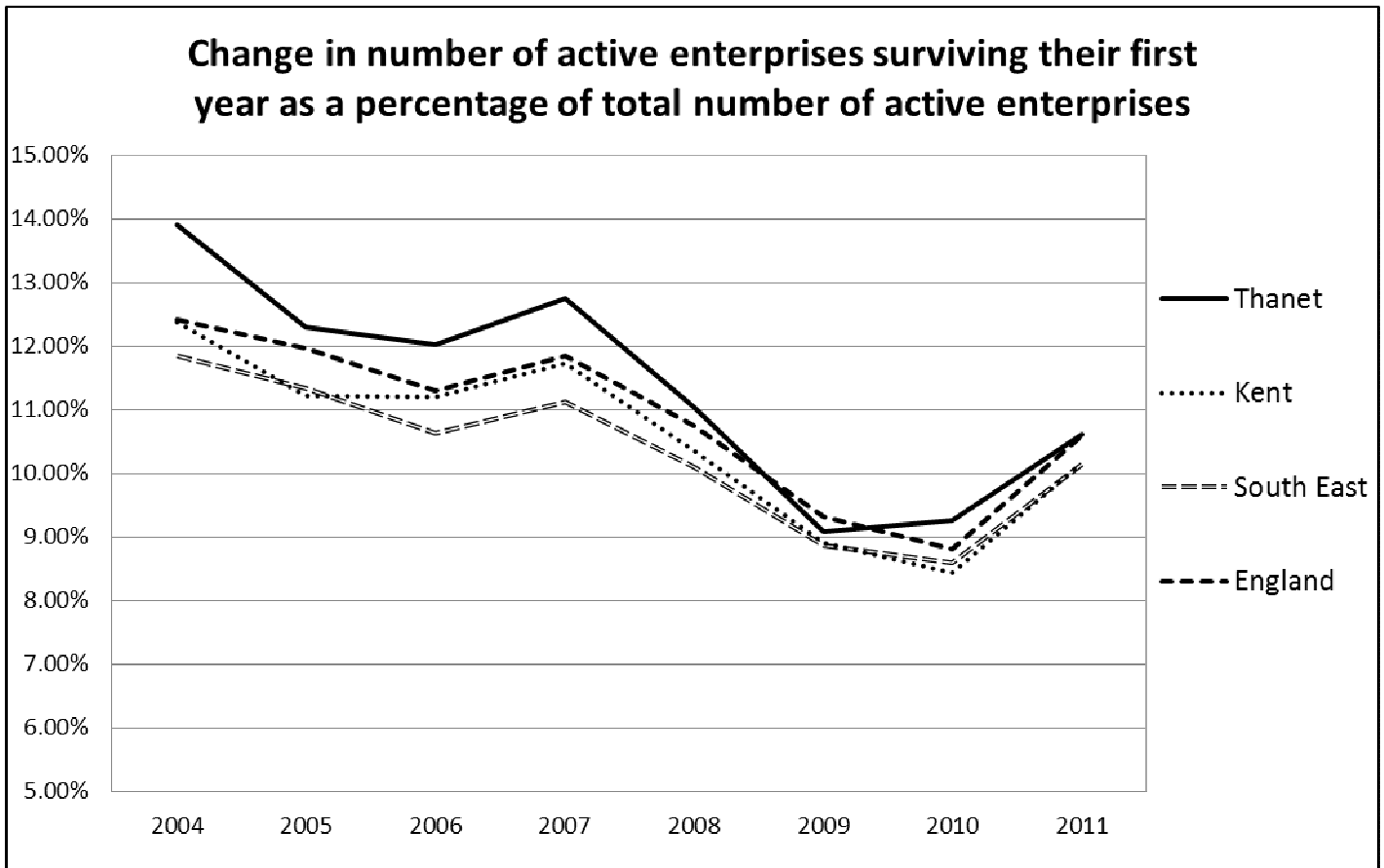


Table 1.12: Percentage of active enterprises surviving first year as a percentage of total number of active enterprises

Year	Thanet	Kent	South East	England
2004	13.90%	12.38%	11.85%	12.42%
2005	12.30%	11.22%	11.33%	11.96%
2006	12.02%	11.20%	10.64%	11.29%
2007	12.74%	11.73%	11.12%	11.85%
2008	11.03%	10.35%	10.10%	10.75%
2009	9.09%	8.91%	8.86%	9.31%
2010	9.25%	8.43%	8.60%	8.80%
2011	10.61%	10.16%	10.14%	10.60%
Average over 8 years	11.37%	10.55%	10.33%	10.87%

Trend: ONS 'Business Demography' series shows a downward trend in percentage of businesses surviving their first year as a percentage of all active businesses. However, the trend since 2009 has been better in Thanet, and from 2010 better elsewhere.

Priority 2: We will tackle disadvantage across the district

The most recent Indices of Multiple Deprivation (IMD 2010) show Thanet to be the most deprived district in the South-East. IMD snapshots over the last decade suggest that the gap between Thanet and the average deprivation of other Kent districts is widening.

The proportion of working age people who are dependent on jobseekers allowance (JSA) and key out-of-work benefits has increased in the last decade, and typical full-time wages are relatively low. There are a greater number of 16-18 year olds who are not in employment, education or training in Thanet than is average for Kent districts.

Both the percentage of usual population workless households with dependent children, and the percentage of lone parent workless households have decreased in the monitored territories over the last decade. However, the rate remains considerably higher in Thanet than in the other territories. Similarly the percentage of households in the usual population who say they have at least one person with long-term health problems or disabilities has got less.

Government figures for the number of households in temporary accommodation have shown reduction over the last decade. Some of this is due to changes in definition, but some is due to better management practices. So, there is some evidence of long-term improvement in housing and health, but not of economic disadvantage.

Priority 2 Measure 01: Gross median full-time wage of residents

Success: Full-time wage levels move closer to Kent median

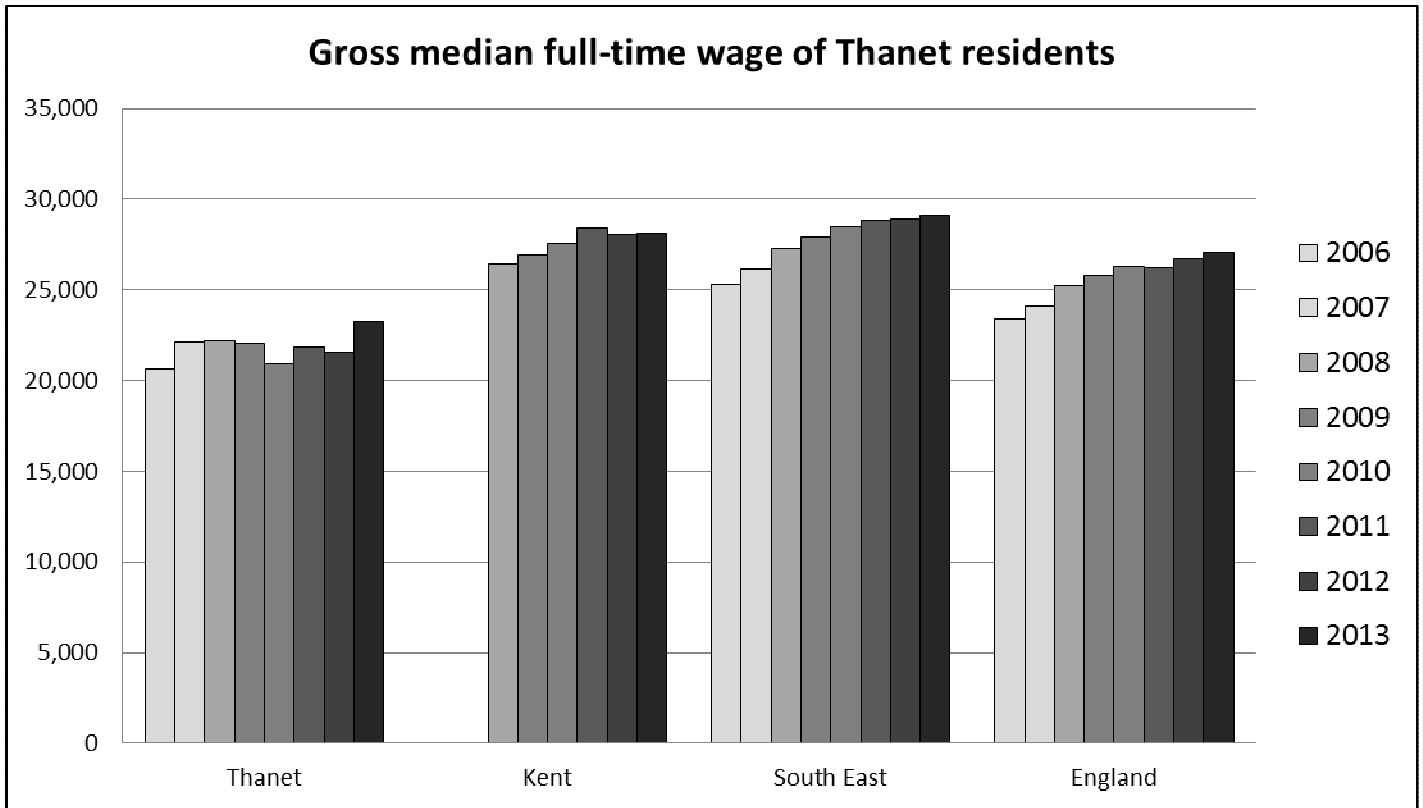


Table 2.1: Gross median full-time wage of residents

Year	Thanet	Kent	South East	England
2008	22,168	26,421	27,290	25,194
2009	22,017	26,936	27,903	25,787
2010	20,951	27,581	28,486	26,312
2011	21,819	28,434	28,839	26,244
2012	21,559	28,023	28,902	26,686
2013	23,218	28,116	29,104	27,076
Average median wage 2008-2013	21,955	27,585	28,421	26,217

Trend: nomis 'Earnings by residence' derived from ONS survey of hours and earnings (ASHE) shows greater volatility in earning levels than is shown in other territories. Thanet levels remain lower than the other territories, and the full-time wage gap between Thanet and Kent is increasing.

Priority 2 Measure 02: Proportion of the working age population that are jobseekers claiming JSA

Success: A decrease in the proportion of people who are reliant on benefits

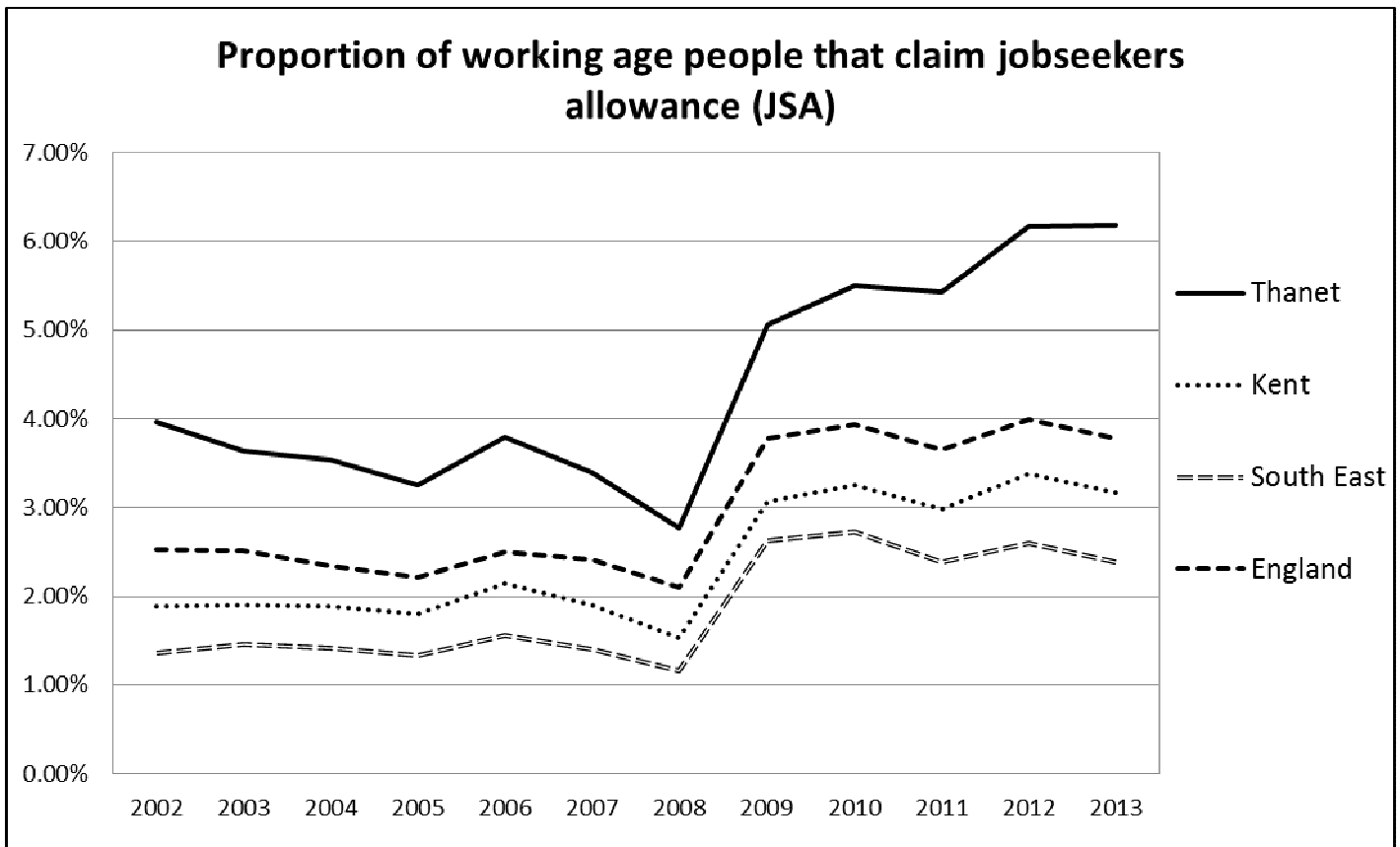


Table 2.2: Proportion of working age population that claim jobseekers allowance (JSA):

Year	Thanet	Kent	South East	England
2002	3.97%	1.88%	1.36%	2.17%
2003	3.63%	1.90%	1.46%	2.16%
2004	3.53%	1.89%	1.42%	2.01%
2005	3.25%	1.80%	1.33%	1.91%
2006	3.80%	2.15%	1.56%	2.15%
2007	3.39%	1.90%	1.40%	2.08%
2008	2.77%	1.52%	1.16%	1.81%
2009	5.06%	3.07%	2.62%	3.26%
2010	5.50%	3.25%	2.72%	3.40%
2011	5.43%	2.98%	2.39%	3.15%
2012	6.17%	3.39%	2.60%	3.45%
2013	6.18%	3.17%	2.38%	3.26%
change over 12 yrs.	2.21%	1.29%	1.02%	1.09%

Trend: nomis 'Total JSA claimants' based on DWP claimant counts shows greater volatility in claimant trends in Thanet, but a greater medium-term rise in claimant levels on this period.

Priority 2 Measure 03: Averaged indices of multiple deprivation (IMD) score

Success: Reduction in the deprivation gap between Kent and Thanet

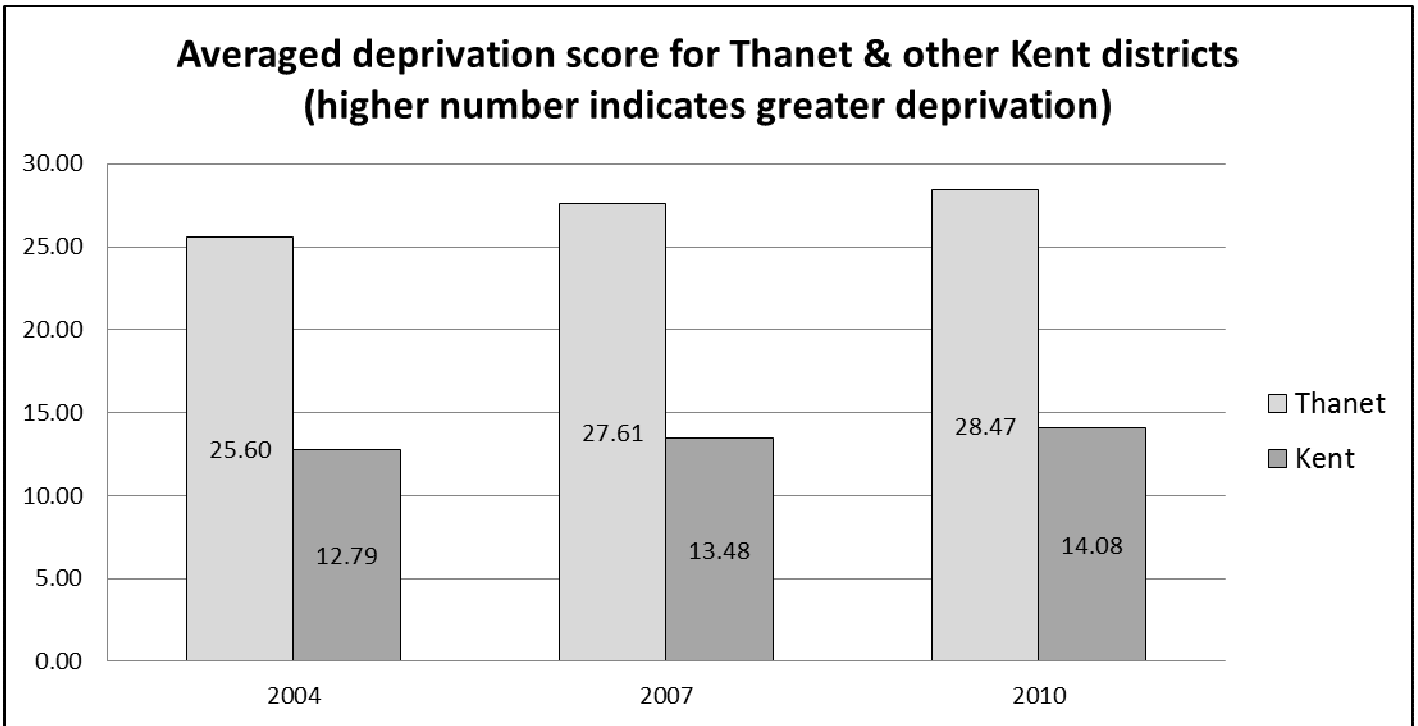


Table 2.3: Averaged district level deprivation score

Year published	Thanet	Kent
2004	25.60	12.79
2007	27.61	13.48
2010	28.47	14.08

Trend: The triennial indices of multiple deprivation (IMD) give three snapshots of deprivation levels that have been averaged here at district level. In the 2010 snapshot Thanet was assessed as being the most deprived district in the South-East region. Each snapshot shows greater deprivation in Thanet and Kent. The next snapshot is programmed for 2015.

Priority 2 Measure 04: Number & proportion of households in temporary accommodation at financial year end

Success: A reduction in the number of homeless households in temporary accommodation

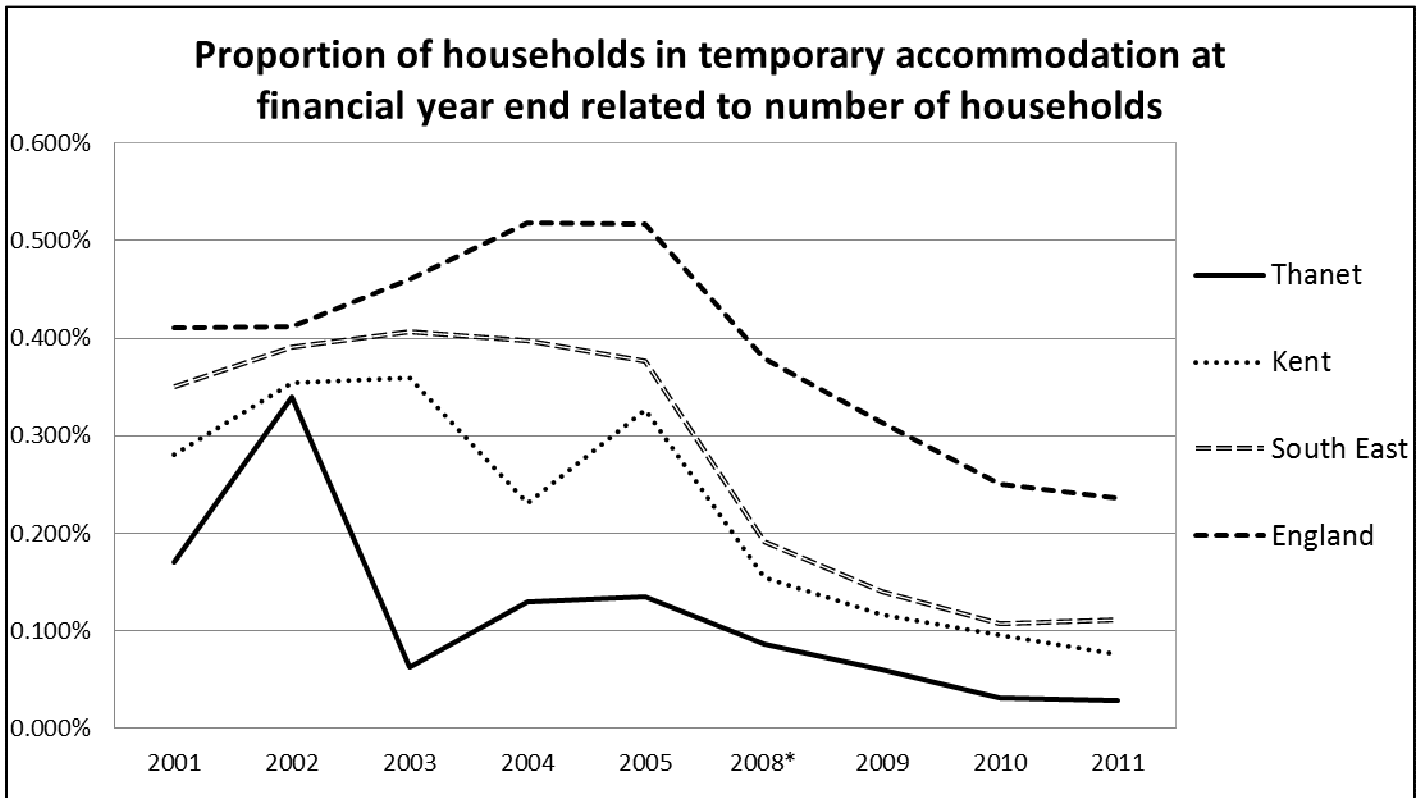


Table 2.4: Trend in numbers of households in temporary accommodation at financial year end

Year	Thanet	Kent	South East	England
2001	94	1,538	11,503	83,858
2002	189	1,938	12,849	84,305
2003	35	1,970	13,352	94,269
2004	73	1,263	13,066	106,025
2005	77	1,793	12,390	105,586
2008*	50	848	6,320	77,510
2009	35	644	4,610	64,000
2010	18	527	3,520	51,310
2011	17	421	3,660	48,240

Trend: ONS Neighbourhood Statistics series recorded from local authority returns to central government show reduction in numbers of homeless families being housed in temporary accommodation. When compared to trends in total numbers of households this still shows reduction. Note: definition was changed in 2008, but the changed definition applied to all territories.

Priority 2 Measure 05: Proportion of the working age population claiming 'key out of work' (KOOW) benefits

Success: Reduction in the percentage of the working age population reliant on KOOW benefits

Proportion of working age people claiming KOOW benefits

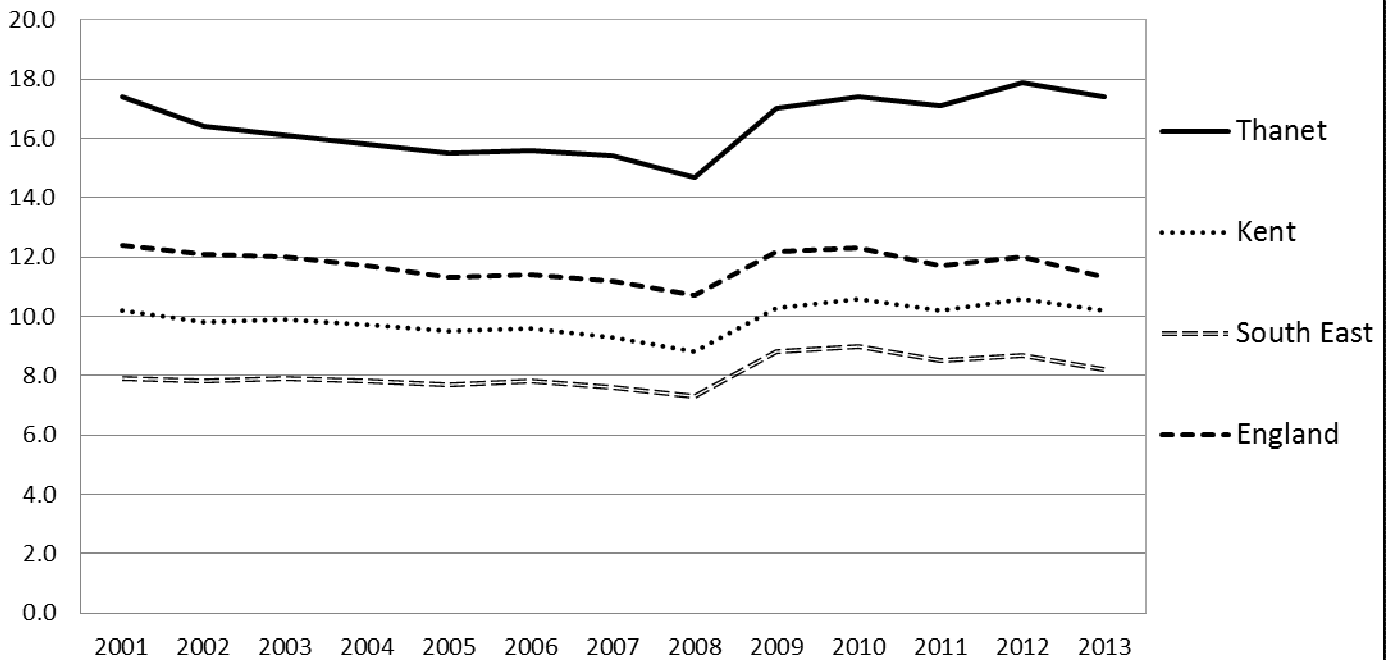


Table 2.5: Percentage of working age (16-64) residents claiming key out-of-work benefits

Year	Thanet	Kent	South East	England
2001	17.4	10.2	7.9	12.4
2002	16.4	9.8	7.8	12.1
2003	16.1	9.9	7.9	12.0
2004	15.8	9.7	7.8	11.7
2005	15.5	9.5	7.7	11.3
2006	15.6	9.6	7.8	11.4
2007	15.4	9.3	7.6	11.2
2008	14.7	8.8	7.3	10.7
2009	17.0	10.3	8.8	12.2
2010	17.4	10.6	9.0	12.3
2011	17.1	10.2	8.5	11.7
2012	17.9	10.6	8.7	12.0
2013	17.4	10.2	8.2	11.3
Change over 13 years	0.0	0.0	0.3	-1.1

Trend: nomis 'Working-age client group – key benefit claimants' data derived from DWP claimant records show that there has been very little change in the proportion of people claiming the main set of benefits associated with worklessness.

Priority 2 Measure 06: Number of 16-18 year olds who are not in employment, education or training (NEET)

Success: Reduction in number of NEET youngsters in Thanet, and in relation to the rest of Kent

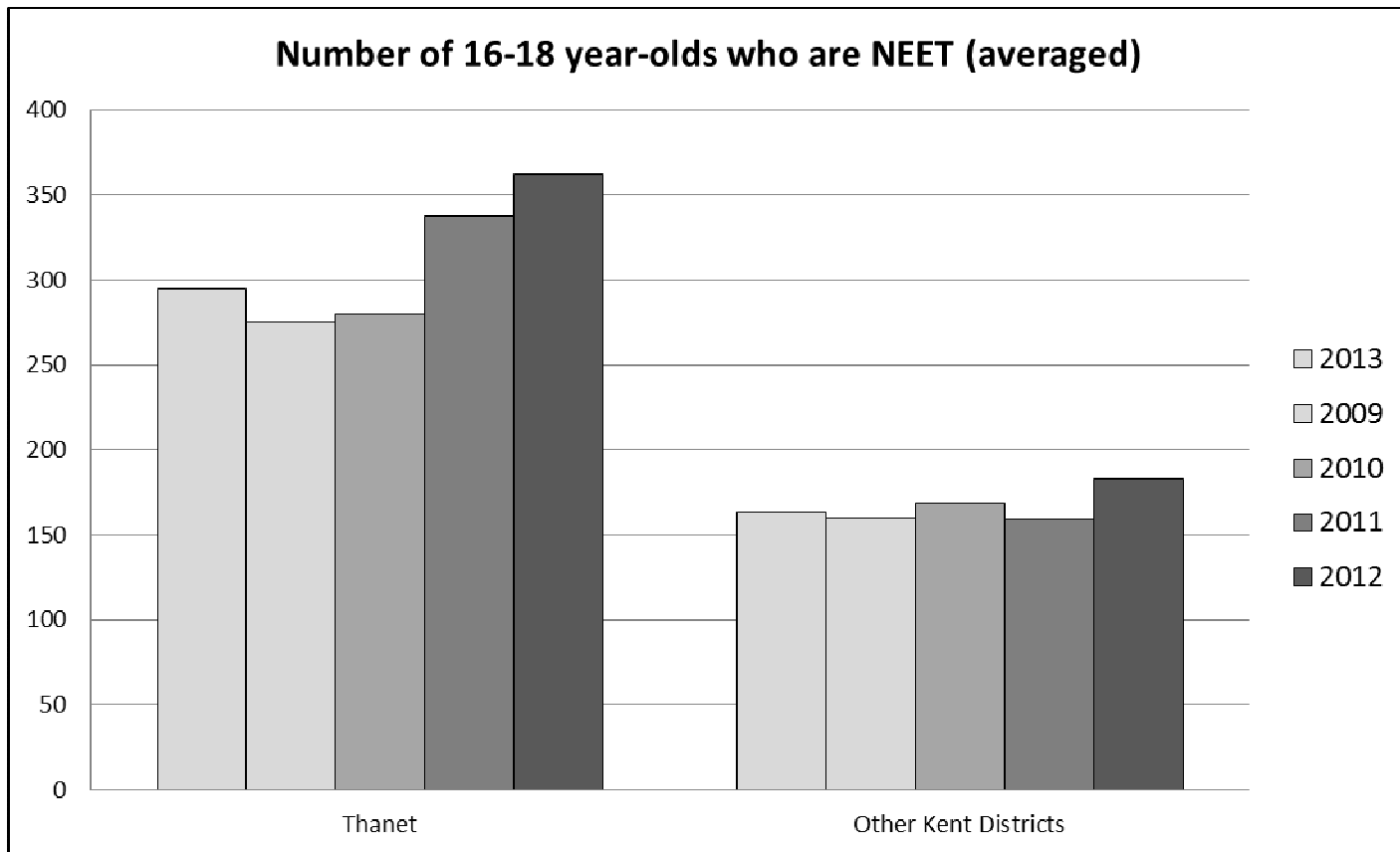


Table 2.6: Number of 16-18 year old residents not in employment, education or training (NEET)

Year	Thanet	Other KCC districts	Kent
	(Average)	(Total – Thanet)	(Average)
2009	275	1,753	159
2010	280	1,858	169
2011	337	1,748	159
2012	363	2,016	183
2013	295	1,800	164

Trend: Kent Education Learning & Skills Information (KELSI) and previously Connections data shows Thanet as having a higher number of 16-18 year-olds without employment, education or training.

Priority 2 Measure 07: Proportion of households with no working adults that have dependent children

Success: Reduction in the proportion of households with no working adults that have dependent children

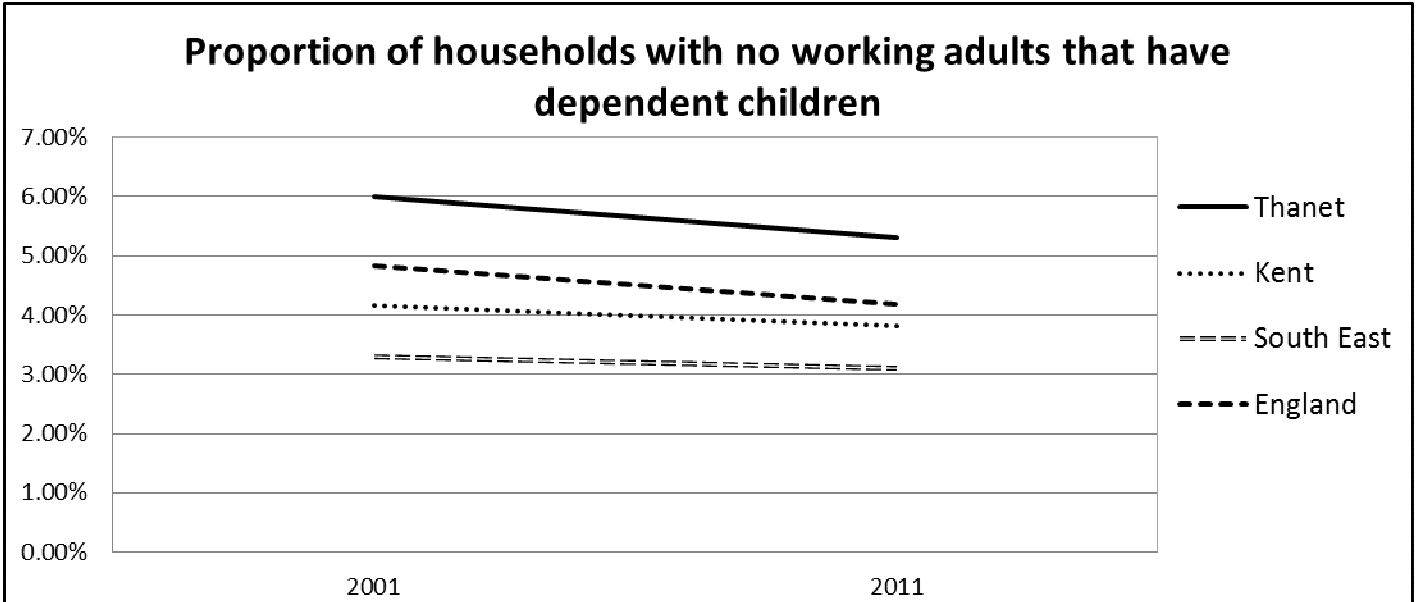


Table 2.7: Percentage of households with no working adults that have dependent children

Year	Thanet	Kent	South East	England
2001	6.00%	4.15%	3.29%	4.83%
2011	5.30%	3.82%	3.11%	4.18%
change over 10 years	-0.70%	-0.33%	-0.18%	-0.65%

Trend: The national ten year Censuses for 2001 and 2011 (KS21 & KIS106EW) show reduction in the proportion of workless households with dependent children.

Priority 2 Measure 08: Proportion of lone parent households with dependent children without paid employment

Success: Reduction in the proportion of lone parent households with no paid employment

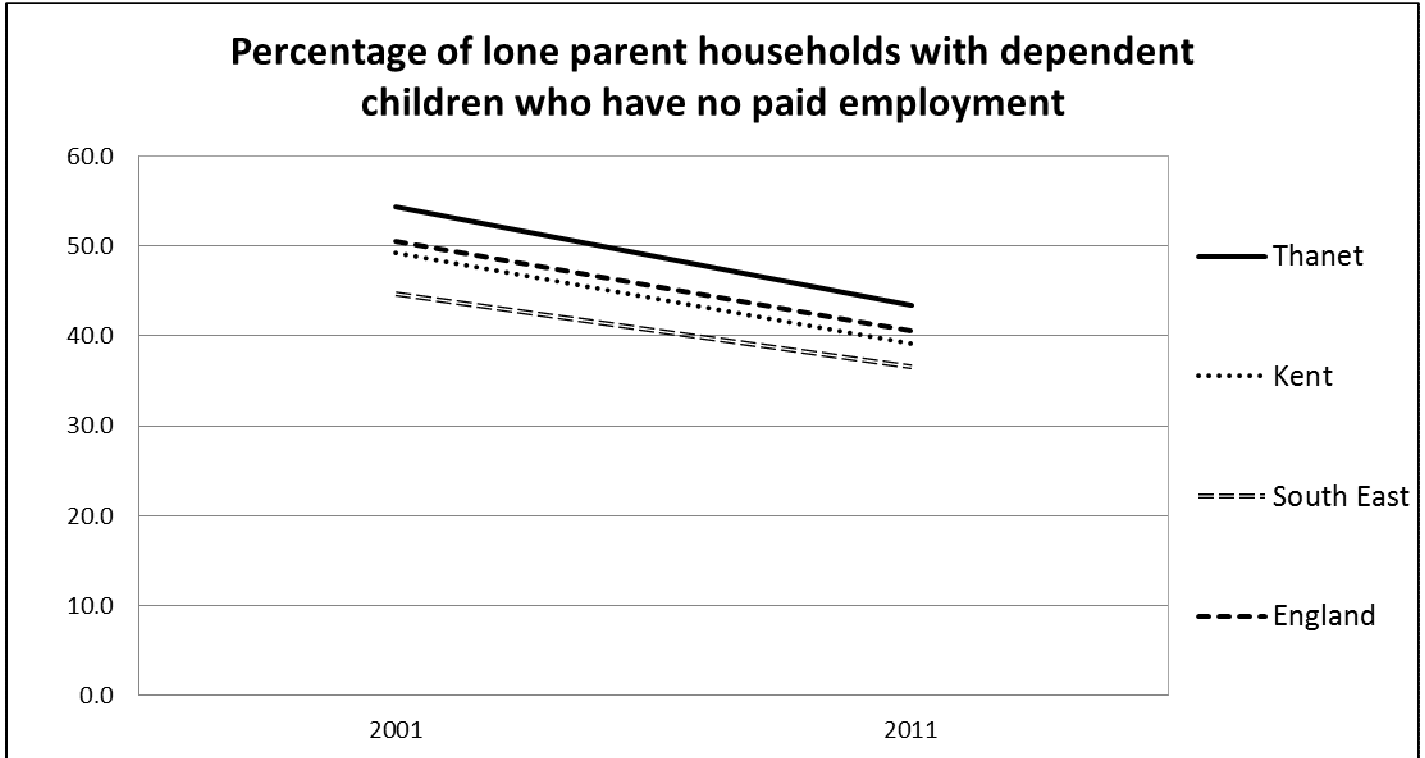


Table 2.8: Percentage of lone parent households (with dependent children) who have no paid employment

Year	Thanet	Kent	South East	England
2001	54.4	49.3	44.7	50.5
2011	43.4	39.2	36.5	40.5
change over 10 years	-11.0	-10.1	-8.2	-10.0

Trend: The national ten year Censuses for 2001 and 2011 (KS22 & KIS107EW) show reduction in the percentage of lone parent households with dependent children who have no paid employment.

Priority 2 Measure 09: Proportion of households with at least one person with long-term health problems or disability

Success: Reduction in the proportion of households with at least one person with long-term health problems or disability

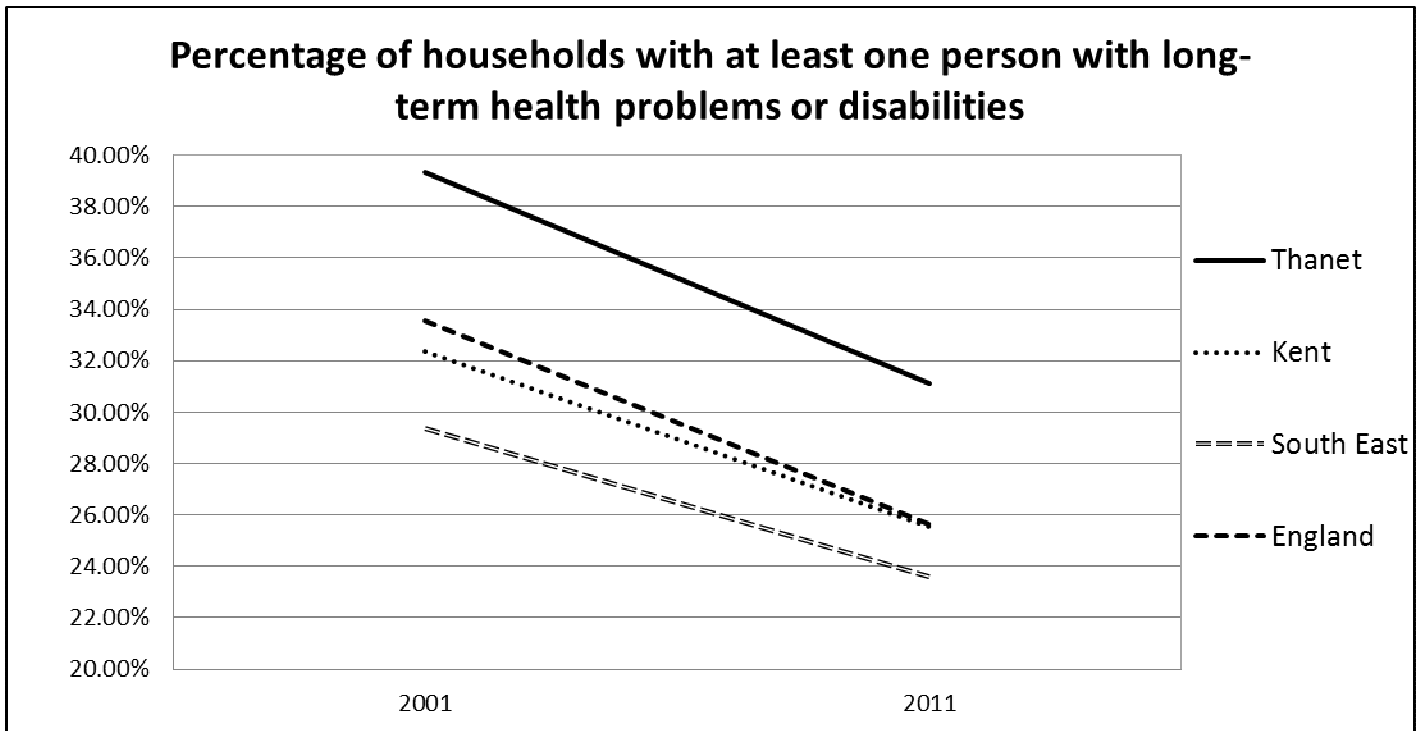


Table 2.9: Percentage of households with at least one person with long-term health problems or disabilities

Year	Thanet	Kent	South East	England
2001	39.36%	32.36%	29.36%	33.55%
2011	31.12%	25.55%	23.60%	25.65%
change over 10 years	-8.24%	-6.81%	-5.76%	-7.90%

Trend: The national ten year Censuses for 2001 and 2011 (KS21 & KIS106EW) show reduction in the percentage of households with at least one person with long-term health problems or disabilities. The Thanet proportion is still nearly a third, and remains considerably higher than the comparators.

Priority 3: We will support our community and voluntary organisations

Priority 3 Measures: No contextual measures are currently tracked

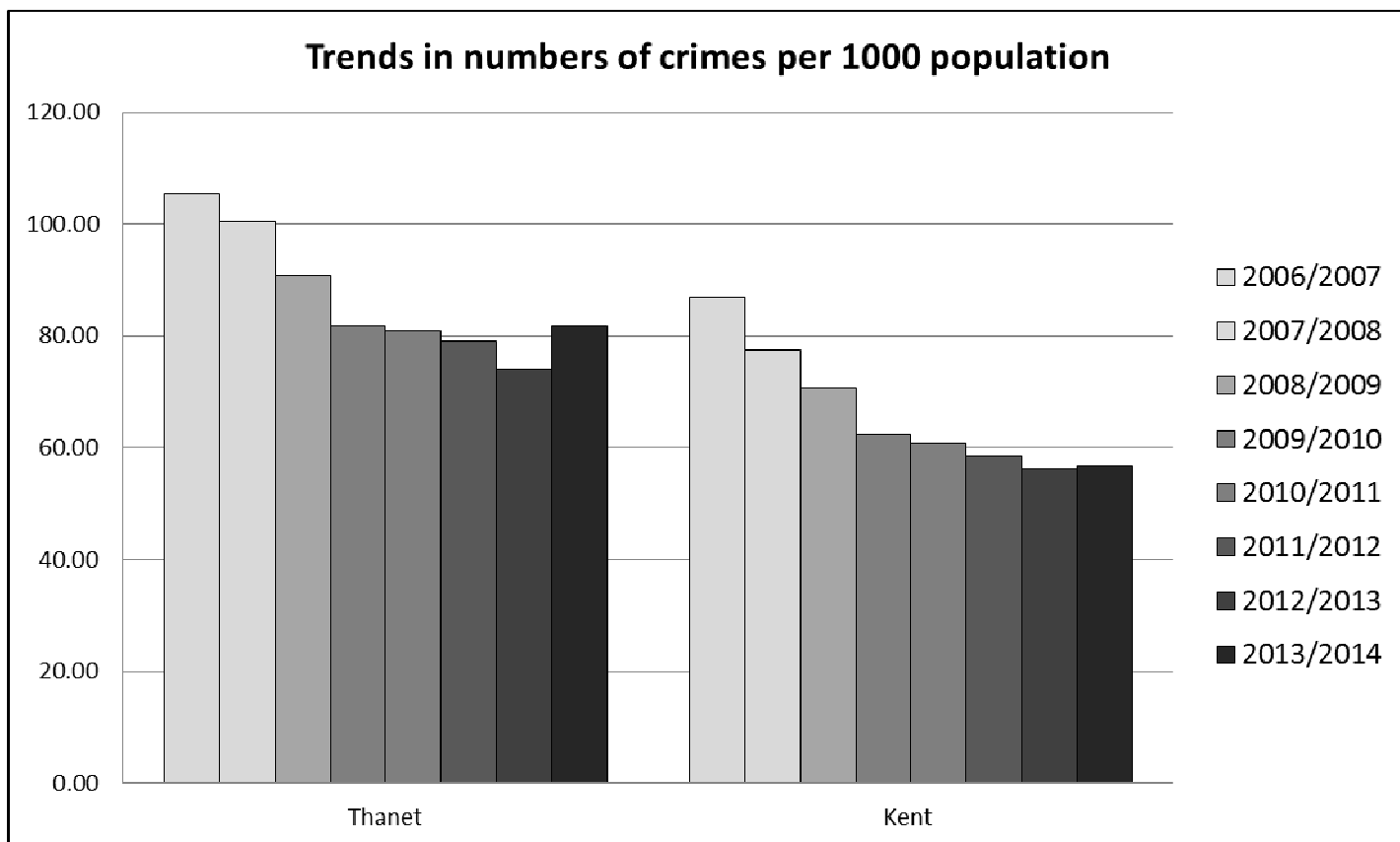
Success: n/a

Priority 4: We will make our district a safer place to live

The crime indicators that have been chosen for the Community Safety programme show overall reduction in recorded crime, though the most recent year does not follow that trend. Also, for some types of crime the trend shows more crime, or a reversal of former beneficial trends – notably for domestic abuse, violence against the person and drug crime. The levels of crime measured against the size of population shows that crime levels of all sorts continue to be higher in Thanet than the average for Kent districts.

Priority 4 Measure 01: Total number of recorded crimes per 1000 residents

Success: A fall in the overall crime rate, and movement towards KCC district average



Financial year	Thanet	Kent
2006/2007	13,637	119,519
2007/2008	13,023	107,530
2008/2009	11,852	99,508
2009/2010	10,771	88,654
2010/2011	10,698	87,181
2011/2012	10,565	84,853
2012/2013	9,946	82,371
2013/2014	11,105	83,924
Change in number	-2,532	-35,595

Financial year	Thanet	Kent
2006/2007	105.47	86.91
2007/2008	100.49	77.38
2008/2009	90.72	70.68
2009/2010	81.75	62.29
2010/2011	80.84	60.74
2011/2012	79.13	58.44
2012/2013	74.00	56.17
2013/2014	81.83	56.70
change in proportion	-23.63	-30.21

Trend: Kent Community Safety Portal data shows a general reduction in the total crime rate over the last eight years. However, there is concern that the most recent year reverses the trend.

Priority 4 Measure 02: Total number of police recorded cases of anti-social behaviour (ASB) per 1000 residents

Success: A fall in the rate of ASBs

Trends in numbers of ASB matters recorded by police per 1000 population

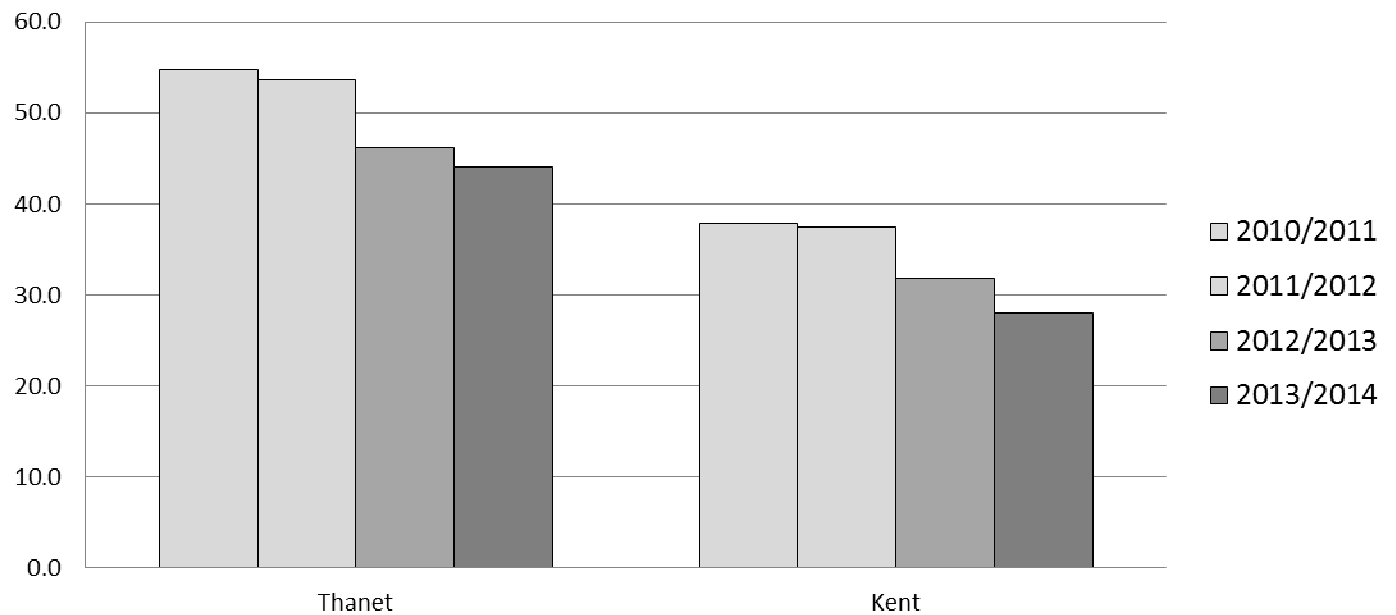


Table 4.3: Total number of matters recorded

Financial year	Thanet	Kent
2010/2011	7,253	54,297
2011/2012	7,159	54,344
2012/2013	6,211	46,700
2013/2014	5,973	41,530
Change in number	-1,280	-12,767

Table 4.4: Number of ASB incidents per 1000 population

Financial year	Thanet	Kent
2010/2011	54.8	37.8
2011/2012	53.6	37.4
2012/2013	46.2	31.8
2013/2014	44.0	28.1
change in proportion	-10.79	-9.77

Trend: Kent Community Safety Portal data shows a general reduction in the rate of anti-social behaviour matters recorded.

Priority 4 Measure 03: Total number of recorded drug crimes per 1000 residents

Success: A fall in the drug crime rate

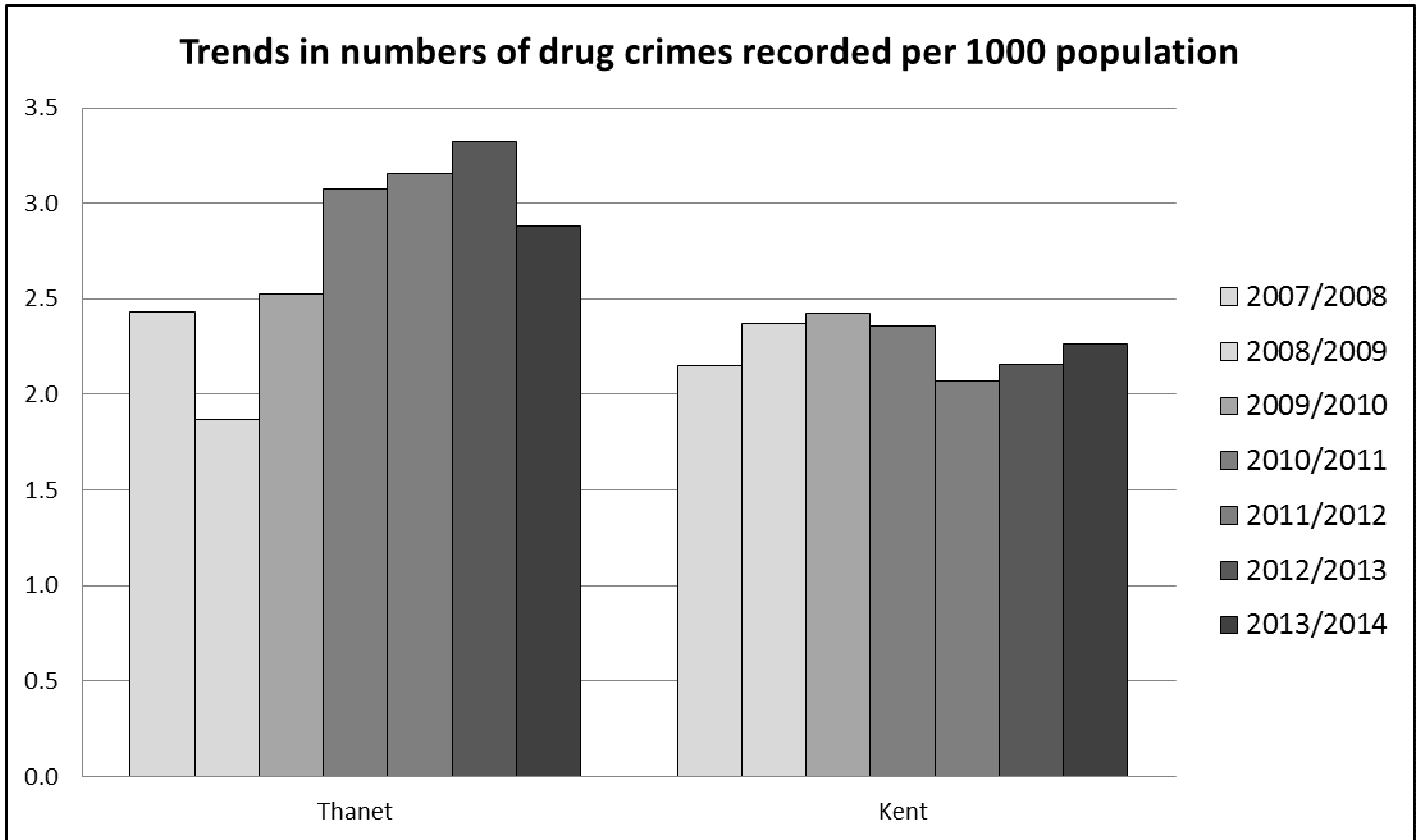


Table 4.5: Total number of offences recorded

Financial year	Thanet	Kent
2007/2008	315	2990
2008/2009	244	3340
2009/2010	333	3455
2010/2011	407	3385
2011/2012	421	3003
2012/2013	447	3168
2013/2014	391	3353
Change in number	76	363

Table 4.6: Number of drug crimes per 1000 population

Financial year	Thanet	Kent
2007/2008	2.4	2.2
2008/2009	1.9	2.4
2009/2010	2.5	2.4
2010/2011	3.1	2.4
2011/2012	3.2	2.1
2012/2013	3.3	2.2
2013/2014	2.9	2.3
change in proportion	0.45	0.11

Trend: Kent Community Safety Portal data shows an increase in recorded drug crime over the period – more so in Thanet than in Kent generally. However, there was an improvement in 2013/14.

Priority 4 Measure 04: Total number of recorded incidents of violence against the person per 1000 residents

Success: A fall in the violent crime rate

Trends in numbers of crimes of violence against the person recorded per 1000 population

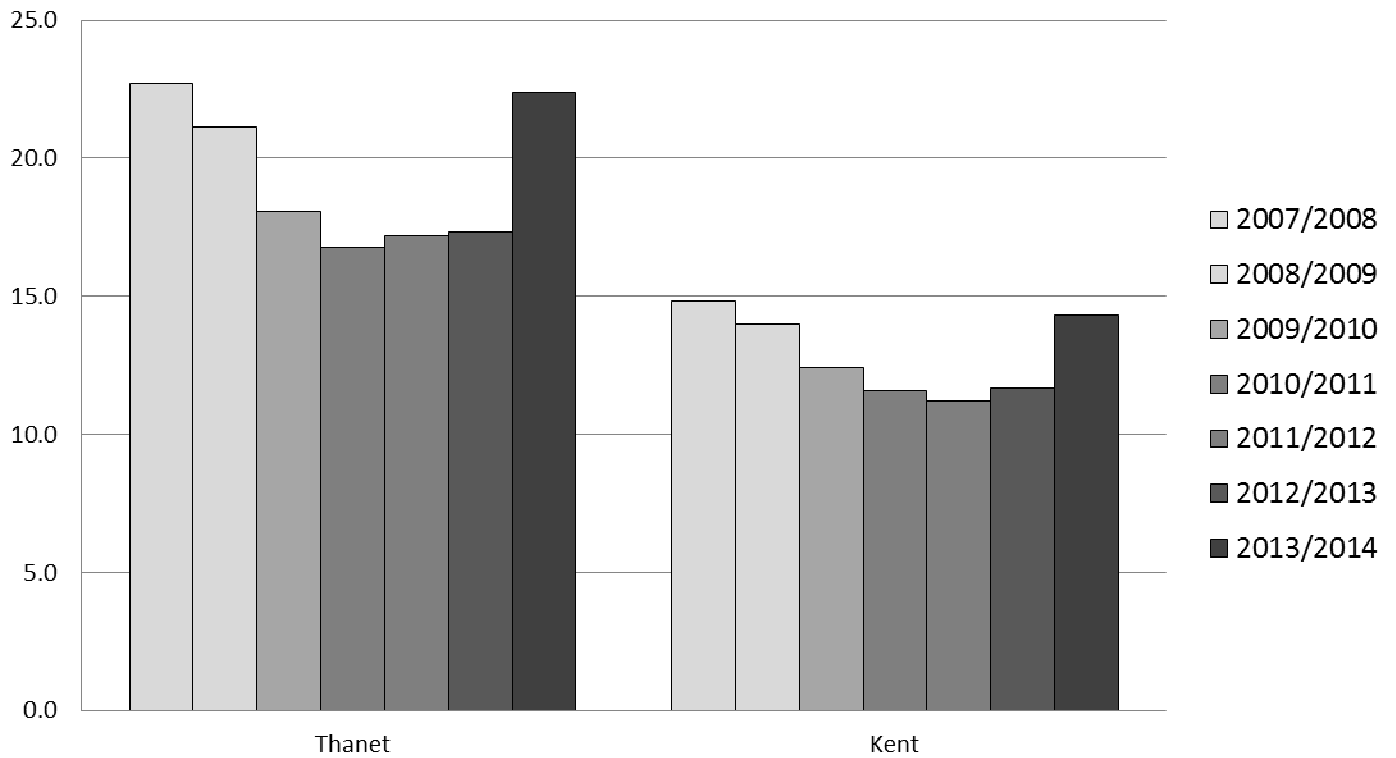


Table 4.7: Total number of offences recorded

Financial year	Thanet	Kent
2007/2008	2941	20629
2008/2009	2759	19701
2009/2010	2381	17686
2010/2011	2220	16630
2011/2012	2296	16279
2012/2013	2329	17086
2013/2014	3040	21199
Change in number	99	570

Table 4.8: Number of crimes of violence against the person per 1000 population

Financial year	Thanet	Kent
2007/2008	22.7	14.8
2008/2009	21.1	14.0
2009/2010	18.1	12.4
2010/2011	16.8	11.6
2011/2012	17.2	11.2
2012/2013	17.3	11.7
2013/2014	22.4	14.3
change in proportion	-0.29	-0.52

Trend: Kent Community Safety Portal data shows a slight decrease in violence against the person over the last seven years. However, there is concern that the most recent year reverses the trend.

Priority 4 Measure 05: Total number of theft offences per 1000 residents

Success: A fall in the rate of theft offences

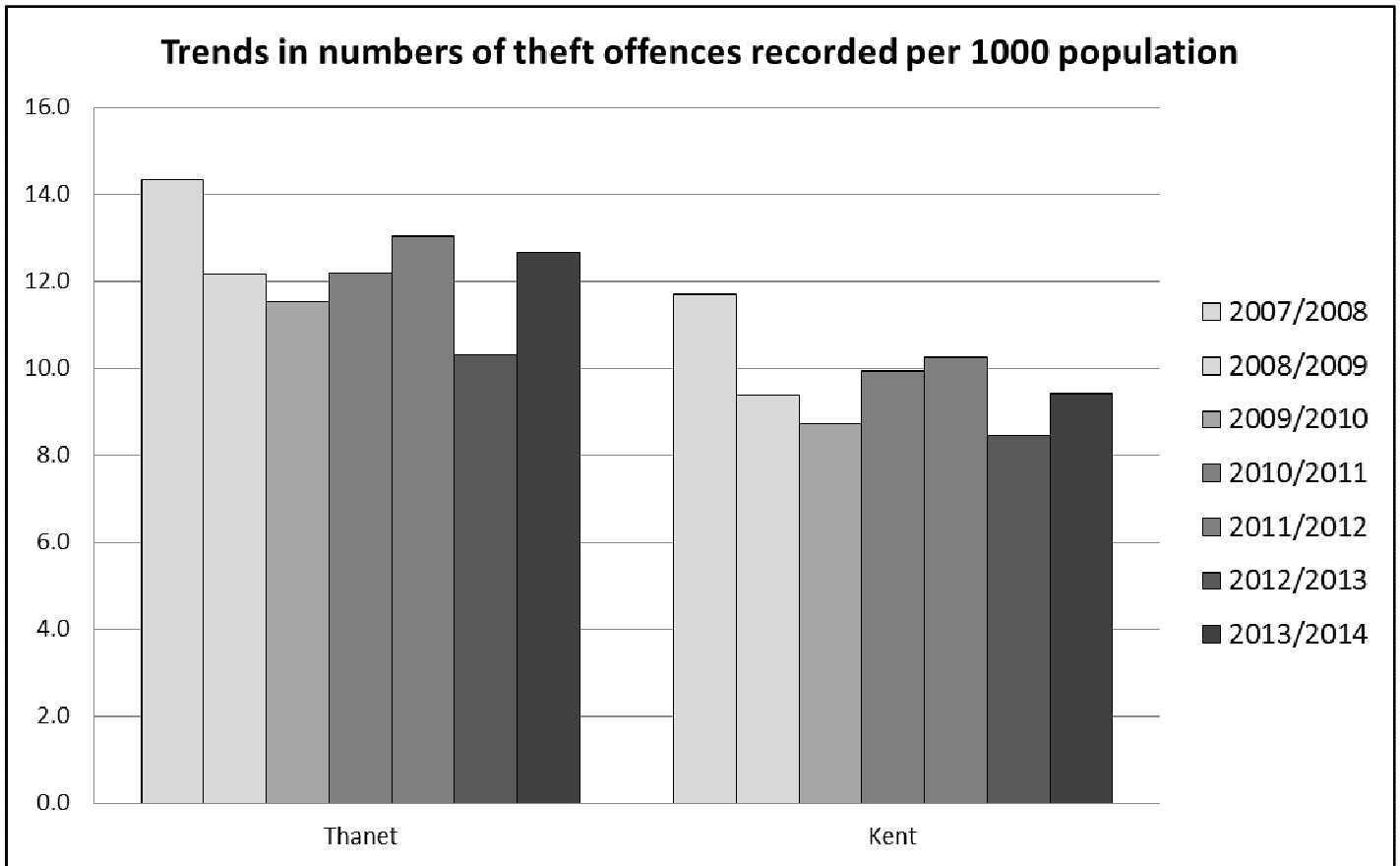


Table 4.9: Total number of offences recorded

Financial year	Thanet	Kent
2007/2008	1858	16239
2008/2009	1587	13192
2009/2010	1519	12400
2010/2011	1614	14270
2011/2012	1741	14866
2012/2013	1387	12388
2013/2014	1717	13933
Change in number	-141	-2,306

Table 4.10: Number of theft offences per 1000 population

Financial year	Thanet	Kent
2007/2008	14.3	11.7
2008/2009	12.1	9.4
2009/2010	11.5	8.7
2010/2011	12.2	9.9
2011/2012	13.0	10.2
2012/2013	10.3	8.4
2013/2014	12.7	9.4
change in proportion	-1.68	-2.27

Trend: Kent Community Safety Portal data shows an overall decrease in theft offences over the last seven years. However, there is concern that the most recent year reverses the trend.

Priority 4 Measure 06: Total number of recorded incidents of domestic abuse per 1000 residents

Success: A fall in the rate of domestic abuse

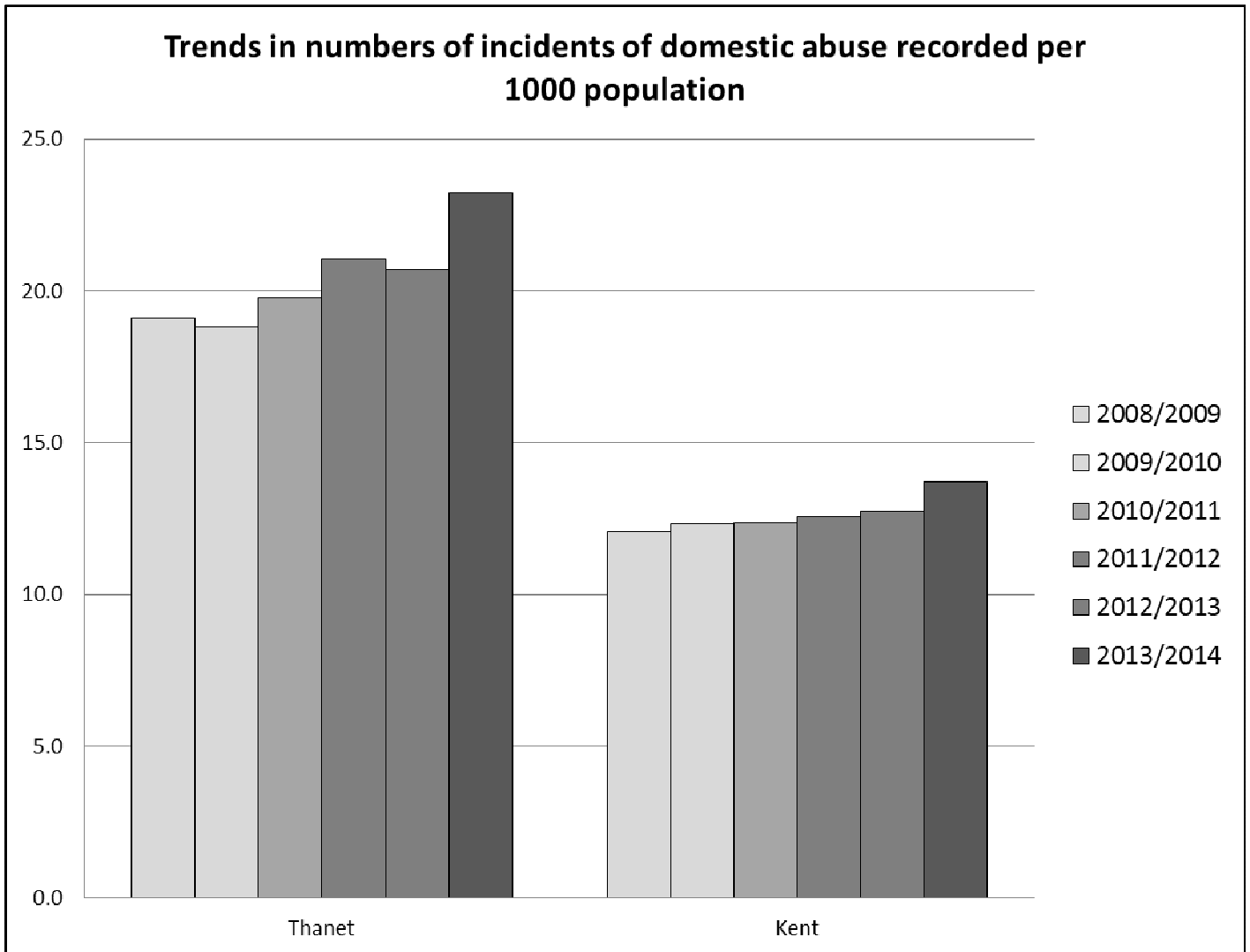


Table 4.11: Total number of offences recorded

Financial year	Thanet	Kent
2008/2009	2496	16992
2009/2010	2477	17549
2010/2011	2616	17748
2011/2012	2808	18261
2012/2013	2783	18670
2013/2014	3151	20276
Change in number	655	3,284

Table 4.12: Number of recorded incidents of domestic abuse per 1000 population

Financial year	Thanet	Kent
2008/2009	19.1	12.1
2009/2010	18.8	12.3
2010/2011	19.8	12.4
2011/2012	21.0	12.6
2012/2013	20.7	12.7
2013/2014	23.2	13.7
change in proportion	4.11	1.63

Trend: Kent Community Safety Portal data shows an increase in domestic abuse, markedly greater in Thanet than in Kent generally.

Priority 4 Measure 07: Proportion of residents who say they are satisfied with the crime reduction (community safety) service

Success: Increase in public satisfaction levels

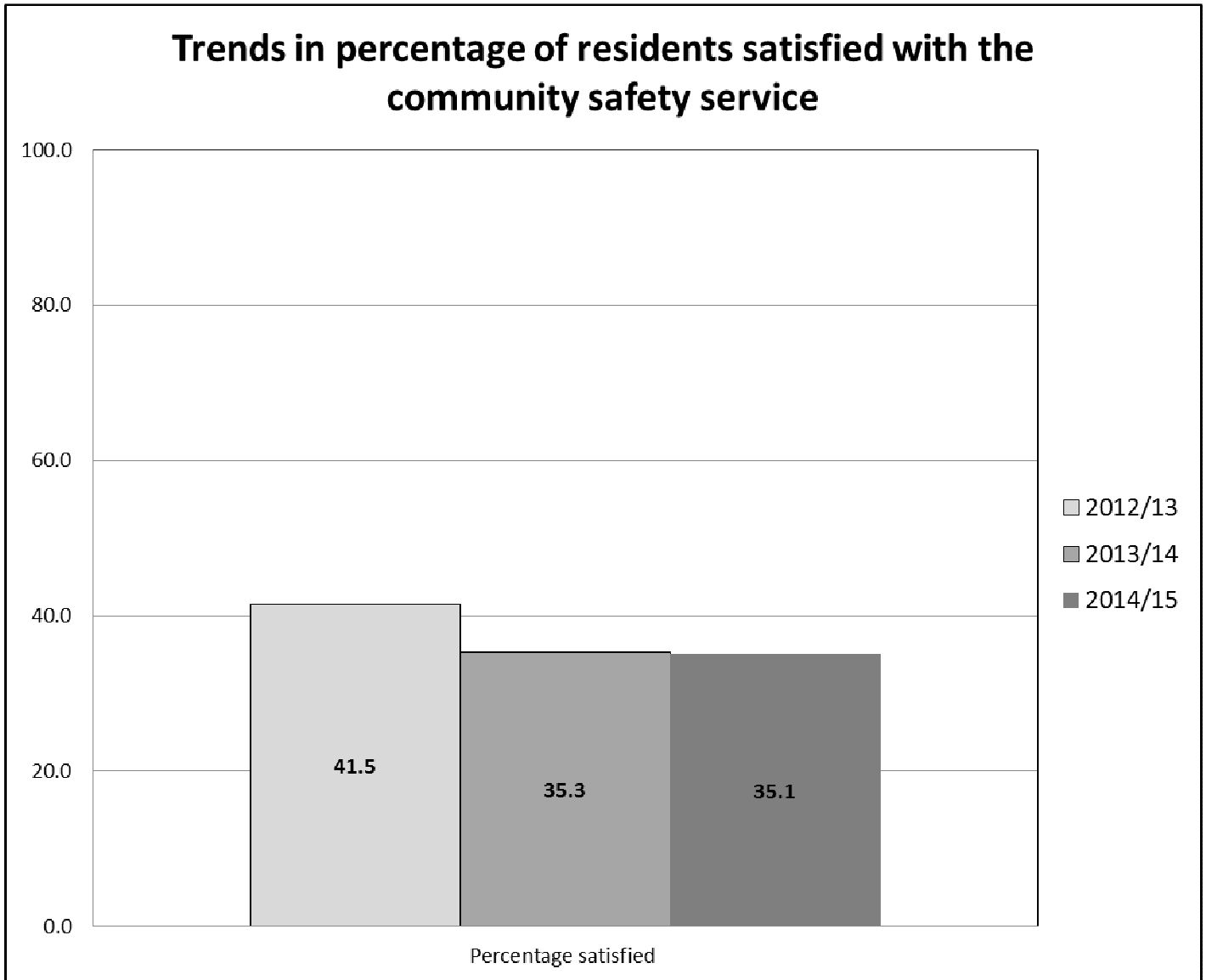


Table 4.13: Percentage of residents satisfied with TDC community safety services

Year	Percentage satisfied
2012/13	41.5
2013/14	35.3
2014/15	35.1

Trend: TDC's annual budget consultation shows a decrease in level of resident satisfaction with this service.

Priority 5: We will work to improve parking and transportation in our district

The percentage of households with cars or vans has increased over the past decade in all monitored territories, though the proportion of households with cars or vans is lower in Thanet. This correlates to age profile. There is an increase in the proportion of working age residents who use their own car or van to travel to work and a decline in car-sharing, but there is also an increase in the proportion of people using the bus or train, or walking to work.

Over the last four years road safety in Thanet compares favourably with the rest of Kent. There are fewer road traffic accidents for the size of population and a lower proportion of accidents where people have been killed or seriously injured. This, of course, is not a measure of transport congestion.

Priority 5 Measure 01: Proportion of residents with cars or vans

Success: Fewer cars and vans on the road

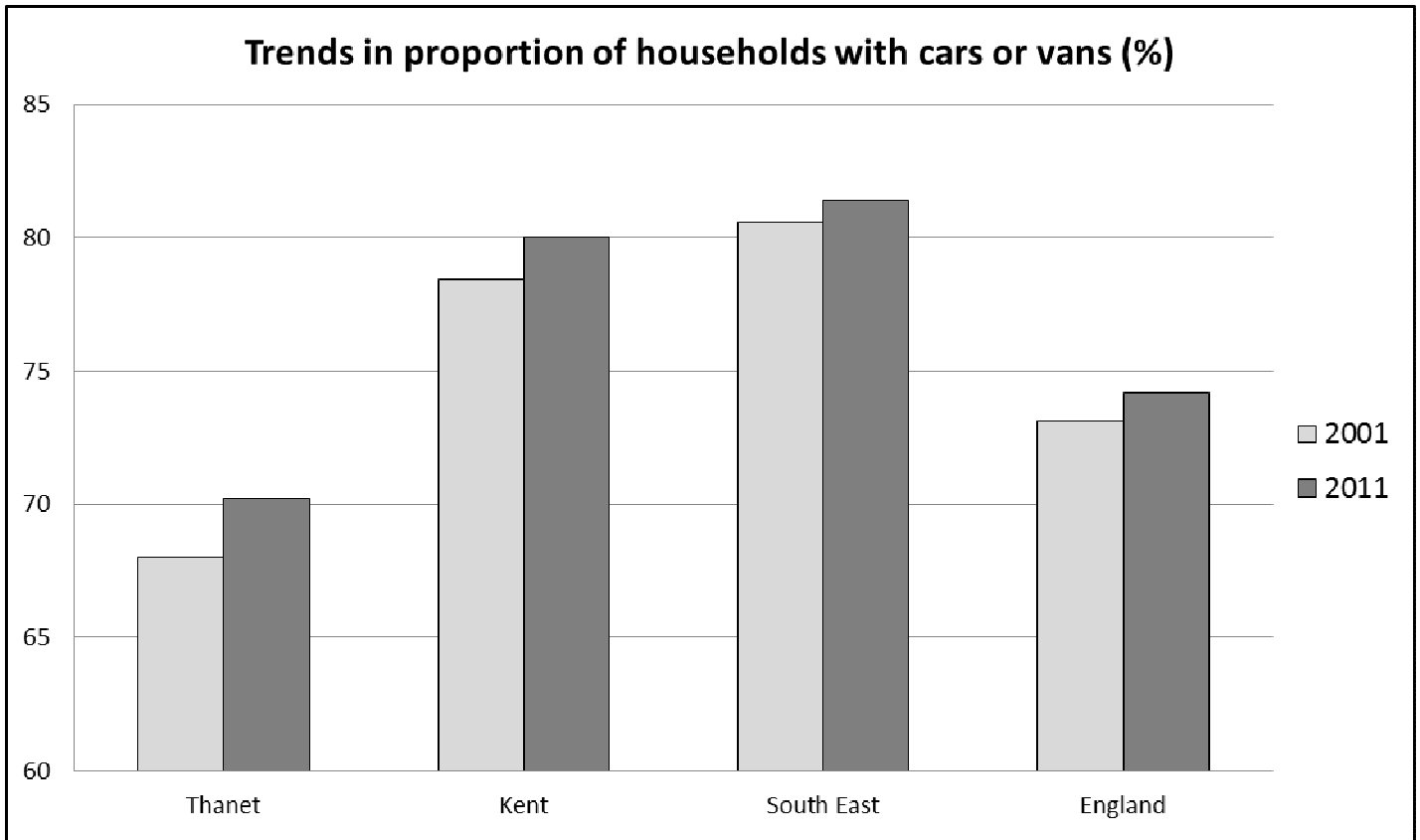


Table 5.1: Percentage of households with at least one car or van

Year	Thanet	Kent	South East	England
2001	68.03	78.43	80.57	73.16
2011	70.20	80.00	81.40	74.20

Trend: The 10 year Censuses for 2001 and 2011 (KS15 and QS701EW) show an increase in the percentage of households with cars or vans in all territories. The percentage of ownership is lower in Thanet than the other territories.

Priority 5 Measure 02: Trends in the main types of transport used to travel to work

Success: More use of public transport or vehicle sharing

Trends in percentages of people using the main types of travel to work

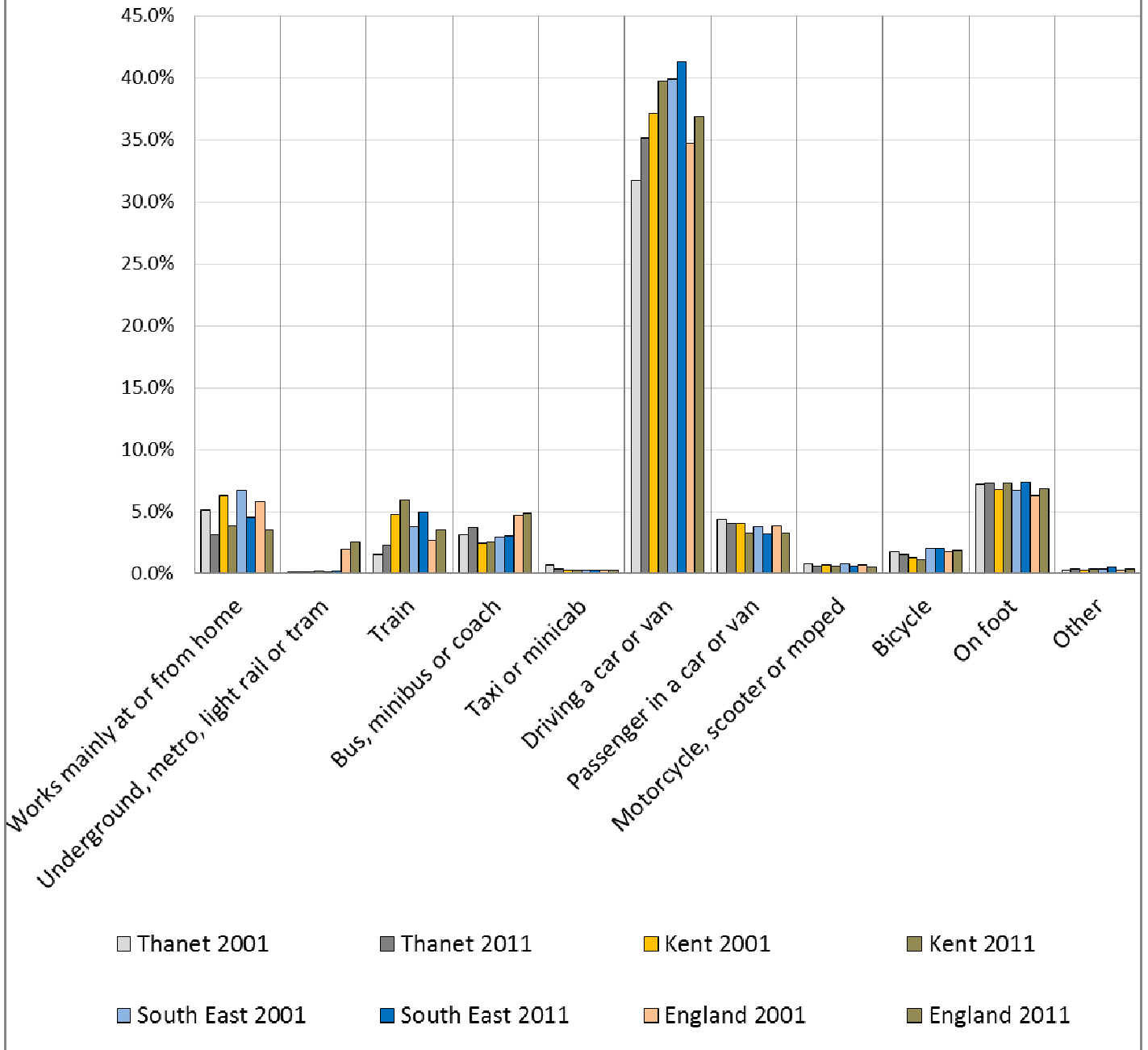


Table 5.2: Changes in main means of travel to work (Census data)	Thanet		Kent		South East		England	
	2001	2011	2001	2011	2001	2011	2001	2011
Works mainly at or from home	5.1%	3.1%	6.3%	3.9%	6.7%	4.5%	5.8%	3.5%
Underground, metro, light rail or tram	0.1%	0.1%	0.1%	0.2%	0.2%	0.2%	2.0%	2.5%
Train	1.5%	2.3%	4.8%	6.0%	3.8%	5.0%	2.7%	3.5%
Bus, minibus or coach	3.1%	3.7%	2.4%	2.5%	2.9%	3.0%	4.7%	4.9%
Taxi or minicab	0.7%	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Driving a car or van	31.7%	35.1%	37.2%	39.7%	39.9%	41.3%	34.7%	36.9%
Passenger in a car or van	4.4%	4.0%	4.1%	3.3%	3.8%	3.2%	3.9%	3.3%
Motorcycle, scooter or moped	0.8%	0.6%	0.7%	0.6%	0.8%	0.6%	0.7%	0.5%
Bicycle	1.8%	1.5%	1.3%	1.1%	2.1%	2.0%	1.8%	1.9%
On foot	7.2%	7.3%	6.8%	7.3%	6.7%	7.4%	6.3%	6.9%
Other	0.3%	0.4%	0.3%	0.4%	0.3%	0.5%	0.3%	0.4%
Not currently working	43.3%	41.6%	35.7%	34.8%	32.6%	32.1%	36.8%	35.3%
All People 16-74	86,693	94,452	947,830	1,055,397	5,766,307	6,274,341	35,532,091	41,126,540

Trend: The 10 year Censuses for 2001 and 2011 (uv39 and QS701EW) show decline in the proportion of people who say they mainly work at home, and a rise in use of car/van, walking to work and use of trains.

Priority 5 Measure 03: Number of road accidents per 1000 population

Success: A lower rate of road accidents

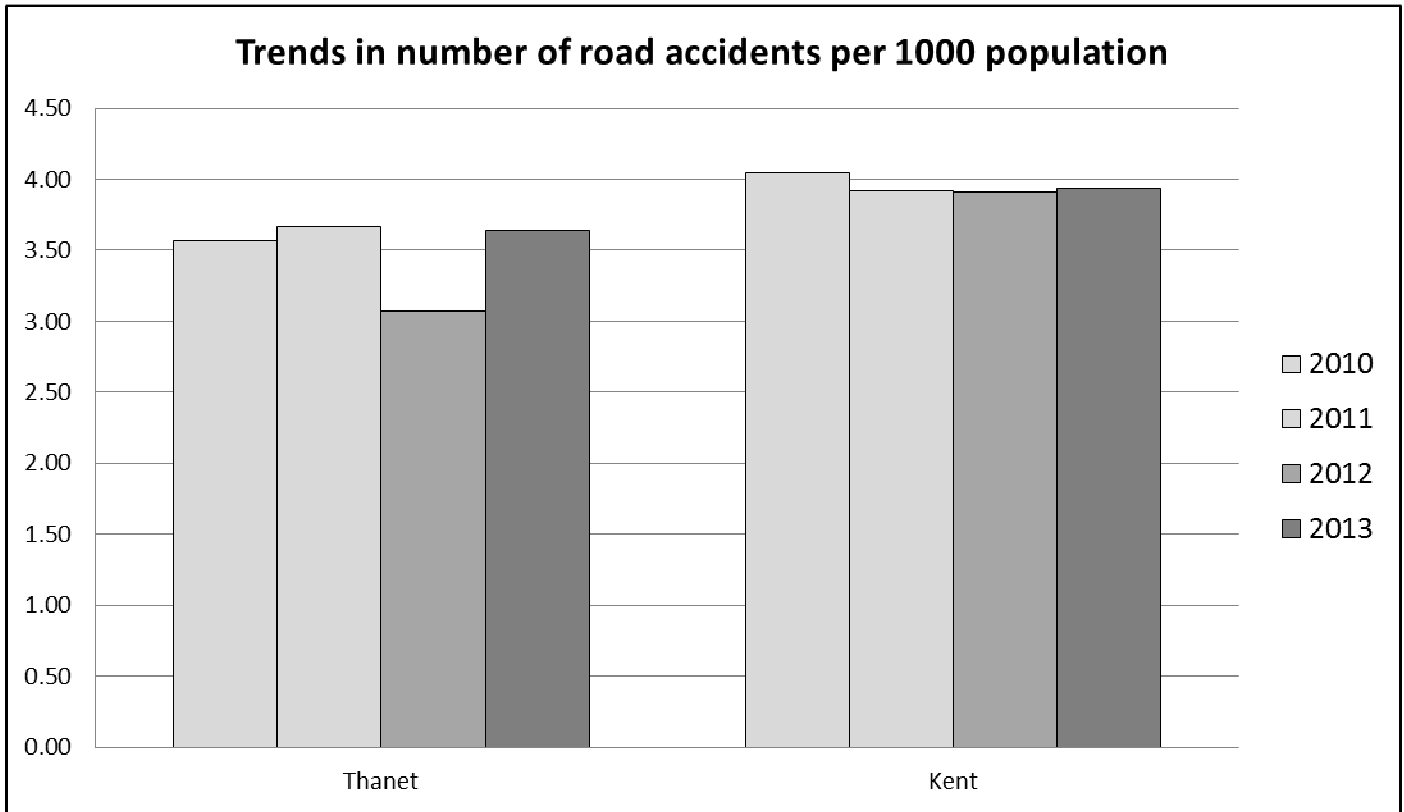


Table 5.3: Trend in number of road accidents and proportion per 1000 population

Year	Thanet			Kent		
	No. Accidents	Population (000s)	No accidents per 1000 population	No. Accidents Kent	Population (000s)	No accidents per 1000 population
2010	472	132.34	3.57	5,802	1435.30	4.04
2011	490	133.51	3.67	5,694	1451.90	3.92
2012	413	134.40	3.07	5,740	1466.50	3.91
2013	494	135.70	3.64	5,830	1480.20	3.94

Trend: Kent Community Safety Portal data shows that there are fewer road accidents for the size of population than Kent, during this period.

Priority 5 Measure 04: Number and percentage of road accidents where people are killed or seriously injured (KSI)

Success: Fewer accidents where people are KSI

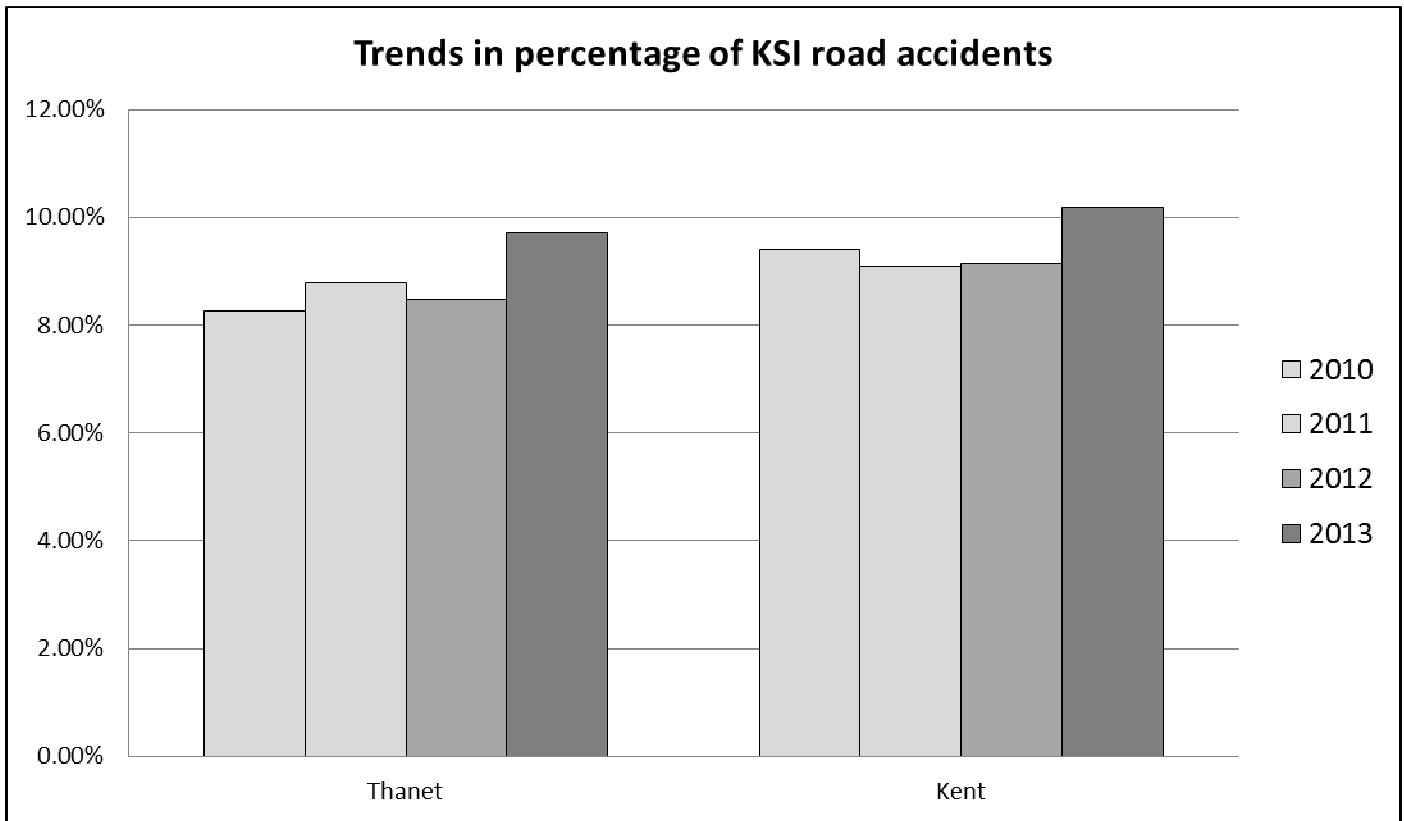


Table 5.4: Trend in number and proportion of road accidents where people are killed or seriously injured (KSI)

Year	Thanet		Kent	
	Total Accidents	Total KSI	Total Accidents	Total KSI
2010	472	39	5,802	545
2011	490	43	5,694	517
2012	413	35	5,740	524
2013	494	48	5,830	594

Trend: Kent Community Safety Portal data shows the level of road accidents where people are killed or seriously injured is lower in Thanet than in Kent as a whole.

Priority 6: We will make our district cleaner and greener and lead by example on environmental issues

Per capita CO2 emission levels have fallen over the last seven years. Thanet CO2 emission levels compare favourably with the other territories, both in terms of residential and commercial emissions, and insofar as can be judged emission control from TDC's estate is better than other Kent districts.

Data for 2008-2014 shows a favourable trend in the levels of street litter, graffiti and fly-tipping as measured by the former national indicator regime. Satisfaction levels with TDC's street cleansing, waste collection and recycling obtained from the annual budget consultation showed increase between 2012 and 2013, but marked decline between 2013 and 2014.

Priority 6 Measure 01: Average CO2 emissions per person

Success: Reduction in CO2 emissions

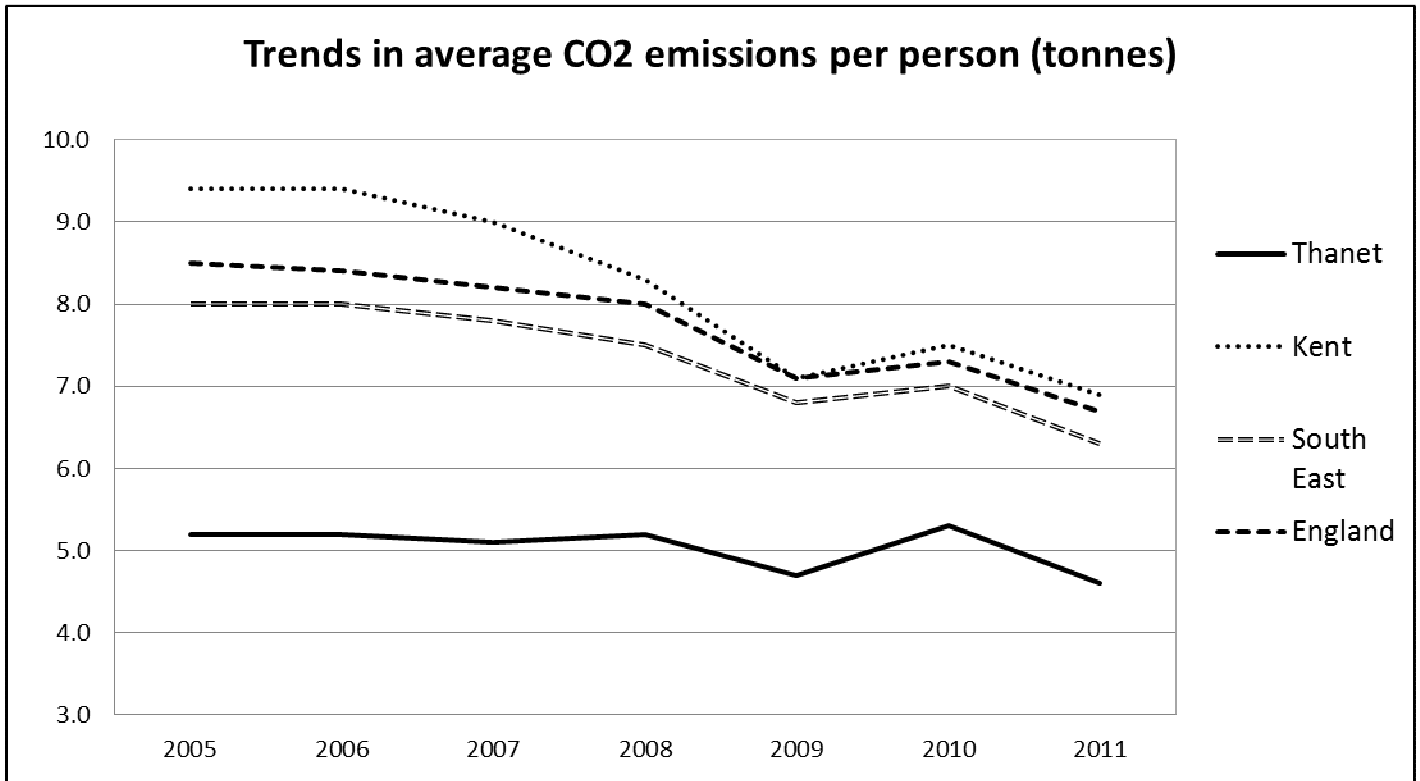


Table 6.1: Trends in average CO2 emissions (tonnes) per resident, as estimated for HM Government

Year	Thanet	Kent	South East	England
2005	5.2	9.4	8.0	8.5
2006	5.2	9.4	8.0	8.4
2007	5.1	9.0	7.8	8.2
2008	5.2	8.3	7.5	8.0
2009	4.7	7.1	6.8	7.1
2010	5.3	7.5	7.0	7.3
2011	4.6	6.9	6.3	6.7
Change over seven years	-0.6	-2.5	-1.7	-1.8

Trend: DECC 'Local and Regional CO2 emissions estimates for 2005-2011' prepared for government by Ricardo-AEA shows that average CO2 emissions are lower in Thanet than elsewhere. Emissions have fallen in all territories, but less so in Thanet than elsewhere.

Priority 6 Measure 02: Net CO2 emissions from Local Authority sites

Success: Reduction in local authority CO2 emissions

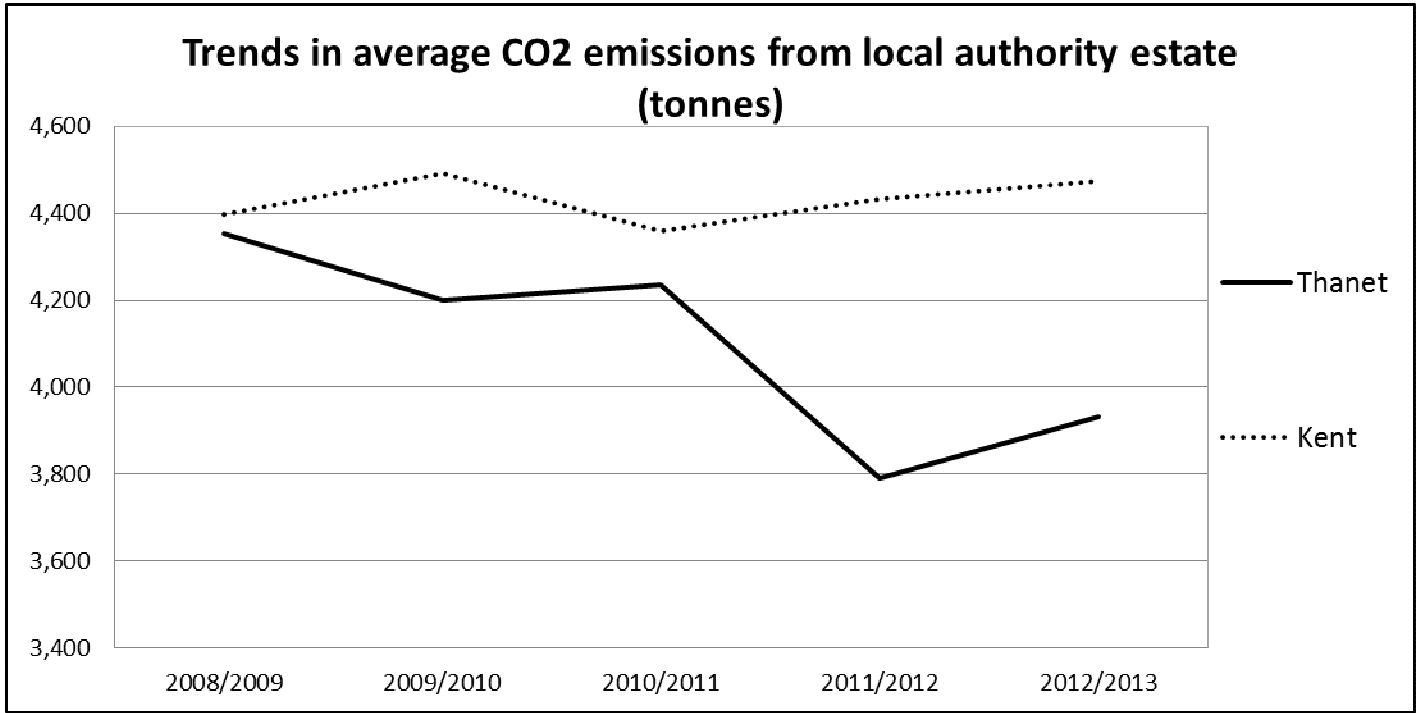


Table 6.2: Trends in CO2 emissions (tonnes) from local authority estate

Year	Thanet	Other Kent districts
2008/2009	4,353	4,398
2009/2010	4,200	4,491
2010/2011	4,234	4,360
2011/2012	3,790	4,432
2012/2013	3,931	4,473

Trend: Gov.uk compilations of data on greenhouse gas emissions from local authority estates suggests TDC has a better than average record within Kent in controlling CO2 emissions. However, there is some inconsistency in the extent of estate included by different authorities.

Priority 6 Measure 03: Proportion of street inspections showing litter above acceptable levels

Success: Reduction in Thanet street litter



Table 6.3: Trends in street litter inspection results following NI195 methodology

Year	No surveys	No fails	Thanet
2008/2009	780	62	7.95%
2009/2010	900	45.5	5.06%
2010/2011	900	30.5	3.39%
2011/2012	400	29.5	7.38%
2012/2013	598	30	5.02%
2013/2014	597	2	0.34%

Trend: TDC Street Cleansing Service records following former national indicator (NI) 195 rules suggest that between April 2008 and March 2014 the levels of street litter considerably reduced.

Priority 6 Measure 04: Proportion of street inspections showing graffiti above acceptable levels

Success: Reduction in graffiti in Thanet



Table 6.4: Trends in graffiti inspection results following NI195 methodology

Year	No surveys	No fails	Thanet
2008/2009	780	42	5.38%
2009/2010	900	32.5	3.61%
2010/2011	900	27.5	3.06%
2011/2012	400	19	4.75%
2012/2013	604	13	2.15%
2013/2014	597	9	1.51%

Trend: TDC Street Cleansing Service records following former national indicator (NI) 195 rules suggest that between April 2008 and March 2014 the levels of graffiti considerably reduced.

Priority 6 Measure 05: Proportion of street inspections showing fly tipping above acceptable levels

Success: Reduction in fly tipping in Thanet

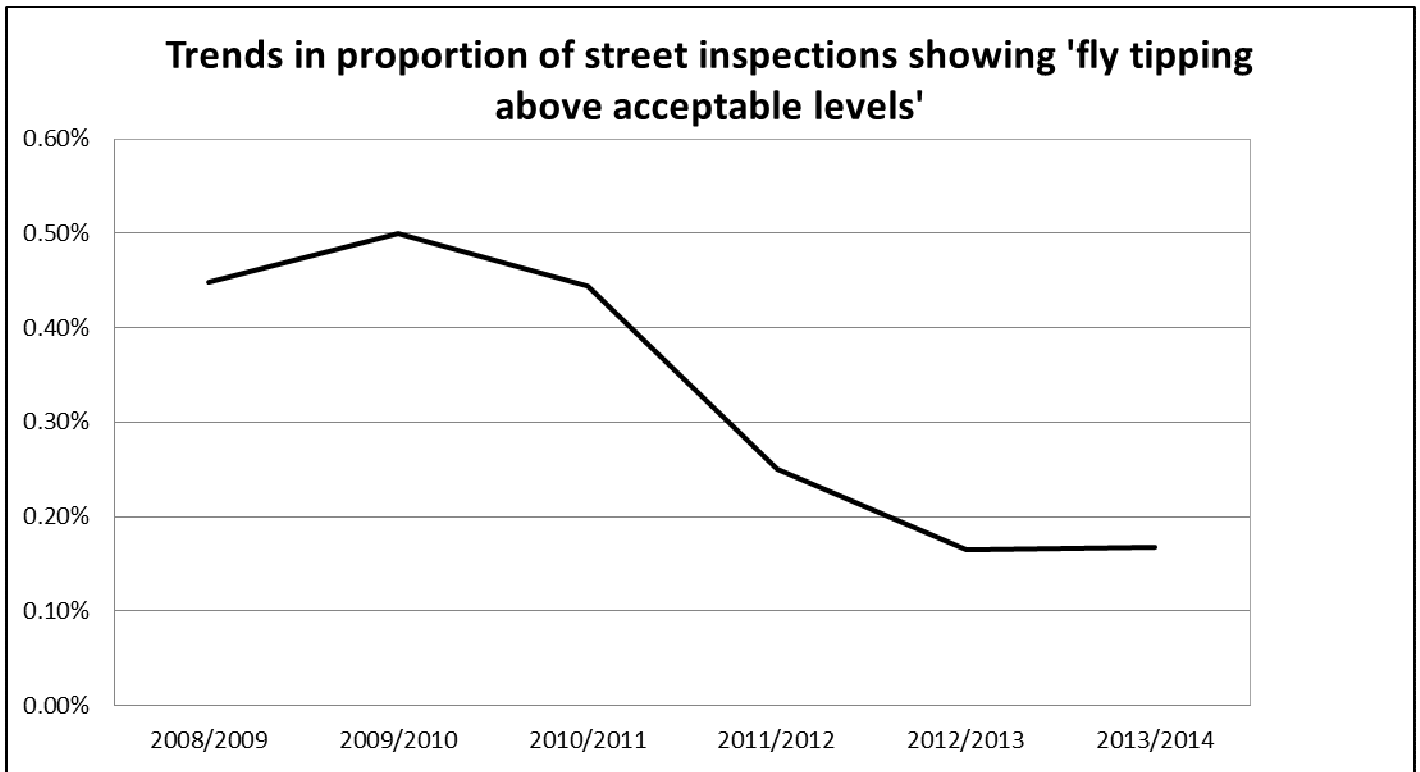


Table 6.5: Trends in fly tipping inspection results following NI195 methodology

Year	No surveys	No fails	Thanet
2008/2009	780	3.5	0.45%
2009/2010	900	4.5	0.50%
2010/2011	900	4	0.44%
2011/2012	400	1	0.25%
2012/2013	605	1	0.17%
2013/2014	596	1	0.17%

Trend: TDC Street Cleansing Service records following former national indicator (NI) 195 rules suggest that between April 2008 and March 2014 the levels of fly tipping considerably reduced.

Priority 7: We will plan for the right type and number of homes in the right place to create sustainable communities in the future

Over the last seven years overall housing delivery in Thanet district has exceeded the level set in the 2009 South East Plan. That plan has now been revoked and new targets will be established through a new Local Plan. In all territories ownership trends have changed over the last decade – home ownership is declining generally, and private sector renting is significantly increasing. There is also a slight reduction in social renting. In all territories home ownership is becoming less affordable. All of these trends are more marked in Thanet than the other monitored territories. However, more of the total stock of dwellings is being used. There is a general decline in the number of empty dwellings, and in the proportion that are empty for more than a year.

The types of dwellings we live in are also changing. Although most people still live in houses or bungalows the proportion that do is falling and more are living in flats or maisonettes. There is a greater rise in the proportion of purpose built flats than in conversions. There is also a slight rise in people living in temporary forms of accommodation. These trends may be correlated to economic patterns. Paradoxically, over the last decade there has been an increase in the proportion of households with seven or eight rooms – though this is an average rather than a median figure (a few very large dwellings may distort the result).

Over the last decade the proportion of one person households is increasing in all monitored territories, and in all approximately two-thirds of households have one or two people in them. However, there is a slight decline in the proportion of one person pensioner households. Whilst generally there is a slight rise in large households (with seven or eight people), the proportion of these in Thanet is declining. In all monitored areas only 6-7% households have more than four people. Although there is a general rise in families where all children are non-dependent, Thanet is unusual in having a rise in families with no children. In general most people still live in families, but families are getting smaller, and the proportion of non-family based households is increasing.

Priority 7 Measure 01: Comparison of agreed requirement for dwellings with new housing completions

Success: To meet the agreed requirement for housing in Thanet

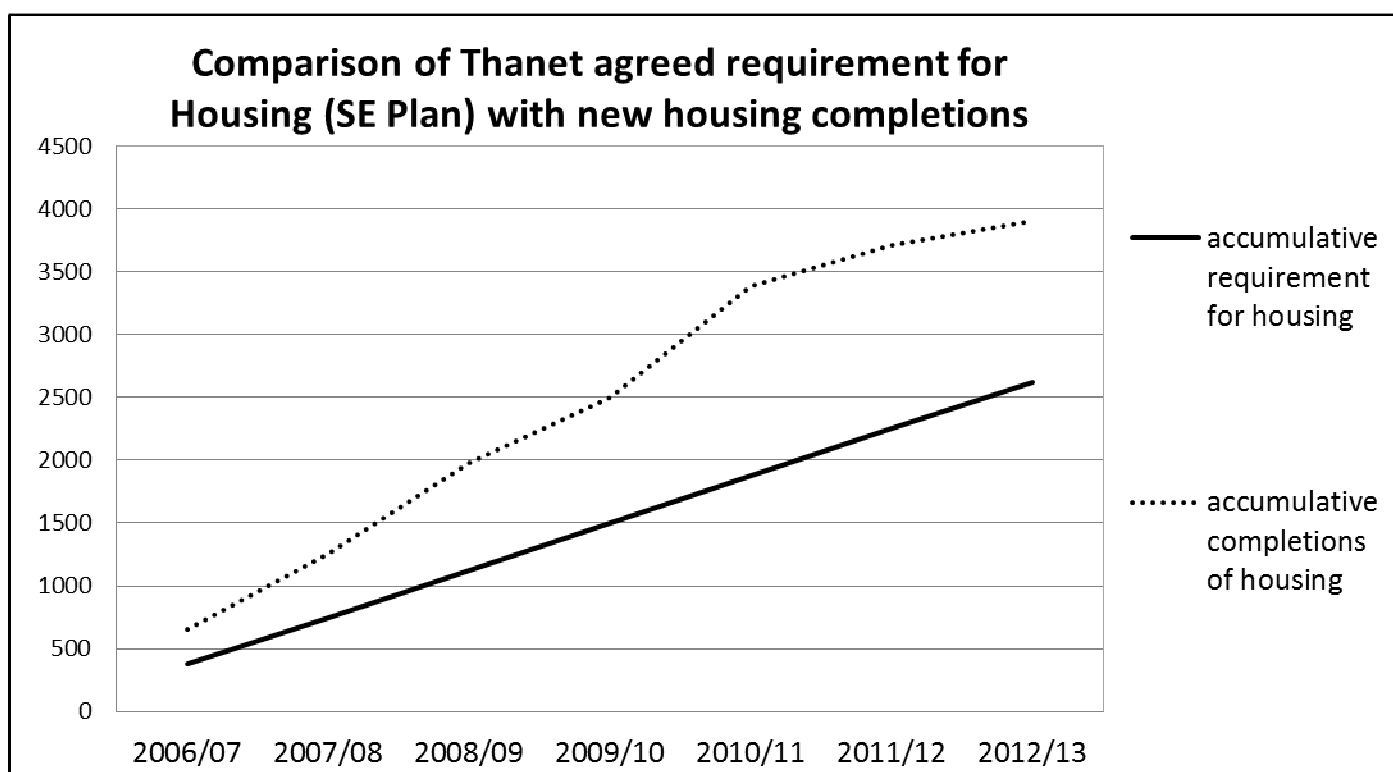


Table 7.1: Comparison of housing requirement from former South East Plan with net new dwellings delivered in Thanet

KCC Housing Information Audit 2013	accumulative requirement for housing	accumulative completions of housing	Requirement compliance (+/-)
2006/07	375	651	276
2007/08	750	1257	507
2008/09	1125	1983	858
2009/10	1500	2503	1003
2010/11	1875	3392	1517
2011/12	2250	3712	1462
2012/13	2625	3906	1281

Trend: KCC's most recent Housing Information Audit (HIA) for Thanet shows that Thanet has consistently met the total requirement for housing agreed within the former South East Plan. Within that plan it was envisaged that completions would exceed requirement until 2023, from which point completions would be less than requirement. Future needs are subject to review as the regional authorities no longer exist.

Priority 7 Measure 02: Number and proportion of types of ownership of dwellings

Success: Profile the number and ownership types of dwellings

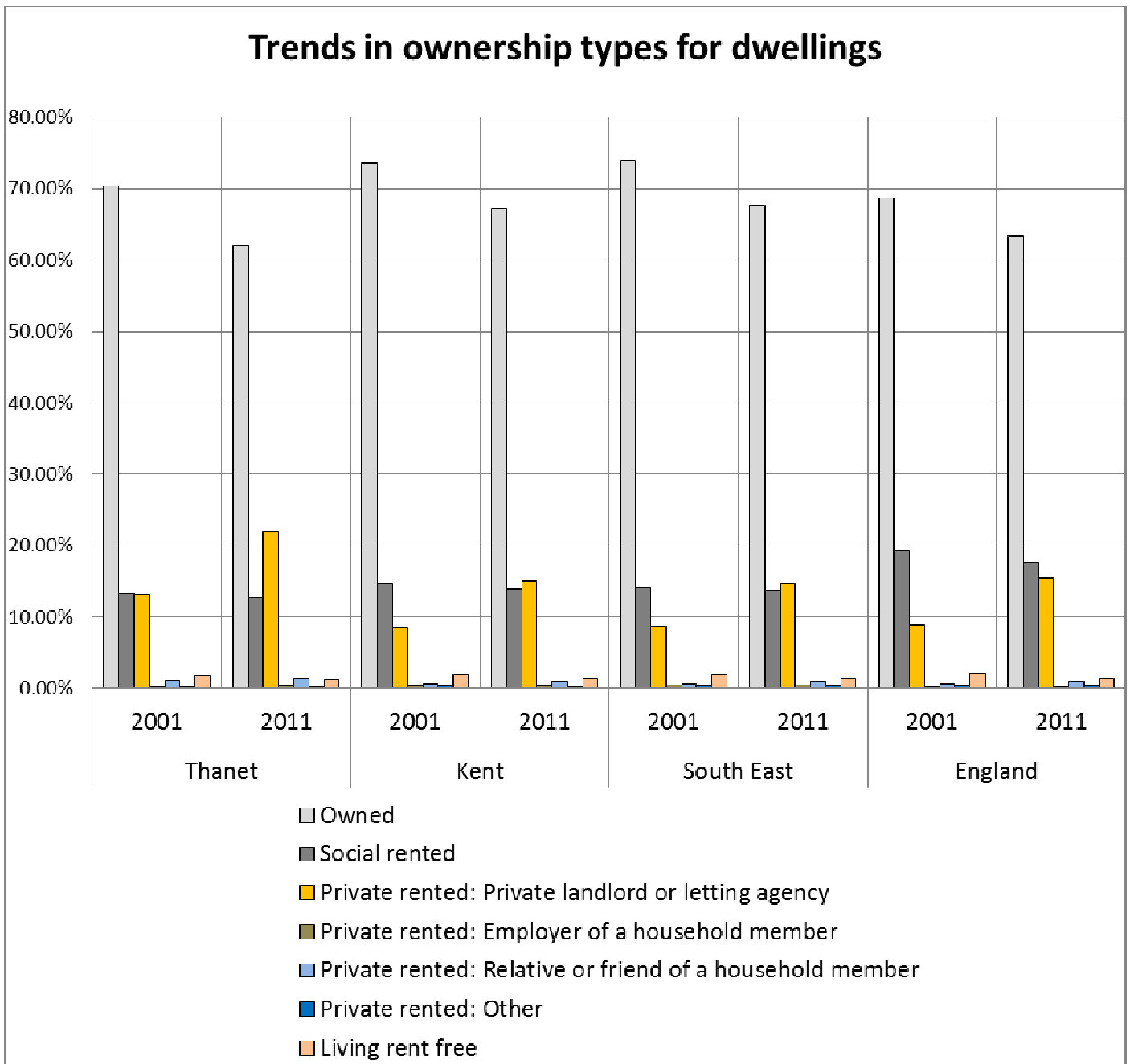


Table 7.2: Trends in home ownership patterns (Census data)	Thanet		Kent		South East		England	
	2001	2011	2001	2011	2001	2011	2001	2011
Owned	70.35%	62.02%	73.64%	67.30%	73.96%	67.63%	68.72%	63.34%
Owned: Owns outright	35.00%	33.44%	32.21%	33.13%	31.28%	32.52%	29.19%	30.57%
Owned: Owns with a mortgage or loan	34.97%	28.57%	40.80%	34.17%	41.90%	35.11%	38.88%	32.77%
Owned: Shared ownership	0.38%	0.35%	0.62%	0.95%	0.78%	1.10%	0.65%	0.79%
Social rented	13.34%	12.66%	14.67%	13.89%	13.96%	13.71%	19.27%	17.69%
Social rented: Rented from Council (Local Authority)	6.22%	5.07%	7.59%	5.83%	7.35%	5.81%	13.21%	9.43%
Social rented: Other social rented	7.12%	7.59%	7.08%	8.06%	6.61%	7.90%	6.05%	8.27%
Private rented	14.56%	23.78%	9.72%	16.54%	10.17%	16.27%	9.96%	16.84%
Private rented: Private landlord or letting agency	13.17%	21.96%	8.53%	15.07%	8.77%	14.67%	8.80%	15.42%
Private rented: Employer of a household member	0.16%	0.28%	0.28%	0.29%	0.45%	0.44%	0.26%	0.25%
Private rented: Relative or friend of a household member	1.06%	1.31%	0.64%	0.92%	0.58%	0.84%	0.61%	0.90%
Private rented: Other	0.18%	0.23%	0.27%	0.26%	0.37%	0.32%	0.30%	0.27%
Living rent free	1.75%	1.20%	1.98%	1.32%	1.91%	1.28%	2.05%	1.34%
All Households	55,228	59,513	546,742	605,638	3,287,489	3,555,463	20,451,427	22,063,368

Trend: The two Censuses of 2001 and 2011 (uv63 and QS405EW) show changes in home ownership and occupation. The majority of dwellings are still owned within the private sector. A feature of the last decade has been the increase in the proportion of private renting, a slight fall in social renting and a larger fall in owner-occupation.

Priority 7 Measure 03: Changes in the types of occupied dwellings

Success: Closer match of housing supply to the needs of the area

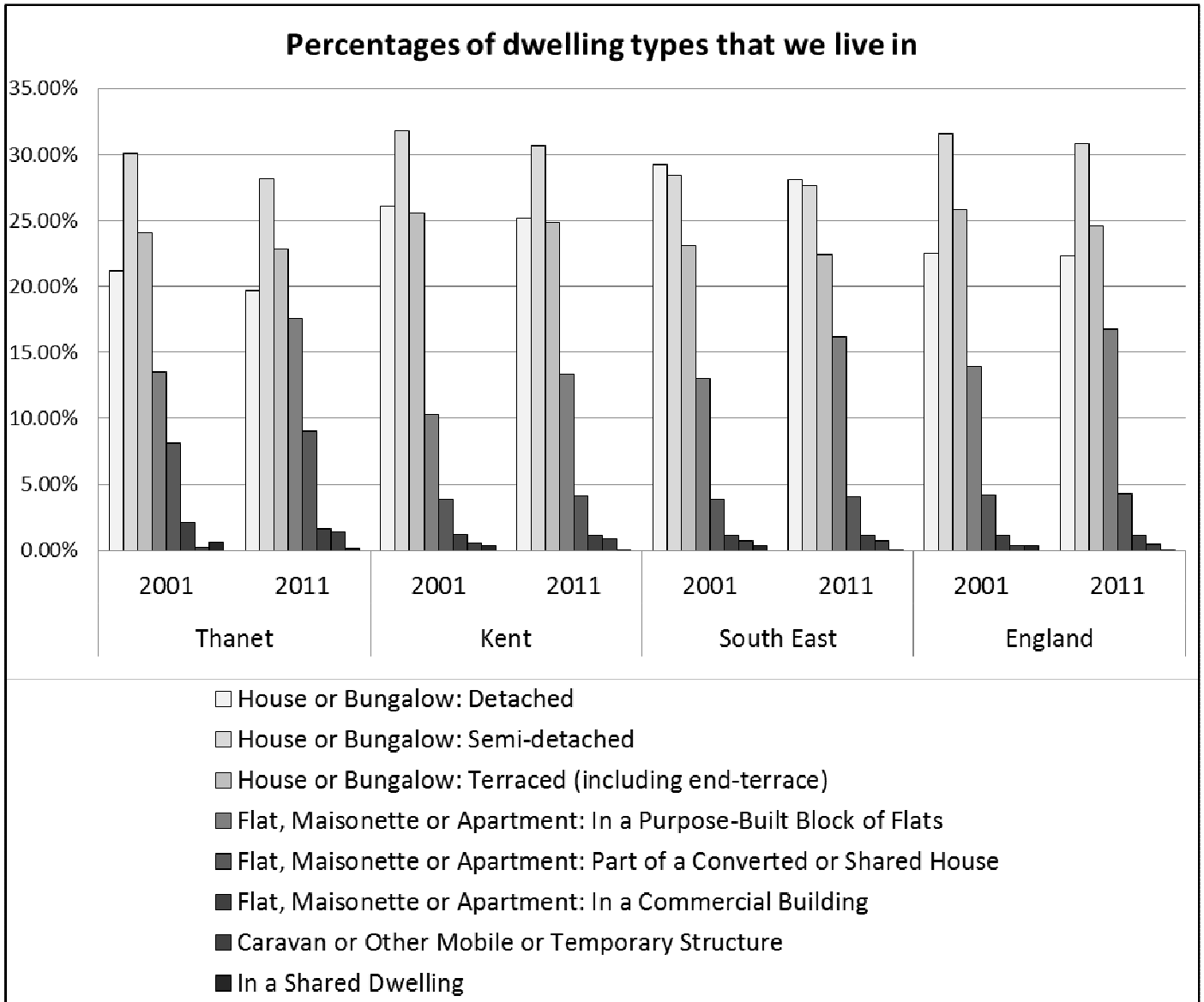


Table 7.3: Proportion of household spaces/dwelling types recorded in national Censuses	Thanet		Kent		South East		England	
	2001	2011	2001	2011	2001	2011	2001	2011
	Occupy Own dwelling-space	99.39%	99.87%	99.59%	99.93%	99.61%	99.93%	99.64%
House or Bungalow	75.31%	70.69%	83.54%	80.64%	80.85%	78.22%	79.92%	77.68%
House or Bungalow: Detached	21.16%	19.68%	26.06%	25.17%	29.28%	28.08%	22.51%	22.32%
House or Bungalow: Semi-detached	30.08%	28.20%	31.86%	30.62%	28.45%	27.67%	31.57%	30.80%
House or Bungalow: Terraced (including end-terrace)	24.06%	22.81%	25.62%	24.84%	23.12%	22.46%	25.84%	24.56%
Flat, Maisonette or Apartment	23.83%	28.31%	15.47%	18.70%	18.07%	21.35%	19.30%	22.18%
Flat, Maisonette or Apartment: In a Purpose-Built Block of Flats	13.56%	17.62%	10.31%	13.40%	13.02%	16.19%	13.96%	16.78%
Flat, Maisonette or Apartment: Part of a Converted or Shared House	8.13%	9.06%	3.92%	4.16%	3.87%	4.04%	4.19%	4.28%
Flat, Maisonette or Apartment: In a Commercial Building	2.14%	1.64%	1.24%	1.14%	1.17%	1.11%	1.15%	1.12%
Caravan or Other Mobile or Temporary Structure	0.25%	1.42%	0.58%	0.89%	0.69%	0.70%	0.42%	0.44%
In a Shared Dwelling	0.61%	0.13%	0.41%	0.07%	0.39%	0.07%	0.36%	0.09%
All Household Spaces	59,300	64,998	569,631	633,329	3,401,820	3,694,388	21,262,825	22,976,066

Trend: The 10 year Censuses for 2001 and 2011 (uv56 and KS401EW) show the types of dwelling lived in by the usual population. Although there is an increase in the proportion of people living in flats, the majority of people still live in houses or bungalows. The numbers and proportions of empty properties are shown separately. In the absence of specialist surveys this data can be used as a proxy for the distribution of property types in an area, and shows trend in the types of dwellings.

Priority 7 Measure 04: Profile of the numbers of rooms within households

Success: Closer match of housing to the needs of the area

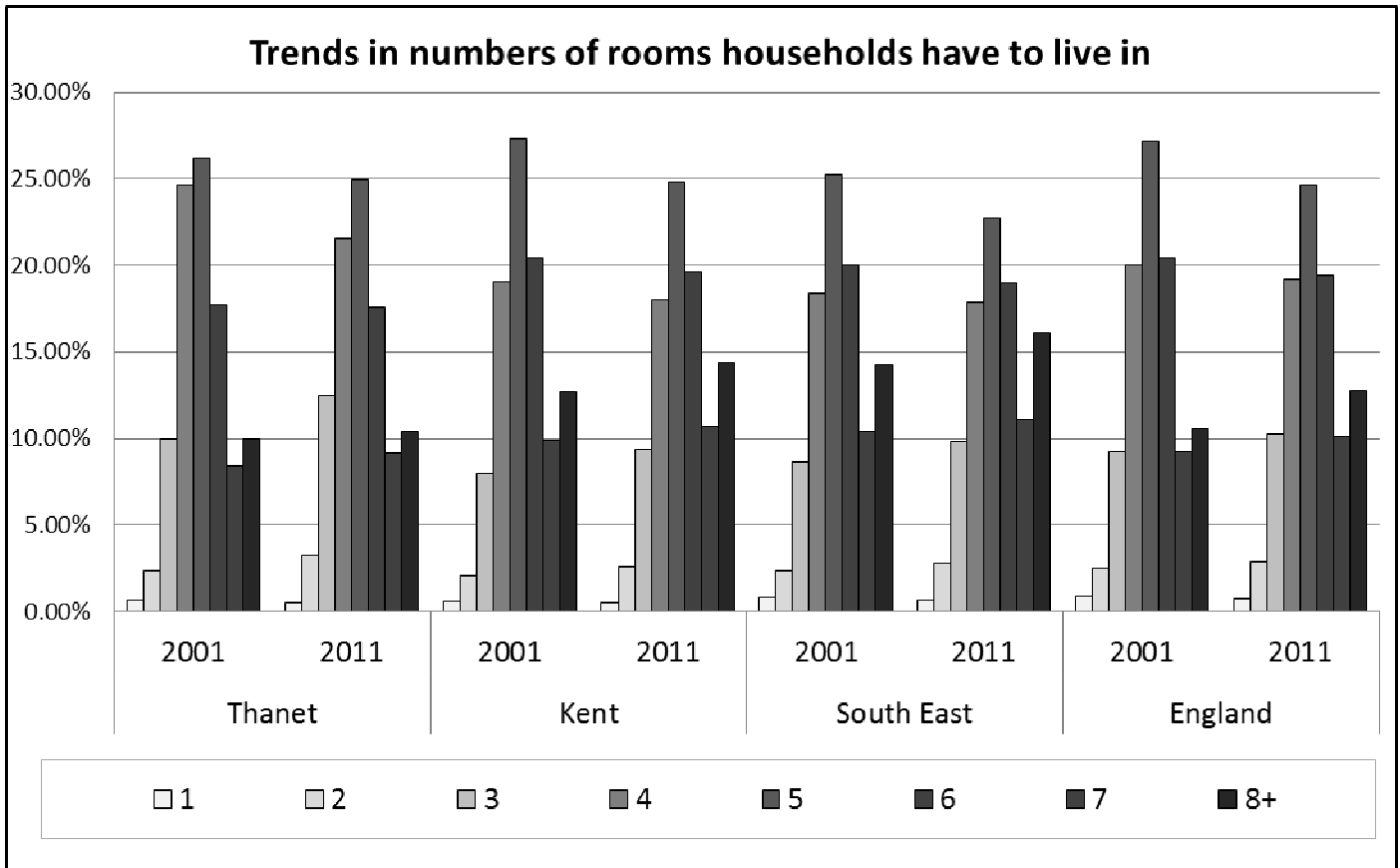


Table 7.4: Percentage of households by occupancy space(excluding kitchen & bathroom)

No. rooms	Thanet		Kent		South East		England	
	2001	2011	2001	2011	2001	2011	2001	2011
1	0.69%	0.54%	0.59%	0.50%	0.79%	0.64%	0.89%	0.78%
2	2.39%	3.27%	2.06%	2.60%	2.39%	2.84%	2.52%	2.91%
3	9.97%	12.49%	7.99%	9.40%	8.61%	9.82%	9.20%	10.26%
4	24.66%	21.57%	19.01%	18.00%	18.35%	17.85%	19.97%	19.16%
5	26.22%	24.96%	27.27%	24.80%	25.25%	22.70%	27.13%	24.69%
6	17.71%	17.58%	20.46%	19.60%	19.99%	18.95%	20.47%	19.38%
7	8.41%	9.15%	9.89%	10.70%	10.40%	11.08%	9.23%	10.08%
8+	9.96%	10.44%	12.73%	14.40%	14.22%	16.12%	10.59%	12.74%
Households	55,228	59,513	546,742	605,638	3,287,489	3,555,463	20,451,427	22,063,368

Trend: The 10 year Censuses for 2001 and 2011 (uv57 and QS407EW) shows a general trend towards households having a greater number of rooms to live in, during this decade.

Priority 7 Measure 05: Changes in the number of people in households – trends in household size.

Success: Closer match of housing to the needs of the area

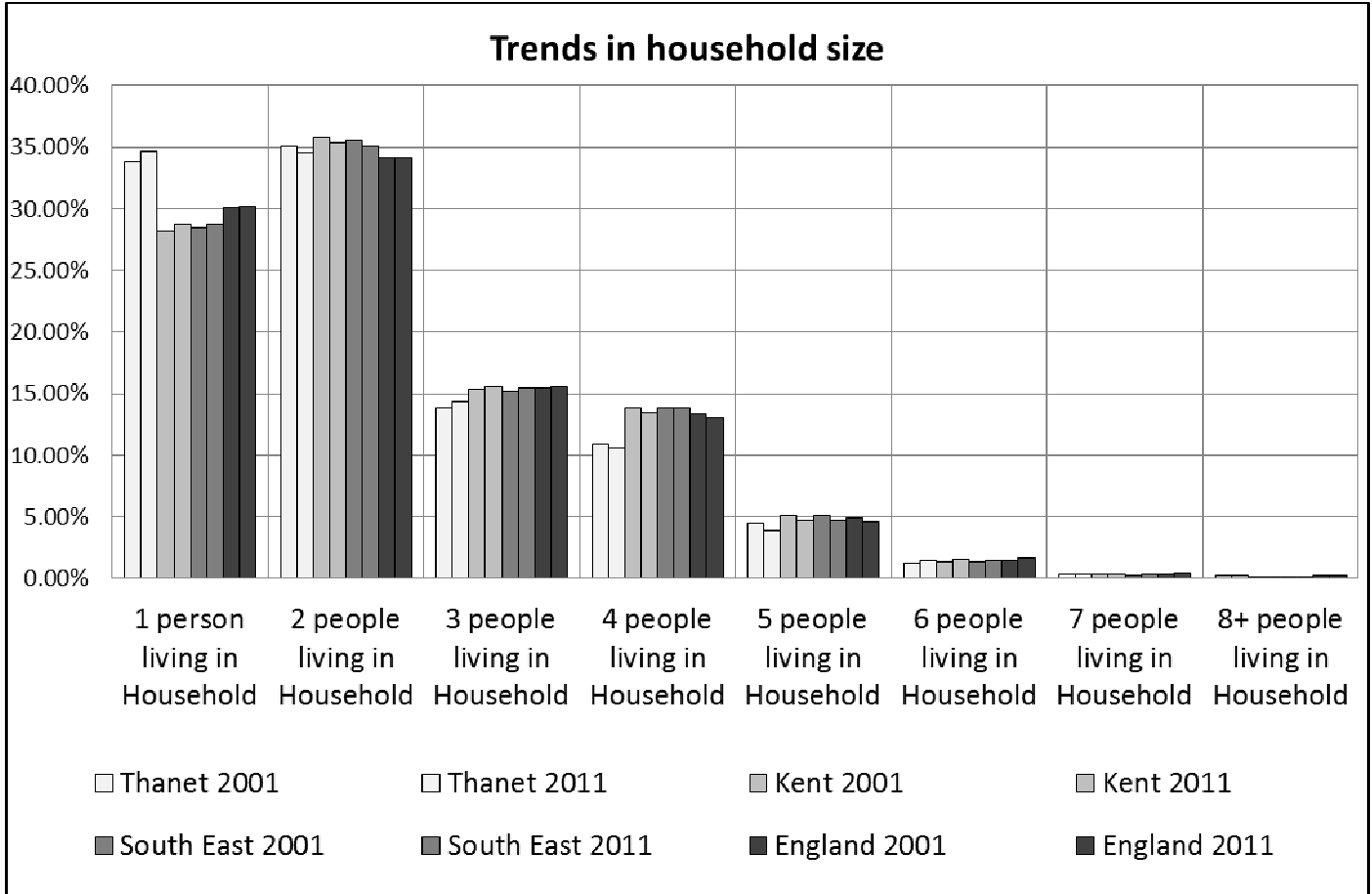


Table 7.5: Trends in household size (percentages of households with different number of rooms)

National Census data	Thanet		Kent		South East		England	
	2001	2011	2001	2011	2001	2011	2001	2011
1 person living in Household	33.82%	34.69%	28.13%	28.78%	28.52%	28.78%	30.07%	30.22%
2 people living in Household	35.08%	34.56%	35.77%	35.37%	35.53%	35.10%	34.16%	34.19%
3 people living in Household	13.85%	14.31%	15.33%	15.57%	15.18%	15.52%	15.46%	15.58%
4 people living in Household	10.91%	10.55%	13.85%	13.43%	13.90%	13.86%	13.36%	12.99%
5 people living in Household	4.50%	3.88%	5.11%	4.76%	5.09%	4.71%	4.93%	4.66%
6 people living in Household	1.24%	1.45%	1.33%	1.59%	1.34%	1.51%	1.46%	1.67%
7 people living in Household	0.38%	0.34%	0.33%	0.33%	0.29%	0.33%	0.34%	0.40%
8+ people living in Household	0.20%	0.21%	0.15%	0.17%	0.15%	0.19%	0.22%	0.28%
All Occupied Household Spaces	55,228	59,513	546,742	605,638	3,287,489	3,555,463	20,451,427	22,063,368

Trend: The 10 year Censuses for 2001 and 2011 (uv51 and QS406EW) show household size is generally getting smaller. Approximately two-thirds of households have one or two people in them. The characteristics of households are outlined below.

Priority 7 Measure 06: Changes in the number and proportion of different types of household

Success: Closer match of housing to the needs of the area

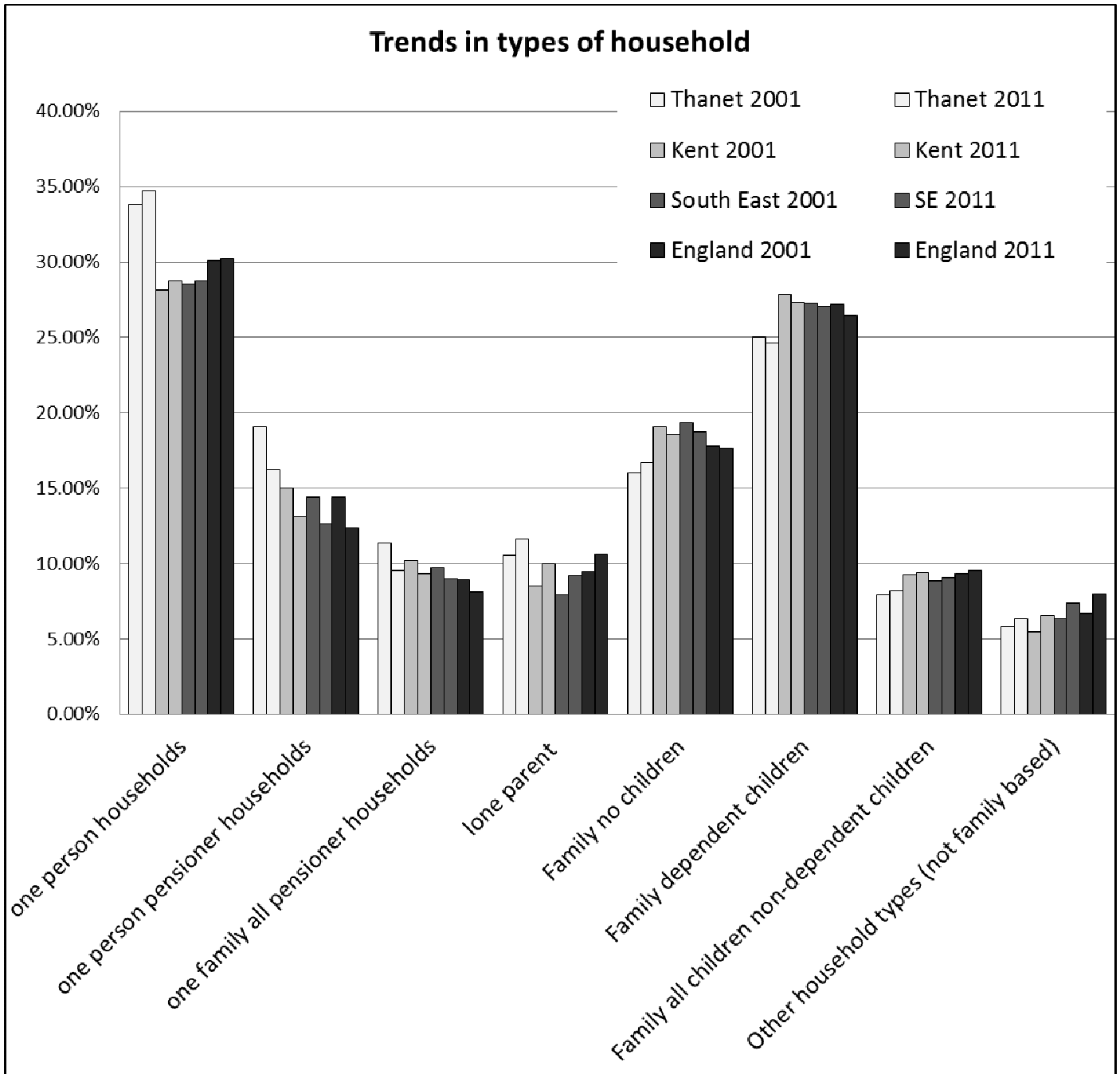


Table 7.6: Trends in the proportions of households with different familial structure								
	Thanet		Kent		South East		England	
	2001	2011	2001	2011	2001	2011	2001	2011
one person households	33.82%	34.69%	28.13%	28.78%	28.52%	28.78%	30.07%	30.22%
one person pensioner households	19.10%	16.21%	14.99%	13.10%	14.39%	12.66%	14.37%	12.35%
one family all pensioner households	11.39%	9.49%	10.23%	9.34%	9.74%	8.96%	8.93%	8.11%
lone parent	10.55%	11.65%	8.54%	10.01%	7.91%	9.18%	9.46%	10.61%
Family no children	16.06%	16.68%	19.10%	18.56%	19.31%	18.74%	17.77%	17.64%
Family dependent children	25.01%	24.64%	27.86%	27.35%	27.27%	27.09%	27.21%	26.47%
Family all children non-dependent children	7.92%	8.14%	9.22%	9.41%	8.82%	9.08%	9.33%	9.56%
Other household types (not family based)	5.80%	6.35%	5.45%	6.55%	6.35%	7.35%	6.70%	8.00%
Total Households	55,228	59,513	546,742	605,638	3,287,489	3,555,463	20,451,427	22,063,368

Trend: The 10 year Censuses for 2001 and 2011 (uv65 and QS113EW) show the trend towards changes in the household structure. Most people still live in families, but families are getting smaller, and there is an increase in non-family based households.

Priority 7 Measure 07: Changes in the number of vacant dwellings and the proportion of long-term 'voids'

Success: Better use of housing stock to meet needs in the area

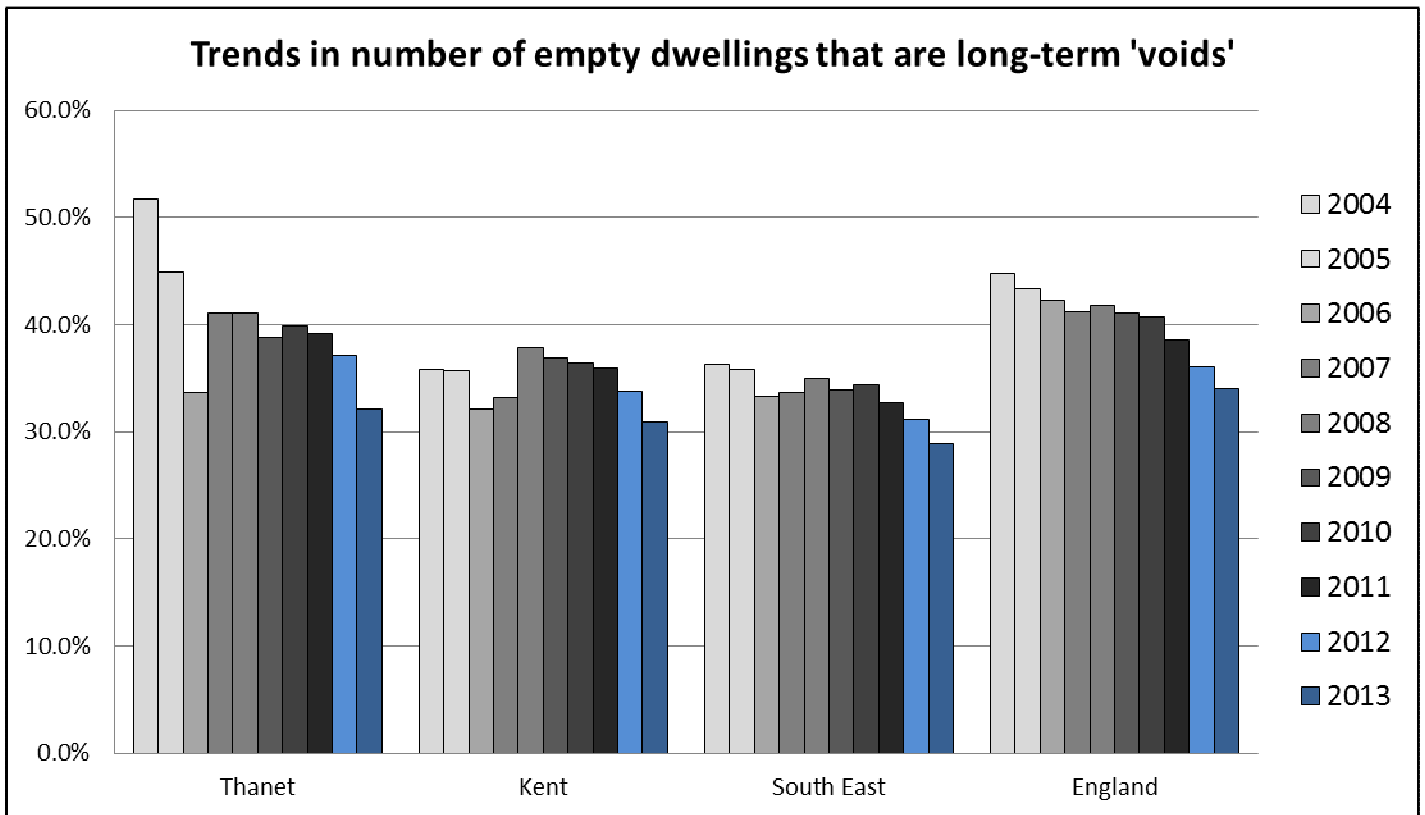


Table 7.7: Trends in the numbers of empty dwellings

Year	Thanet	Kent	South East	England
2004	2,956	20,052	97,804	710,935
2005	2,496	20,561	100,480	723,509
2006	2,733	21,506	102,812	744,931
2007	3,188	21,416	101,809	763,319
2008	3,482	20,196	102,884	783,119
2009	3,628	20,307	103,426	770,496
2010	3,340	19,473	98,996	737,147
2011	3,377	19,621	99,606	719,352
2012	3,065	19,012	98,391	704,357
2013	2,452	16,640	89,010	635,127

Trend: Department of Community and Local Government (DCLG) figures (Housing Table 615) show a decline in the number of empty dwellings and the proportion of empty dwellings that are empty long-term.

Priority 7 Measure 08: Changes in the ratio of median house prices to median earnings

Success: More affordable homes as evidenced by lower ratio

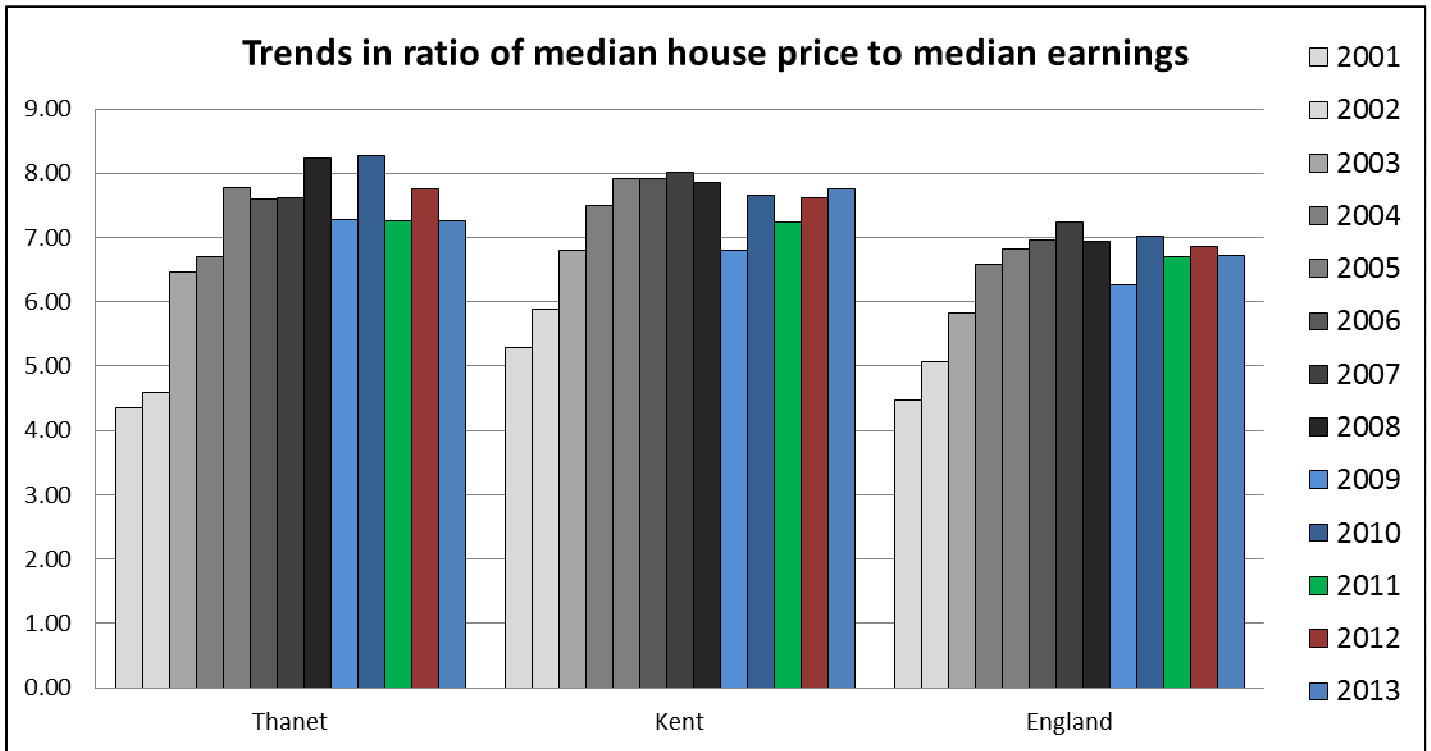


Table 7.8: Trends in the ratio of median house price to median earnings

Year	Thanet	Kent	England
2001	4.36	5.30	4.47
2002	4.59	5.90	5.07
2003	6.46	6.81	5.83
2004	6.70	7.50	6.58
2005	7.77	7.91	6.81
2006	7.60	7.92	6.97
2007	7.62	8.01	7.23
2008	8.24	7.85	6.93
2009	7.29	6.80	6.27
2010	8.28	7.66	7.01
2011	7.26	7.25	6.69
2012	7.75	7.61	6.86
2013	7.27	7.75	6.72

Trend: DCLG housing market figures (Housing Table 577) shows that buying your own home is becoming less affordable option over the last thirteen years.

Priority 8: We will support excellent and diverse cultural facilities and activities for our residents and visitors

The evidence monitored by TDC relates to tourism trends, and we are still reliant on Cambridge Model data. The trends over the last decade show increasing visitor numbers and local direct spending, but a decline in the proportion of visitors that stays overnight. The average direct visitor spend seems to have changed little over the last five years. The tourism service was one of the few where resident satisfaction levels rose in the last Annual Budget Consultation – though the figure was still low.

Priority 8 Measure 01: Numbers of visitors to Thanet

Success: More visitors and evidence of increasing tourism

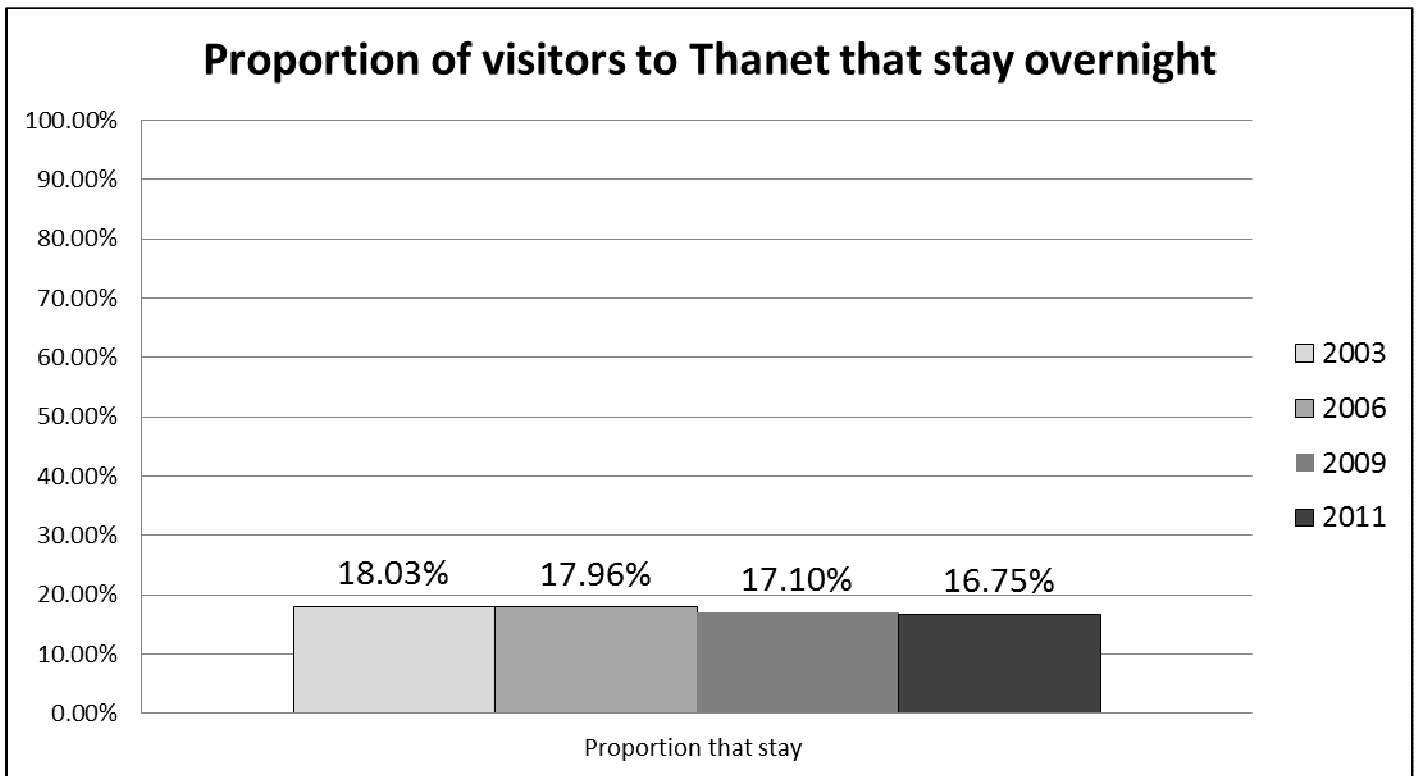


Table 8.1: Estimate of Thanet visitor number showing day-visits and those that stay longer

Year	No Staying	No Day visitors	Total people
2003	497,000	2,259,000	2,756,000
2006	498,596	2,277,971	2,776,567
2009	521,000	2,525,000	3,046,000
2011	524,000	2,604,000	3,128,000

Trend: The triennial 'Cambridge model' for estimating trends in tourism shows that the number of visitors to Thanet is increasing, but that the proportion that stay overnight has decreased over the last ten years.

Priority 8 Measure 02: Average spend by visitors to Thanet

Success: Increasing visitor spend

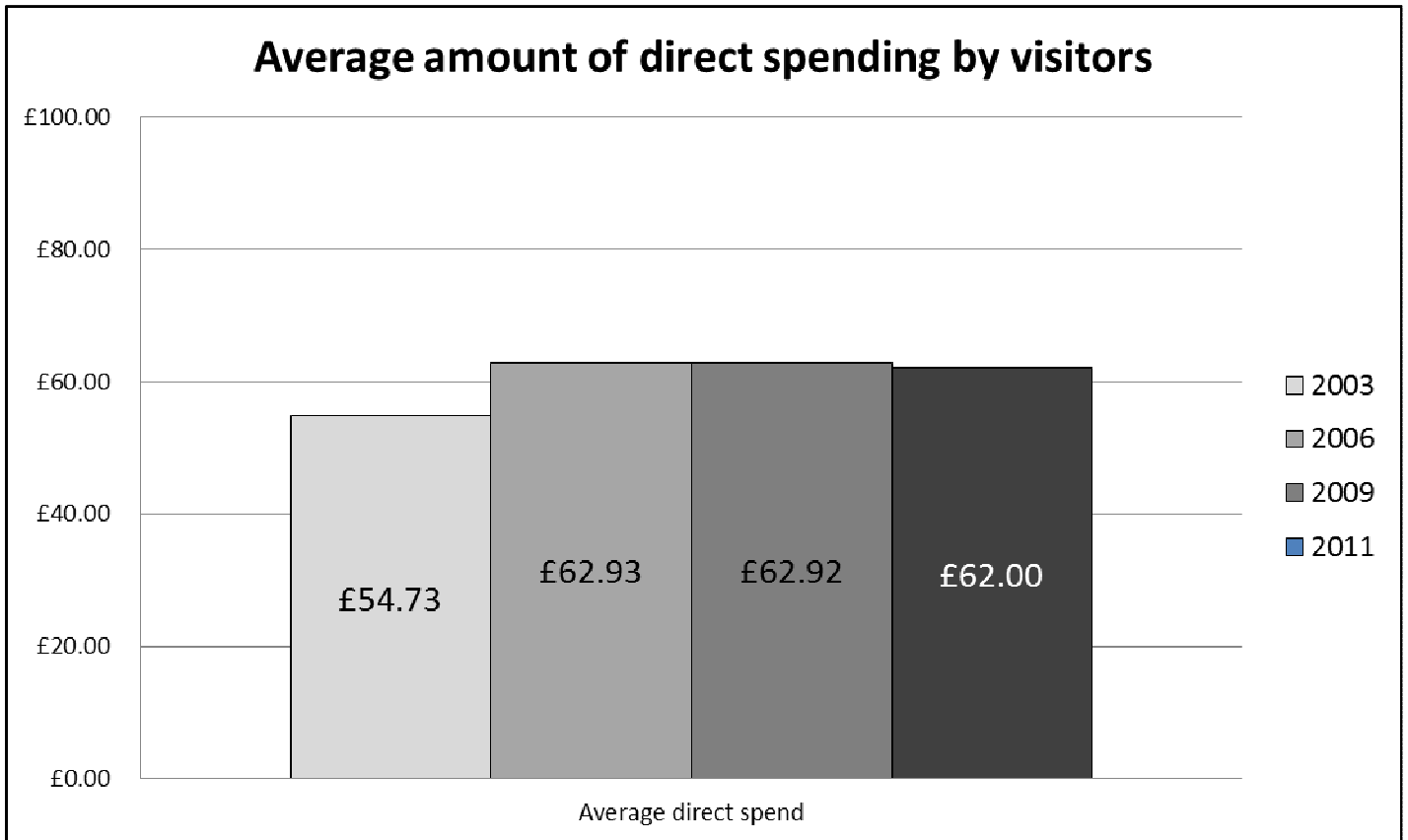


Table 8.2: Estimate of average direct spend by visitors to Thanet (no multiplier factored in)

Year	Stayer	Day Visitor	Other	Total spend	Average Spend
2003	£84,421,000	£54,142,000	£12,285,000	£150,848,000	£54.73
2006	£89,385,814	£72,644,507	£12,690,000	£174,720,321	£62.93
2009	£93,453,000	£82,311,000	£15,882,000	£191,646,000	£62.92
2011	£97,455,000	£86,204,000	£10,288,000	£193,947,000	£62.00

Trend: The triennial 'Cambridge model' for estimating trends in tourism shows that the total amount being directly spent by visitors is increasing, but that this is related to increased visitor numbers rather than by increase in average amount being spent by visitors.

Priority 9: We will support a broad range of sports, leisure and coastal facilities and activities

Visitor trends to Your Leisure run sports facilities in Thanet shows a steady rise over the last five years, though the overall proportion of adults participating in at least one session of 30 minutes sport or other exercise a week remains lower than the other comparators. And, the adult obesity levels appear to be increasing.

Priority 9 Measure 01: Percentage of residents participating in at least one 30 minute session of sport a week

Success: Increase in active exercise as a means of improving health and wellbeing

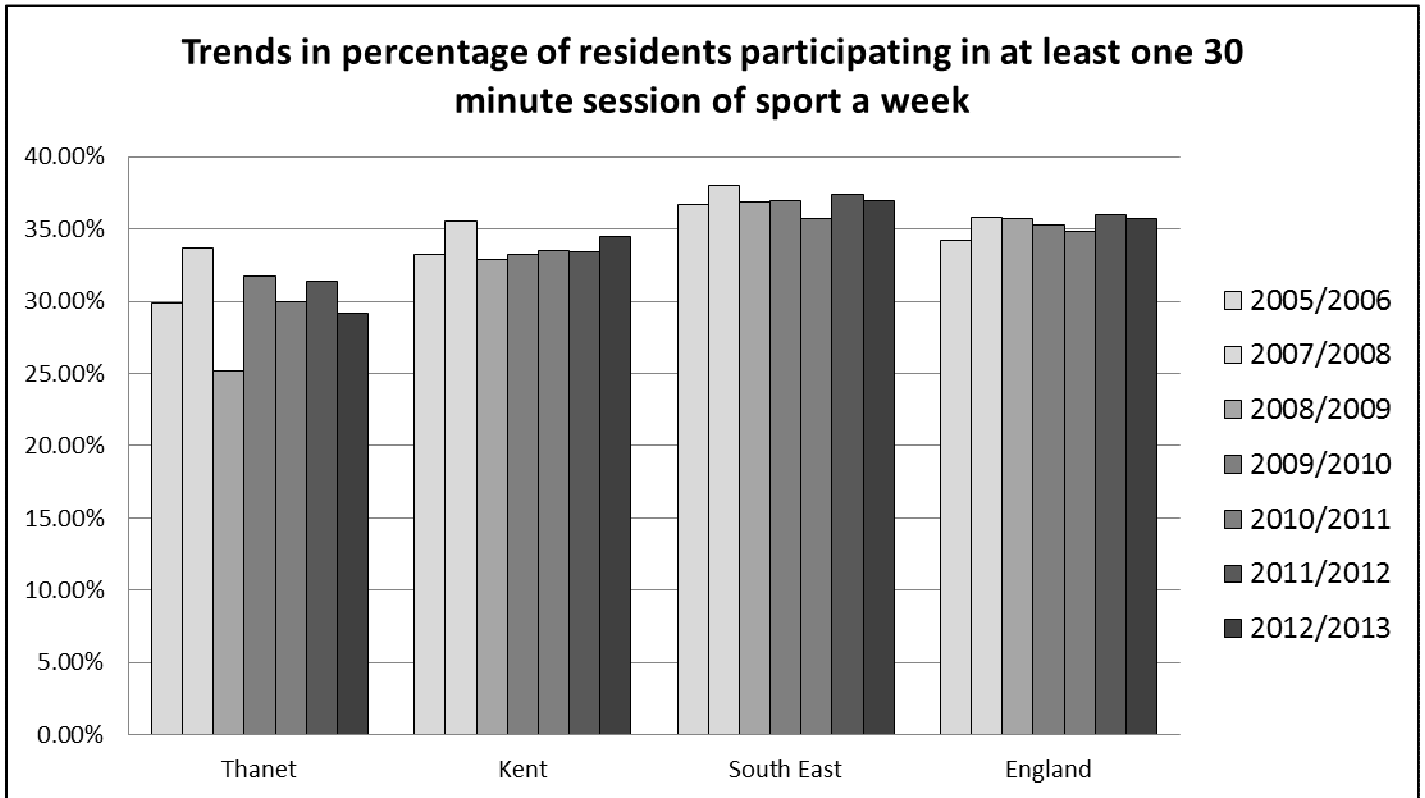


Table 9.1: Trends in the proportion of residents participating in at least one session of 30 minutes sport weekly

Year	Thanet	Kent	South East	England
2005/2006	29.90%	33.20%	36.70%	34.20%
2007/2008	33.70%	35.50%	38.00%	35.80%
2008/2009	25.20%	32.90%	36.90%	35.70%
2009/2010	31.70%	33.20%	37.00%	35.30%
2010/2011	30.00%	33.50%	35.70%	34.80%
2011/2012	31.40%	33.40%	37.40%	36.00%
2012/2013	29.20%	34.50%	37.00%	35.70%

Trend: Sport England's annual Active People Survey shows the trend in participation in sport is more volatile in Thanet than elsewhere, and is lower. This may be taken as one piece of evidence to suggest less healthy lifestyles.

Priority 9 Measure 02: Number of visits to Your Leisure run sport facilities in Thanet

Success: Increase in active exercise as a means of improving health and wellbeing

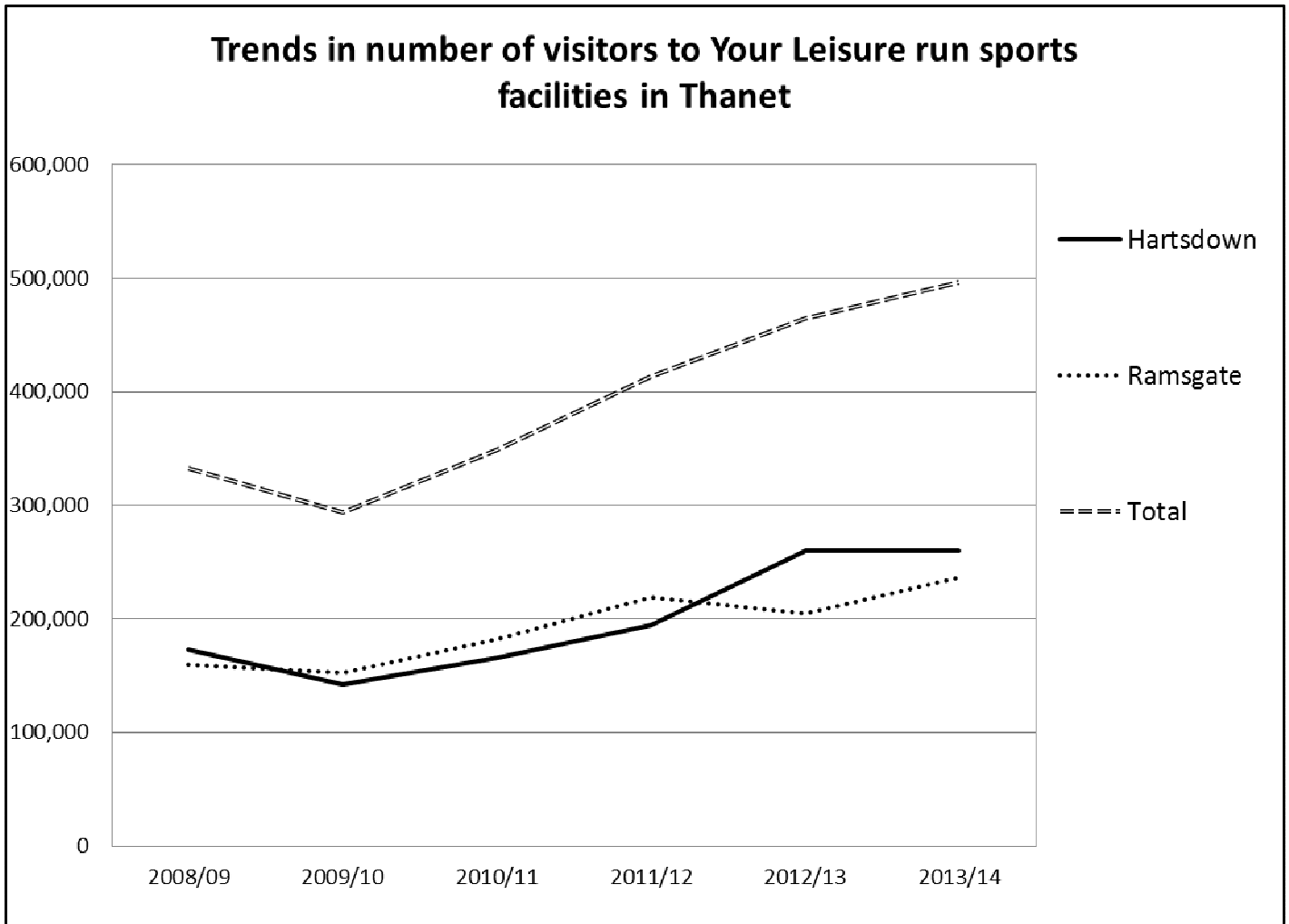


Table 9.2: Trends in the number of visits to Your Leisure run sports facilities in Thanet

Year	Hartsdown	Ramsgate	Total
2008/09	172,549	160,158	332,707
2009/10	141,835	152,117	293,952
2010/11	166,313	182,417	348,730
2011/12	194,385	219,492	413,877
2012/13	260,024	204,523	464,547
2013/14	260,116	236,694	496,810

Trend: Your Leisure data supplied to TDC shows an increase in use of both of the main sports facilities in Thanet.

Priority 9 Measure 04: Proportion of people over 16 who are clinically obese

Success: Reduction in obesity levels as one indicator of improving health

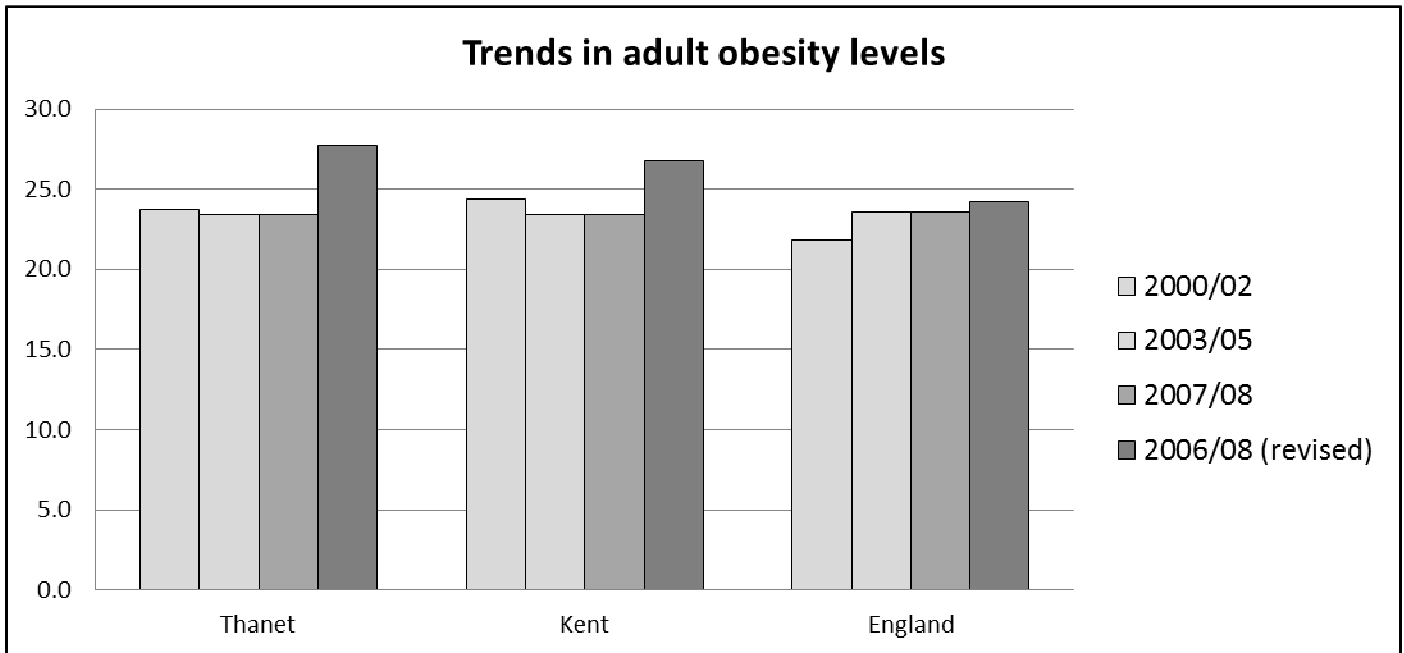


Table 9.4: Trends in adult obesity levels

Year	Thanet	Kent	England
2000/02	23.7	24.4	21.8
2003/05	23.4	23.4	23.6
2007/08	23.4	23.4	23.6
2006/08 (revised)	27.7	26.8	24.2

Trend: NHS health profiles suggest a general rise in obesity.

Priority 10: We will influence the work of other agencies to ensure the best outcome for Thanet

Priority 10 Measures: No contextual measures are currently tracked

Priority 11: Protecting and enhancing our public open spaces

The Land Use Survey (LUS), 2005 is the only appraisal of land-use areas in the last decade that has been statistically validated by government. It shows that although Thanet has a relatively high level of garden space the proportion of green space is low (67%) compared to the region and country.

Priority 11 Measure 01: Proportion of the area that is green space

Success: Conservation of green space

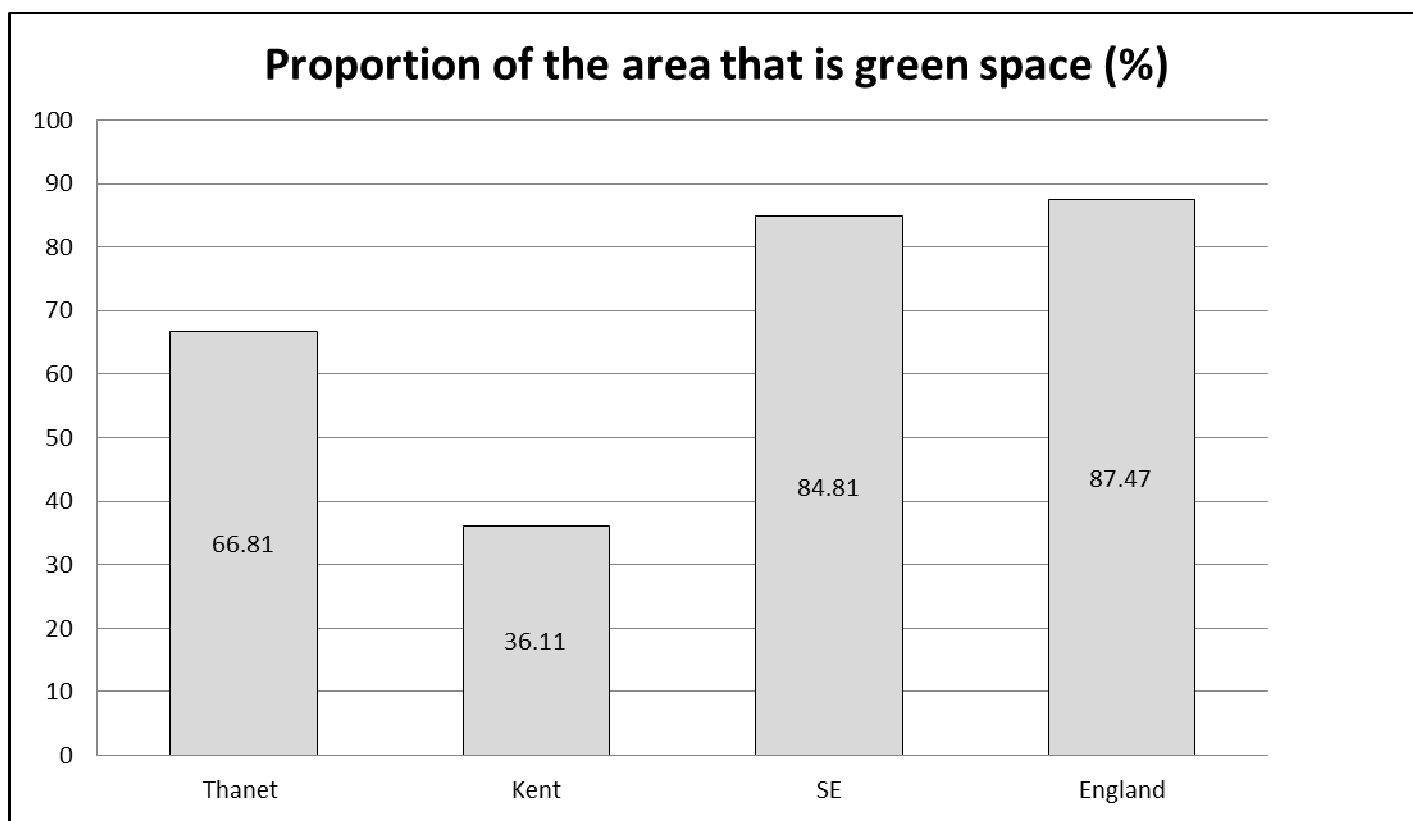


Table 11.1: Proportion of green space

Year	Thanet	Kent	SE	England
2005	66.81	36.11	84.81	87.47

Trend: The 2005 Land Use Survey shows the level. But as the survey was a 'one-off' it is not possible to comment on trend from this data.

Annex 3

**Trends in TDC Performance Indicators related to priorities in TDC Corporate
Plan 2012-2016 (2014 version)**

The following pages show trends in performance measures monitored throughout the year related to corporate plan priorities. The data in this report is summarised by quarterly or annual periods.

Where it is practical to do so two years data is shown on bar charts, with the current year target shown as a line.

Priority 1: We will support the growth of our economy and the number of people in work

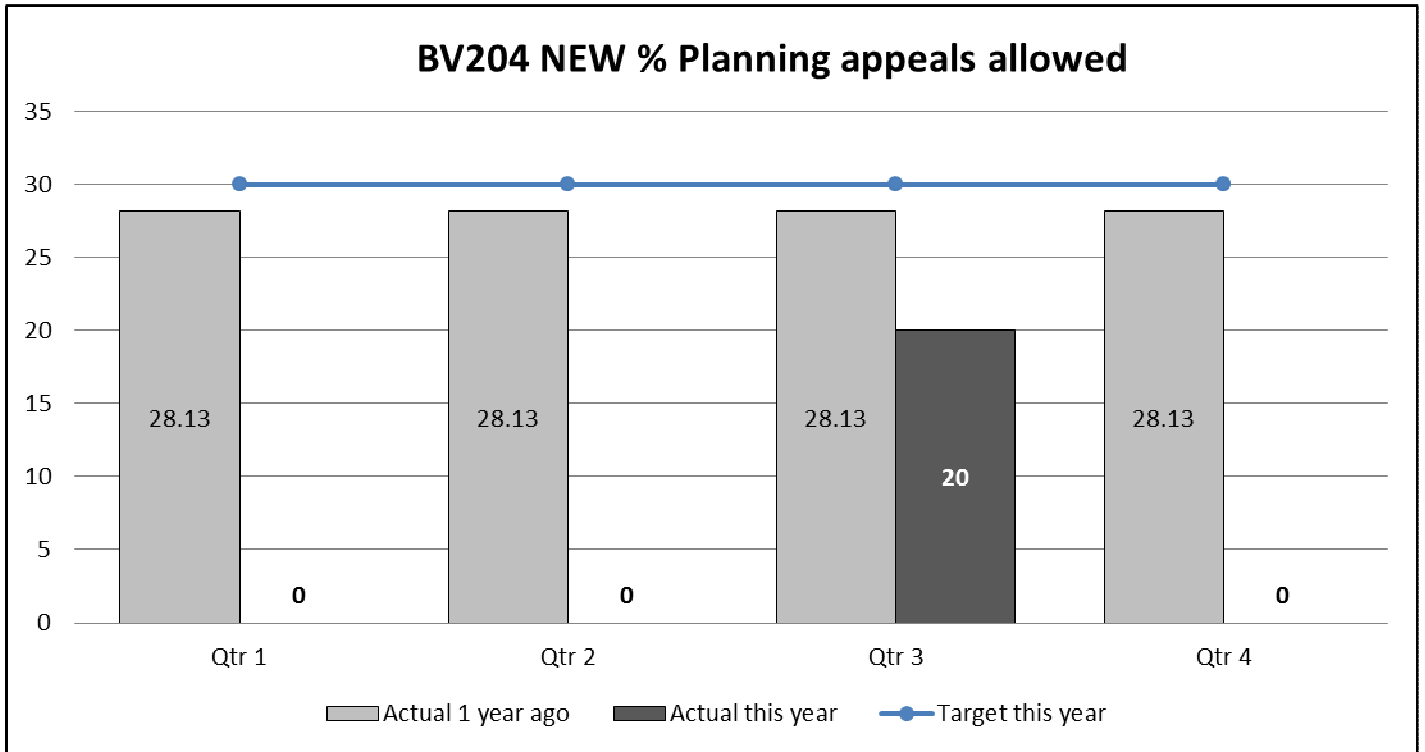
The Council supports the economy through efficient support of appropriate development – as measured here by time to process major planning applications, accuracy in use of the appeals procedure and speedy turn-around for land charge searches. For all of these the Council is achieving its targets.

The Council also supports the economy through making sure that its community assets are being well used – as measured here by letting of vacant properties and making best use of the Royal Ramsgate Harbour. This year has been a difficult one for Harbour Operations, and the assessment of Council owned vacant properties also shows failure to achieve target. However, the adoption of a stronger asset management policy and plan should produce advantages next year.

Finally, the Council supports economic prosperity by working with partners to increase tourism, and by running a website and visitor information (VIC) service. The website has been underused this year, but the VIC has achieved its contact target.

Priority 1 BV204: Percentage of planning appeals allowed

Success: Fewer appeals is better

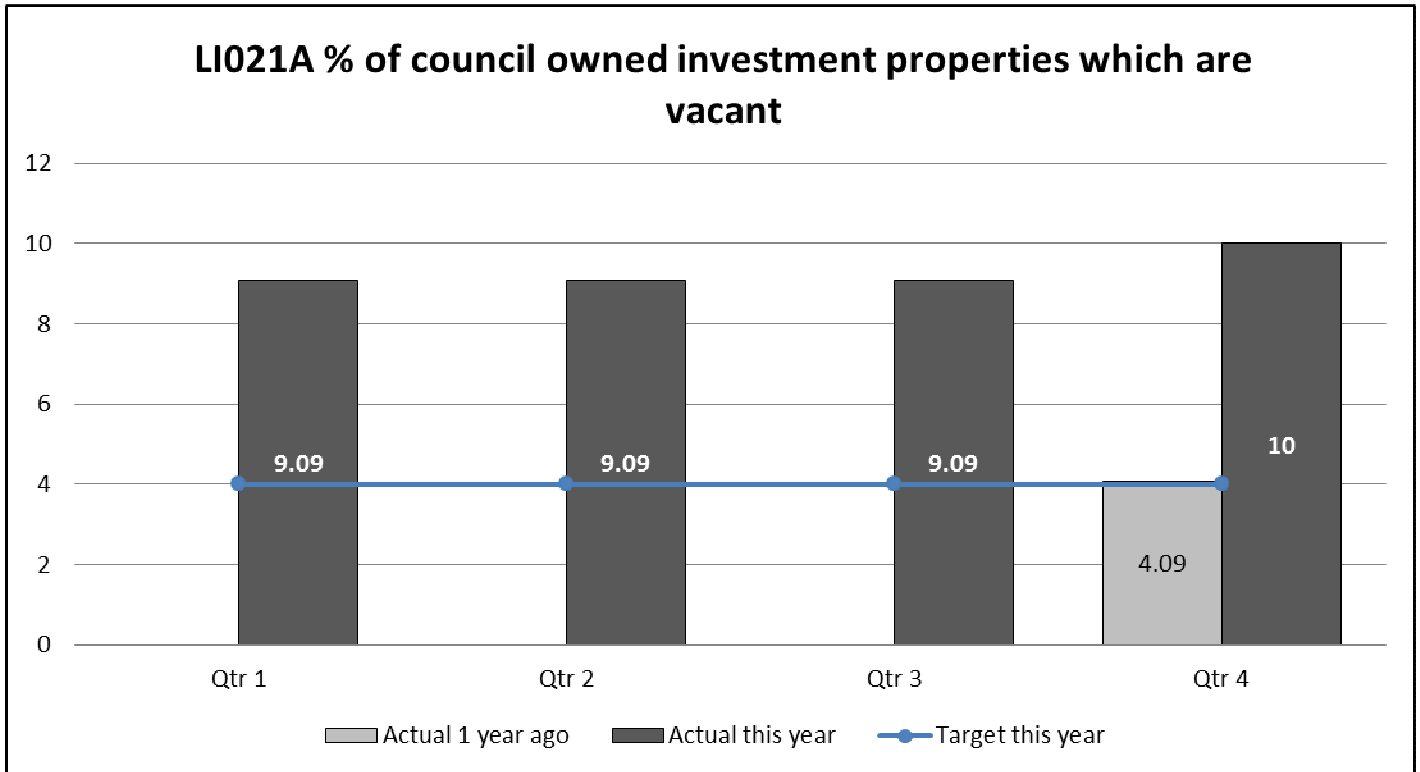


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year
BV204 NEW % Planning appeals allowed	Target this year	30	30	30	30	30
	Actual 1 year ago	28.13	28.13	28.13	28.13	28.13
	Actual this year	0	0	20	0	20

Trend: Target has been achieved in 2013-2014. Direction of travel (d.o.t) is favourable.

Priority 1 LI021A: Percentage of council owned investment properties which are vacant

Purpose: Fewer vacancies is generally better

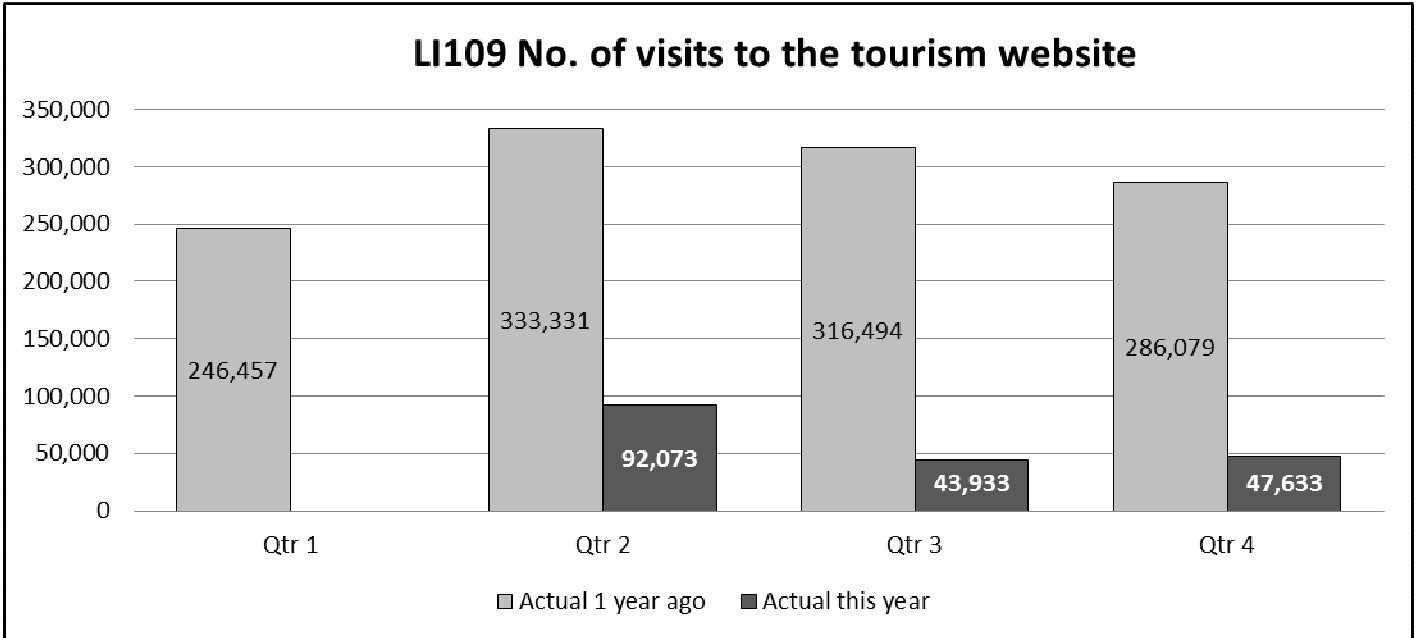


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year (Latest)
LI021A % of council owned investment properties which are vacant	Target this year	4	4	4	4	4
	Actual 1 year ago				4.09	4.09
	Actual this year	9.09	9.09	9.09	10	10

Trend: In general it is better to have fewer vacant properties, and this means that TDC has failed to meet the performance target. However, in this case much of the vacancy level reflects a stage in refurbishment of commercial units in the harbour arches, using European monies. Since the year end all units are in the process of letting.

Priority 1 LI109: Number of visits to the tourism website

Success: In general 'bigger is better'. As the method for counting has been changed this year, it is not sensible to compare last year (based on number of pages, not number of people) to current year. Targets based on 2013-2014 data will be used in 2014-2015.

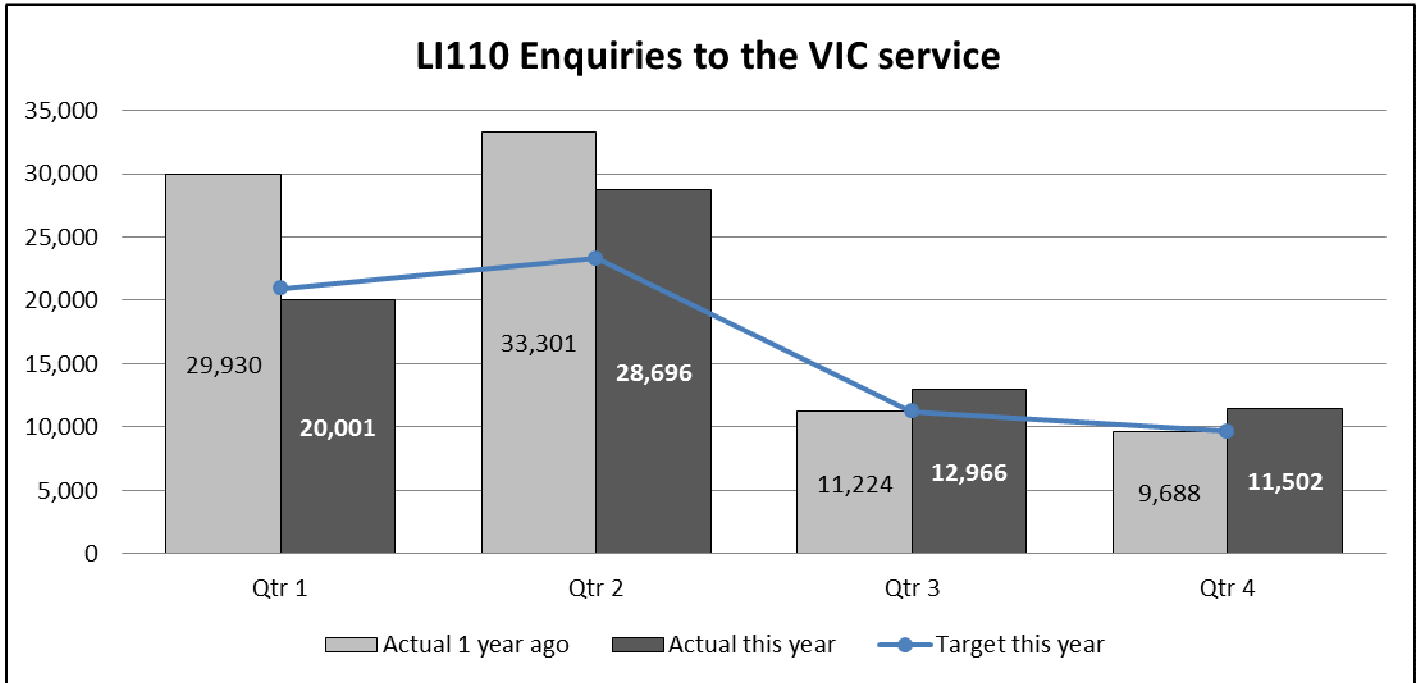


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI109 No. of visits to the tourism website	Target this year					
	Actual 1 year ago	246,457	333,331	316,494	286,079	1,182,361
	Actual this year		92,073	43,933	47,633	183,639

Trend: Trend cannot be extrapolated between this year and last year because the method for counting changed. There is insufficient data so far to conclude whether the changes to the website have been successful.

Priority 1 LI110: Number of enquiries to the Visitor Information Centre (VIC) service.

Success: Bigger is better

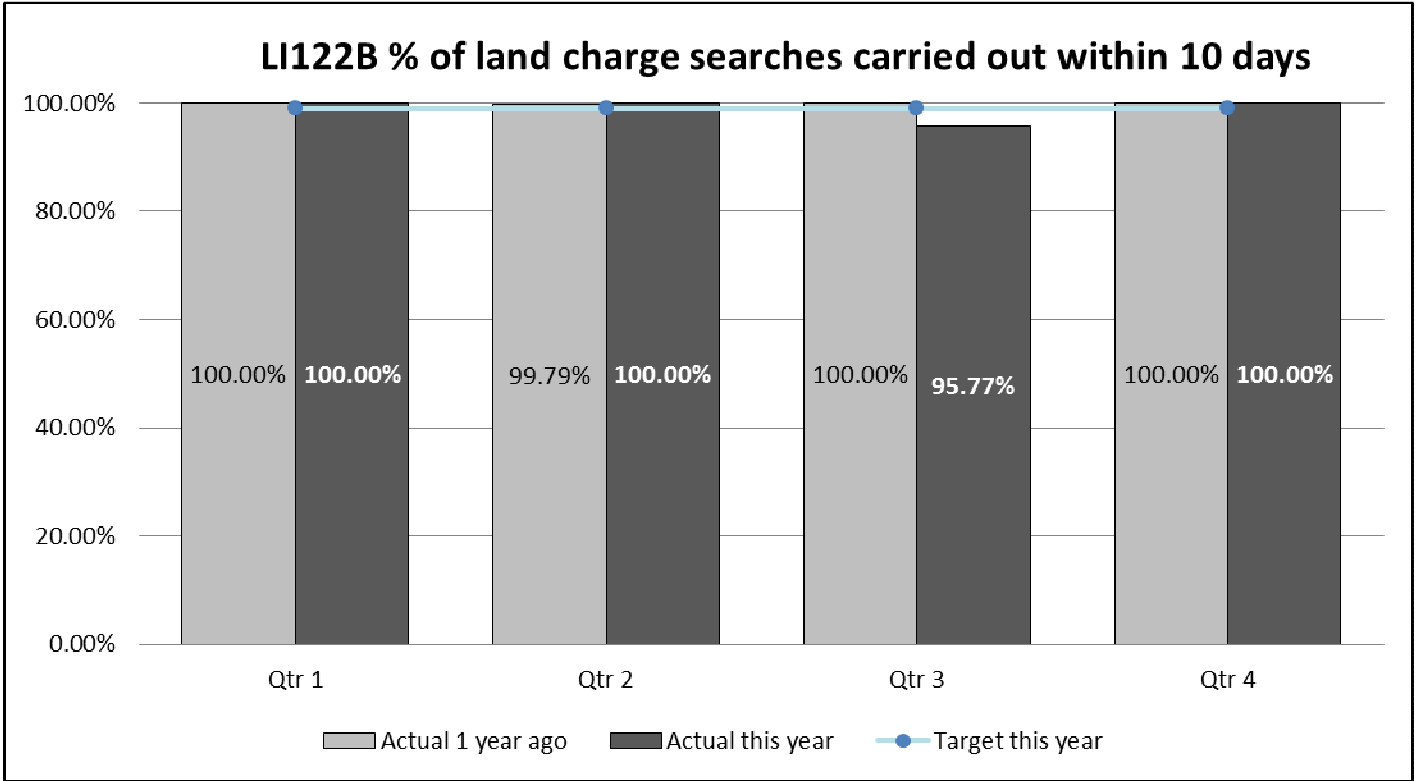


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI110 Enquiries to the VIC service	Target this year	20,952	23,311	11,224	9,688	65,175
	Actual 1 year ago	29,930	33,301	11,224	9,688	84,143
	Actual this year	20,001	28,696	12,966	11,502	73,165

Trend: The target set has been achieved this year, although the overall numbers are less than last year.

Priority 1 LI122B: Percentage of land charge searches carried out in 10 days

Success: Bigger is better

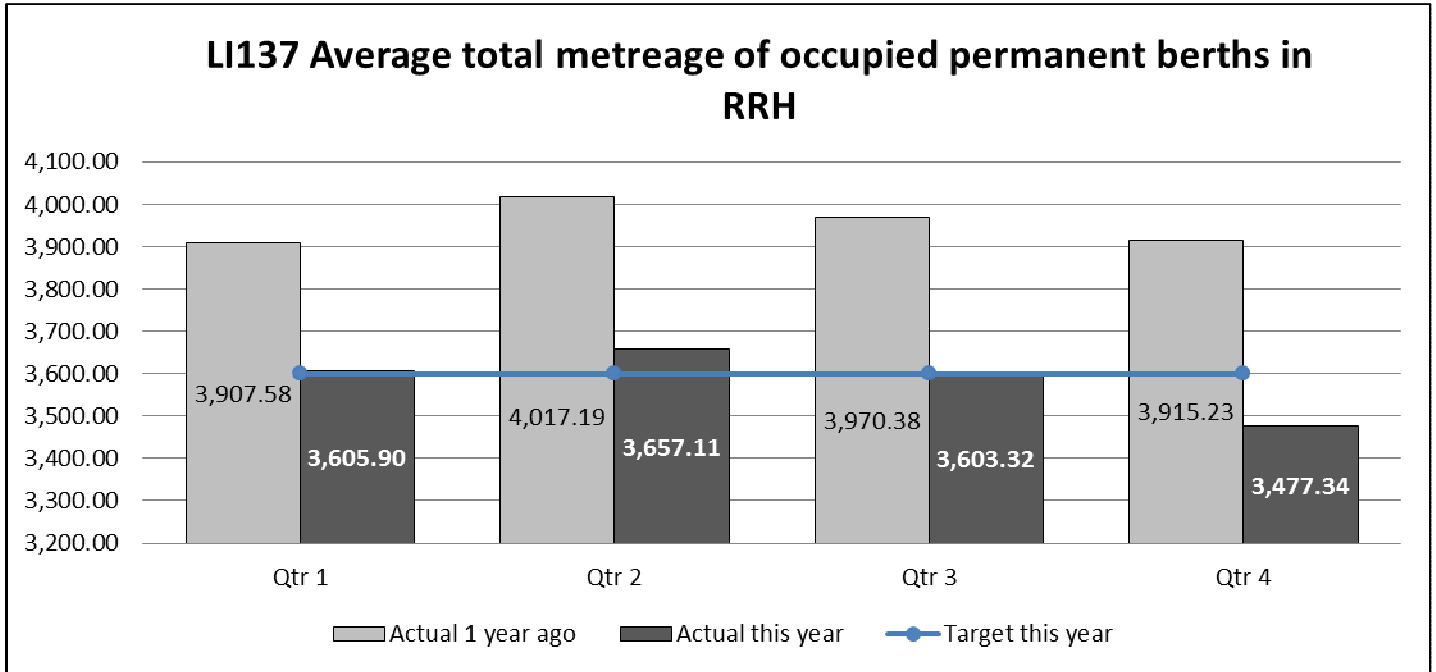


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year (%)
LI122B % of land charge searches carried out in 10 days	Target this year	99.00%	99.00%	99.00%	99.00%	99.00%
	Actual 1 year ago	100.00%	99.79%	100.00%	100.00%	100.00%
	Actual this year	100.00%	100.00%	95.77%	100.00%	98.39%

Trend: The performance met the target except in quarter three, overall the target for the year was missed, but only fractionally.

Priority 1 LI137: Average total metrage of occupied permanent berths in Ramsgate Royal Harbour (RRH)

Success: Bigger is better

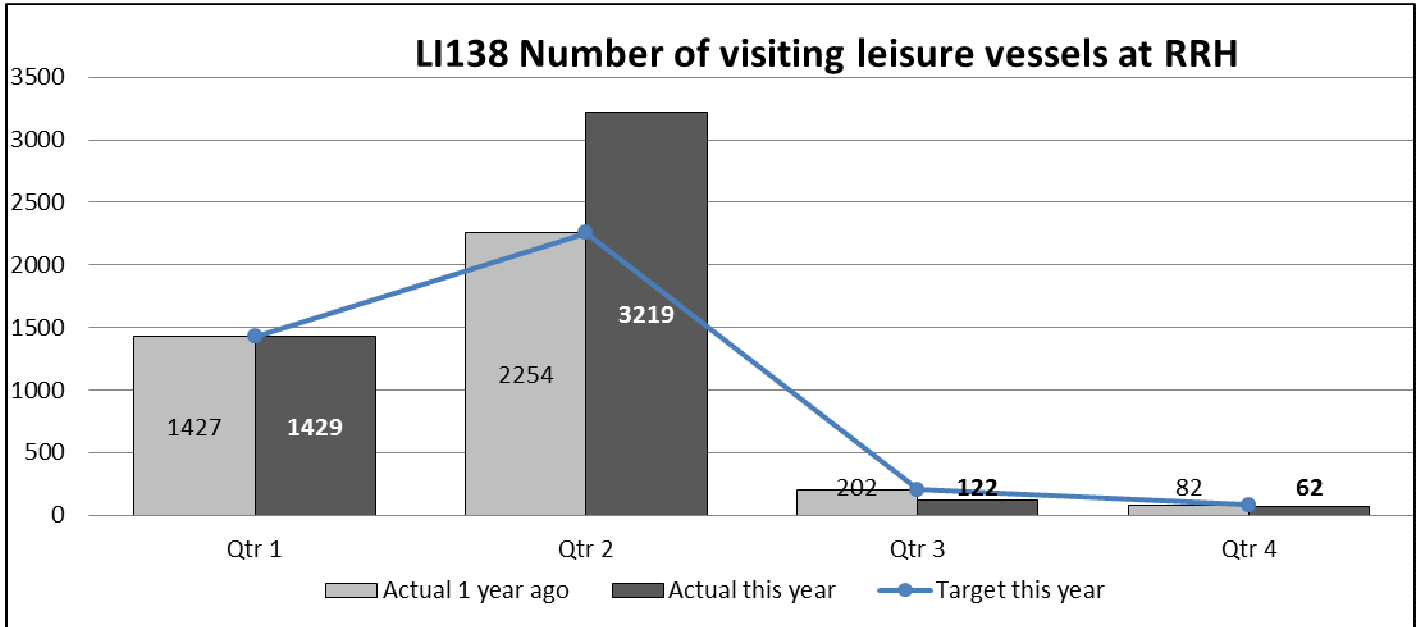


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year (Average)
LI137 Average total metrage of occupied permanent berths in RRH	Target this year	3,600.00	3,600.00	3,600.00	3,600.00	3,600.00
	Actual 1 year ago	3,907.58	4,017.19	3,970.38	3,915.23	3,952.60
	Actual this year	3,605.90	3,657.11	3,603.32	3,477.34	3,585.92

Trend: The target was met in the first three quarters of the year, but the figure fell considerably in the last quarter. Numbers are much smaller in 2013-2014 than in 2012-2013.

Priority 1 LI138: Number of visiting leisure vessels at RRH

Success: Bigger is better

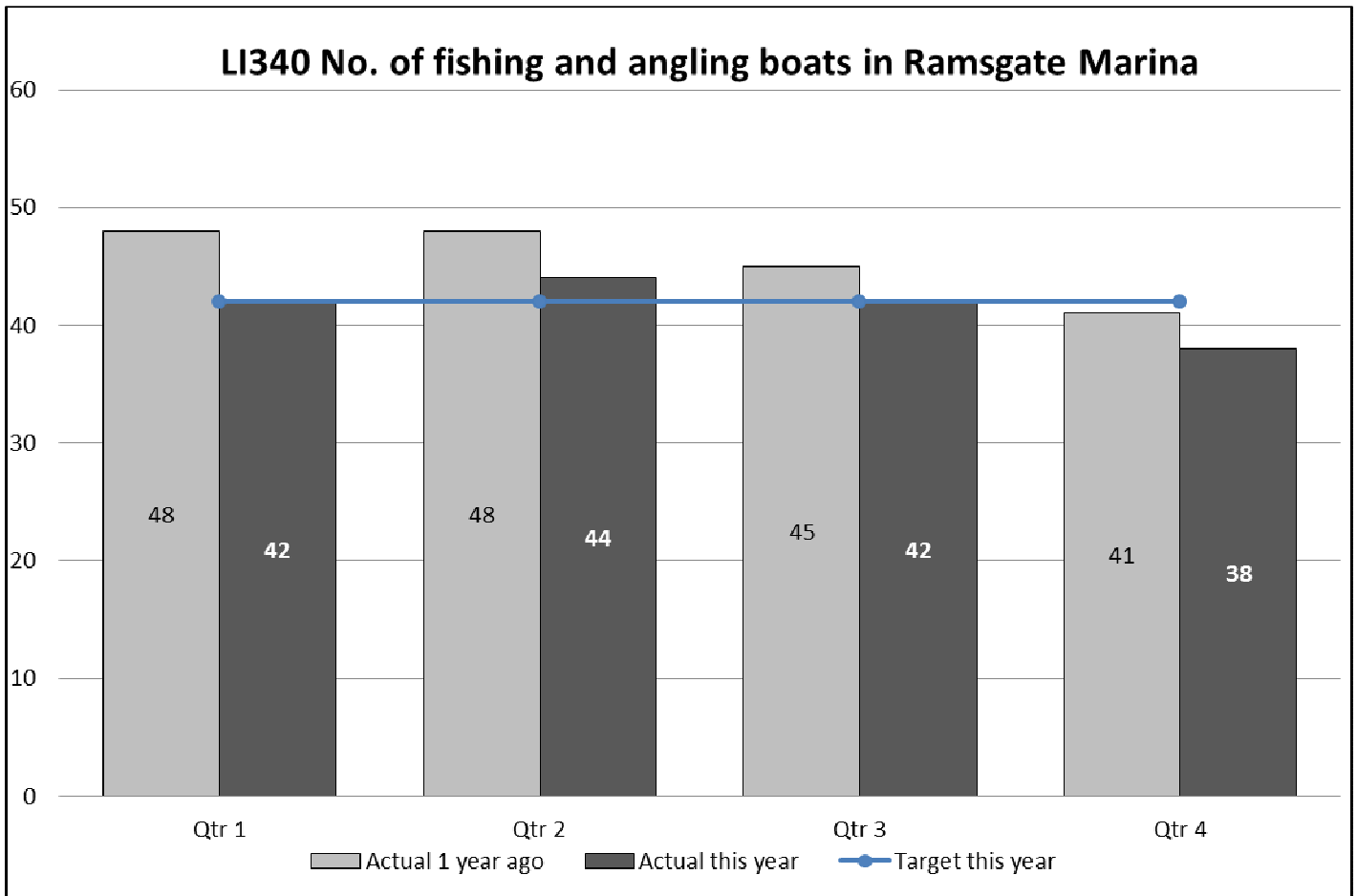


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI138 Number of visiting leisure vessels at RRH	Target this year	1427	2254	202	82	3965
	Actual 1 year ago	1427	2254	202	82	3965
	Actual this year	1429	3219	122	62	4832

Trend: Whilst performance was on target for the first half of the year, it was below target for the second half of the year

Priority 1 LI340: Number of fishing & angling boats in Ramsgate marina

Success: Bigger is better

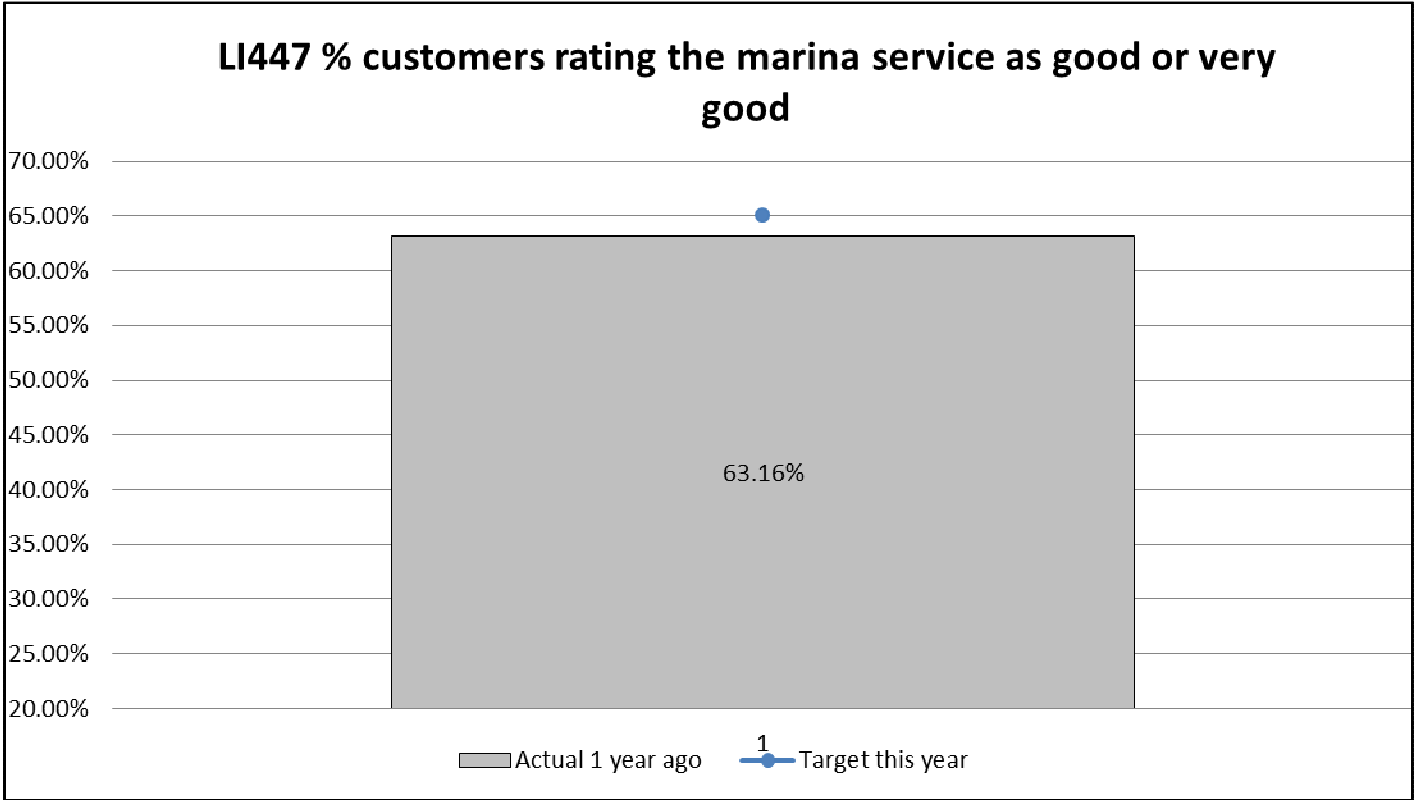


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year (Latest)
LI340 No. of fishing and angling boats in Ramsgate Marina	Target this year	42	42	42	42	42
	Actual 1 year ago	48	48	45	41	41
	Actual this year	42	44	42	38	38

Trend: Performance was below target for the entire year. The number has declined over the last two years.

Priority 1 LI447: Percentage of customers rating the marina service as good or very good

Success: Bigger is better

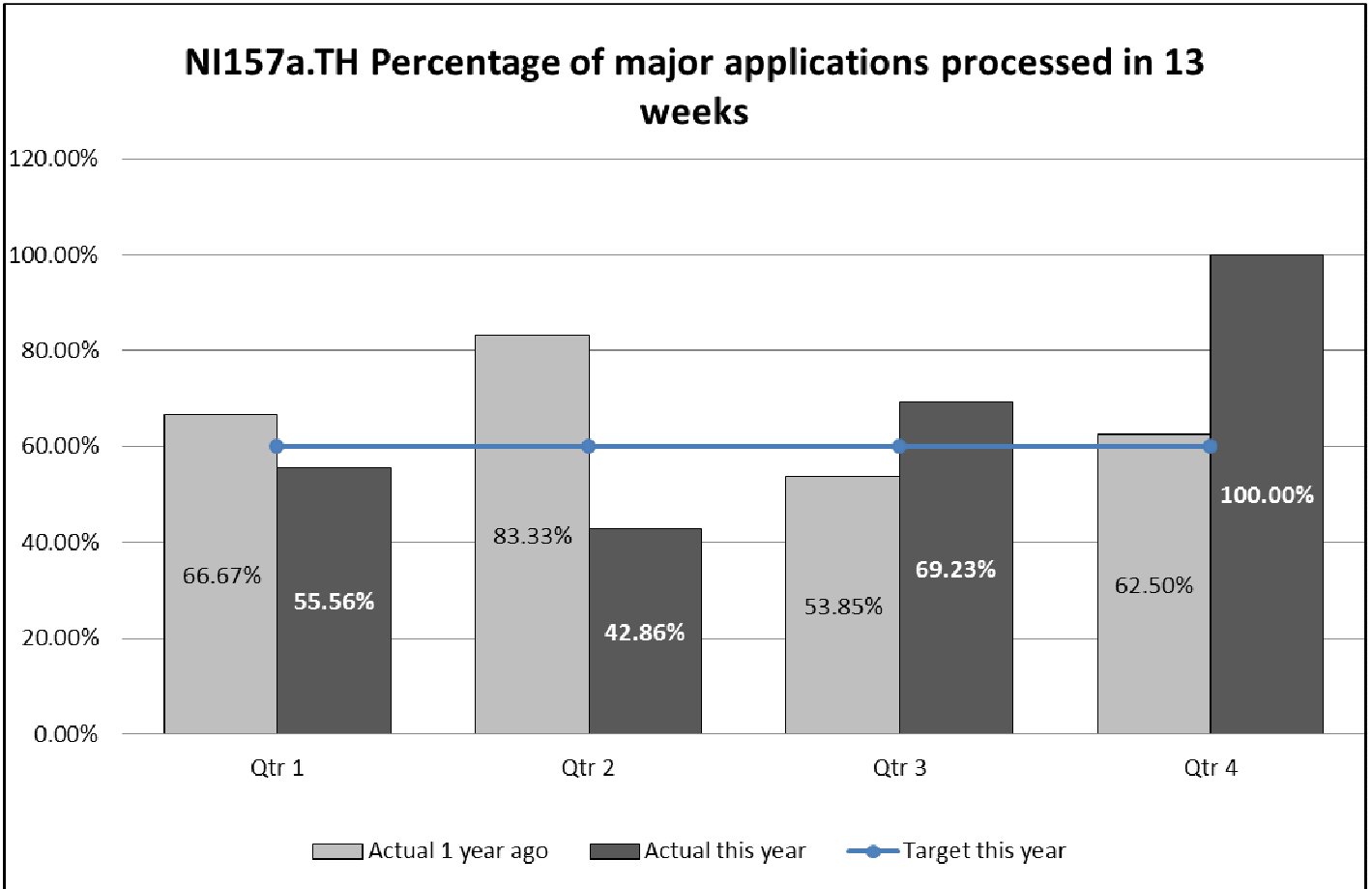


LI447 % customers rating the marina service as good or very good	Target this year	65.00%
	Actual 1 year ago	63.16%
	Actual this year	

Trend: No survey was carried out in the current year, so there is no comparator. Last year level was below target.

Priority 1 NI157a: Percentage of major planning applications processed within 13 weeks

Success: Bigger is better



		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year (Average)
NI157a.TH Percentage of major applications processed in 13 weeks	Target this year	60.00%	60.00%	60.00%	60.00%	60.00%
	Actual 1 year ago	66.67%	83.33%	53.85%	62.50%	66.58%
	Actual this year	55.56%	42.86%	69.23%	100.00%	66.91%

Trend: The target level is the former national indicator benchmark. This has been achieved.

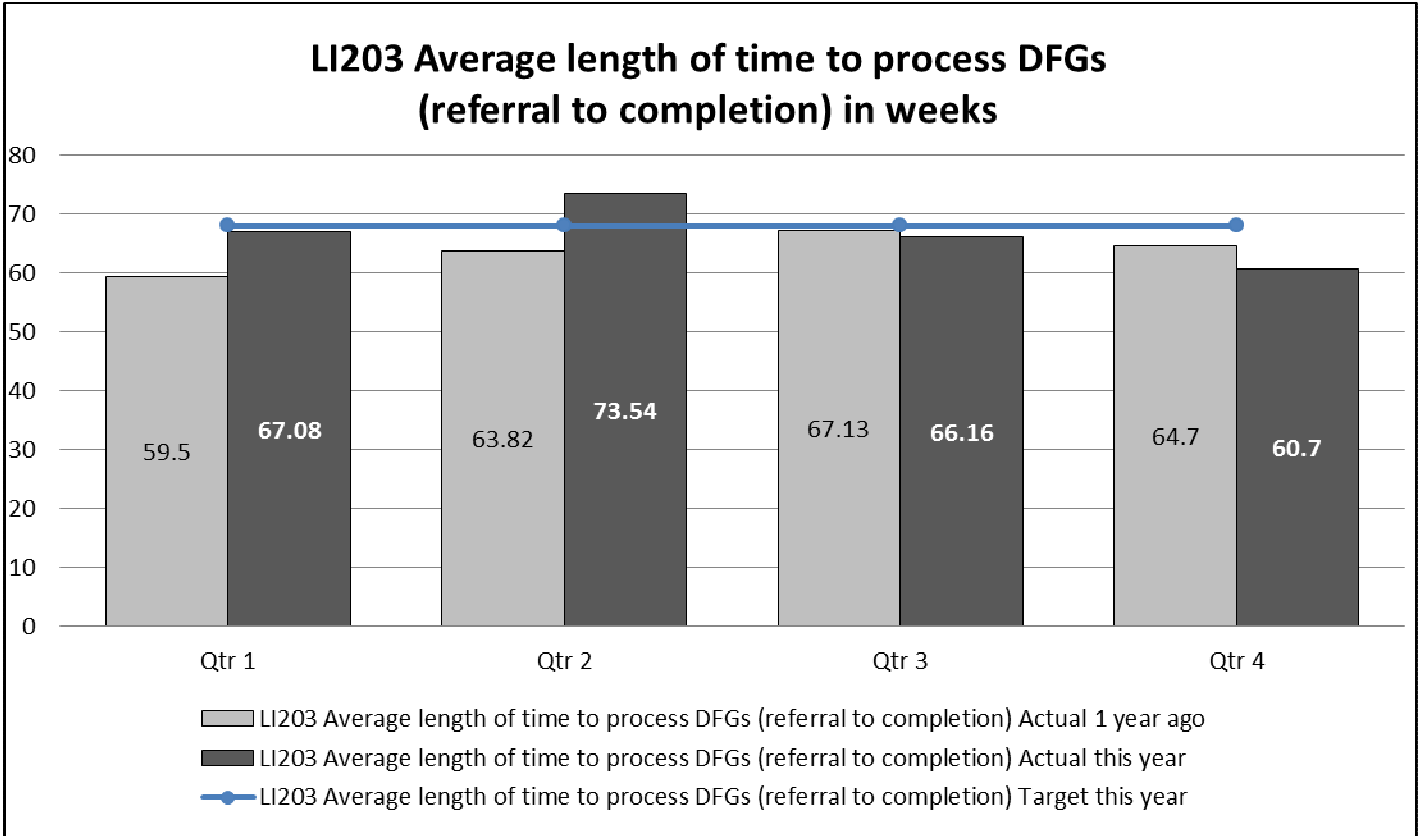
Priority 2: We will tackle disadvantage across the district

The Council helps to deal with disadvantage directly through its Housing roles – including providing assessment and housing options advice to people looking for housing, needs assessment and processing of grants for residents requesting disabled facilities, ensuring intervention where housing is hazardous, and maintaining a Housing register that now enables residents to take more initiative for their housing needs.

The Council also helps tackle disadvantage by efficient processing of benefit applications. In all of these areas the Council has performed well this year. This is against a background of a more challenging local business environment.

Priority 2 LI203: Average length of time to process disabled facilities grants (DFGs)

Success: Smaller is better

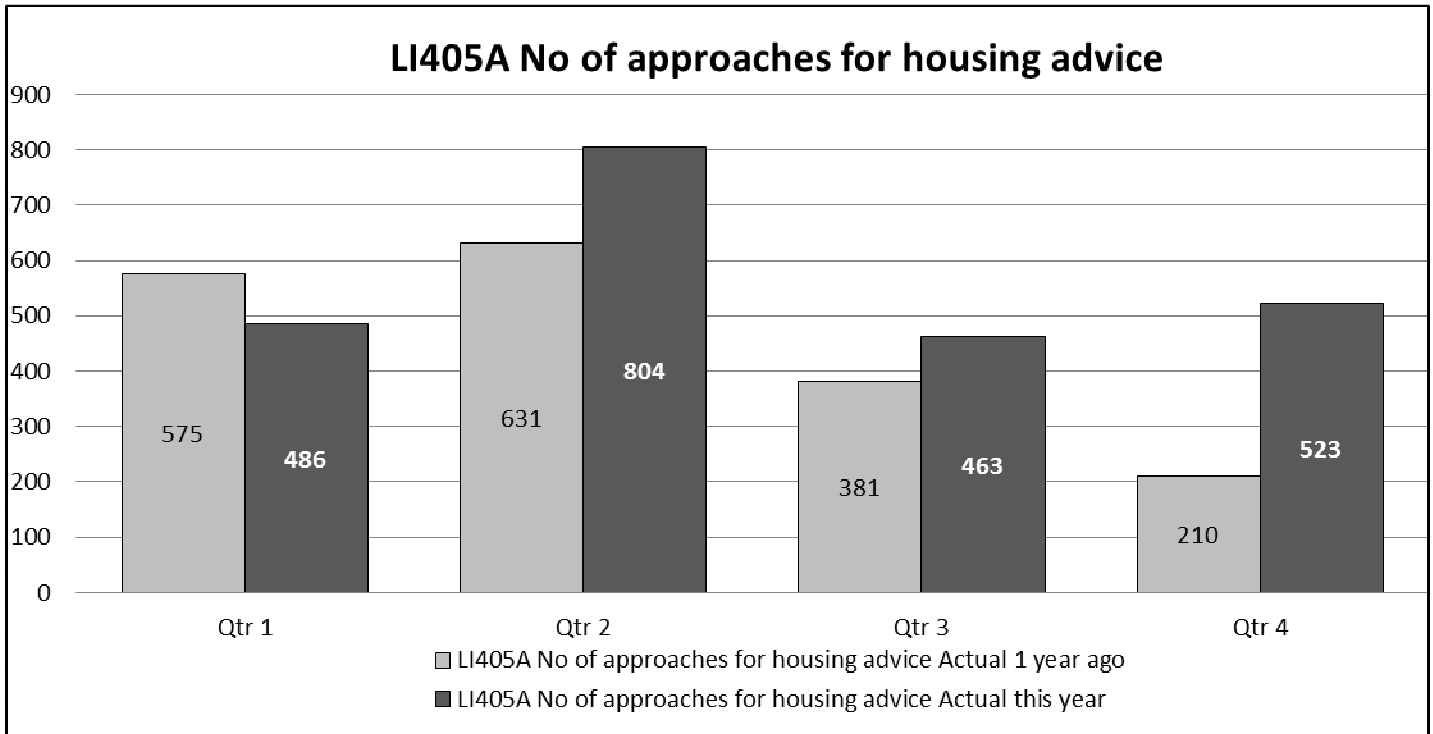


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year (Average)
LI203 Average length of time to process DFGs (referral to completion)	Target this year	68	68	68	68	68.00
	Actual 1 year ago	59.5	63.82	67.13	64.7	64.27
	Actual this year	67.08	73.54	66.16	60.7	66.32

Trend: In the first half of the year a decision was made to clear old lesser-priority cases. This caused the average process time to rise. By year end the back-log had been cleared and performance was within target.

Priority 2 LI405A: Number of approaches for housing advice

Success: No formal target is set but the measure is regarded as a proxy for housing need. This suggests that smaller is better.

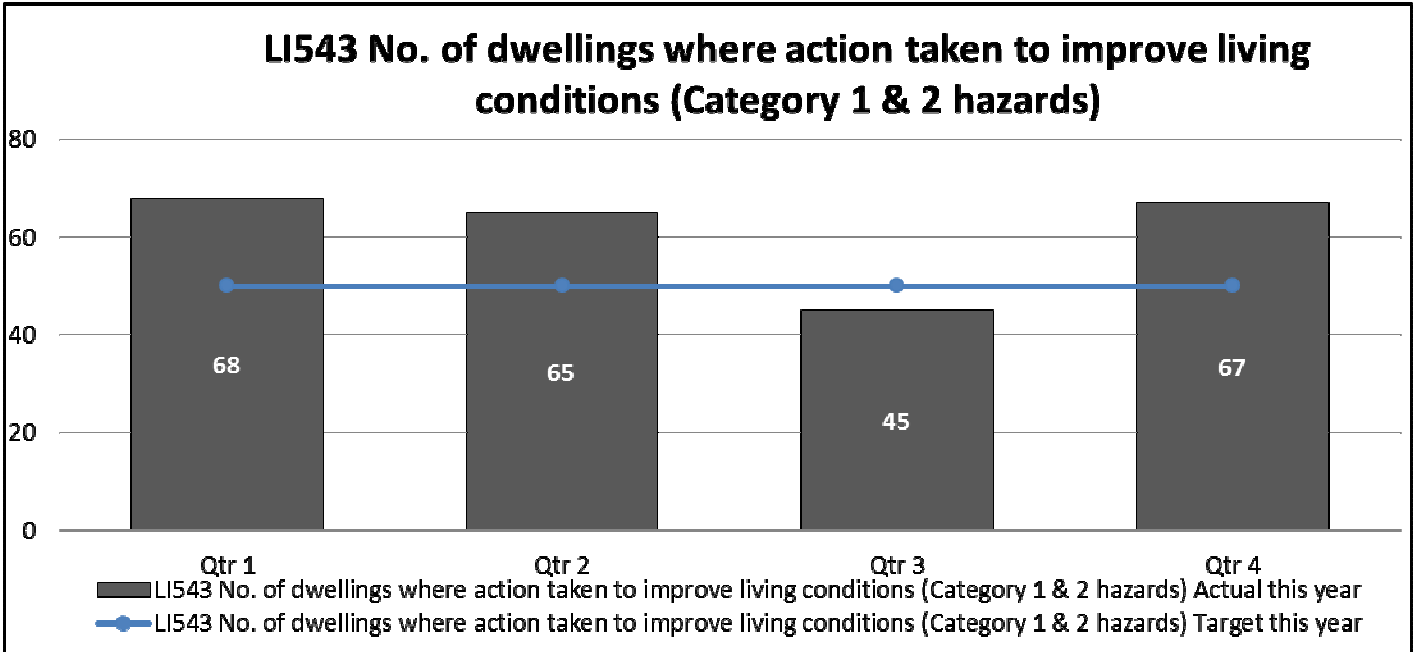


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI405A No of approaches for housing advice	Target this year					
	Actual 1 year ago	575	631	381	210	1797
	Actual this year	486	804	463	523	2276

Trend: Fewer approaches to the Housing Options service is regarded as a proxy for housing need. No target is set, but year-on-year comparisons track trend. This year the number of approaches has risen.

Priority 2 LI543: Number of dwellings where action was taken to improve living conditions

Success: Bigger is better

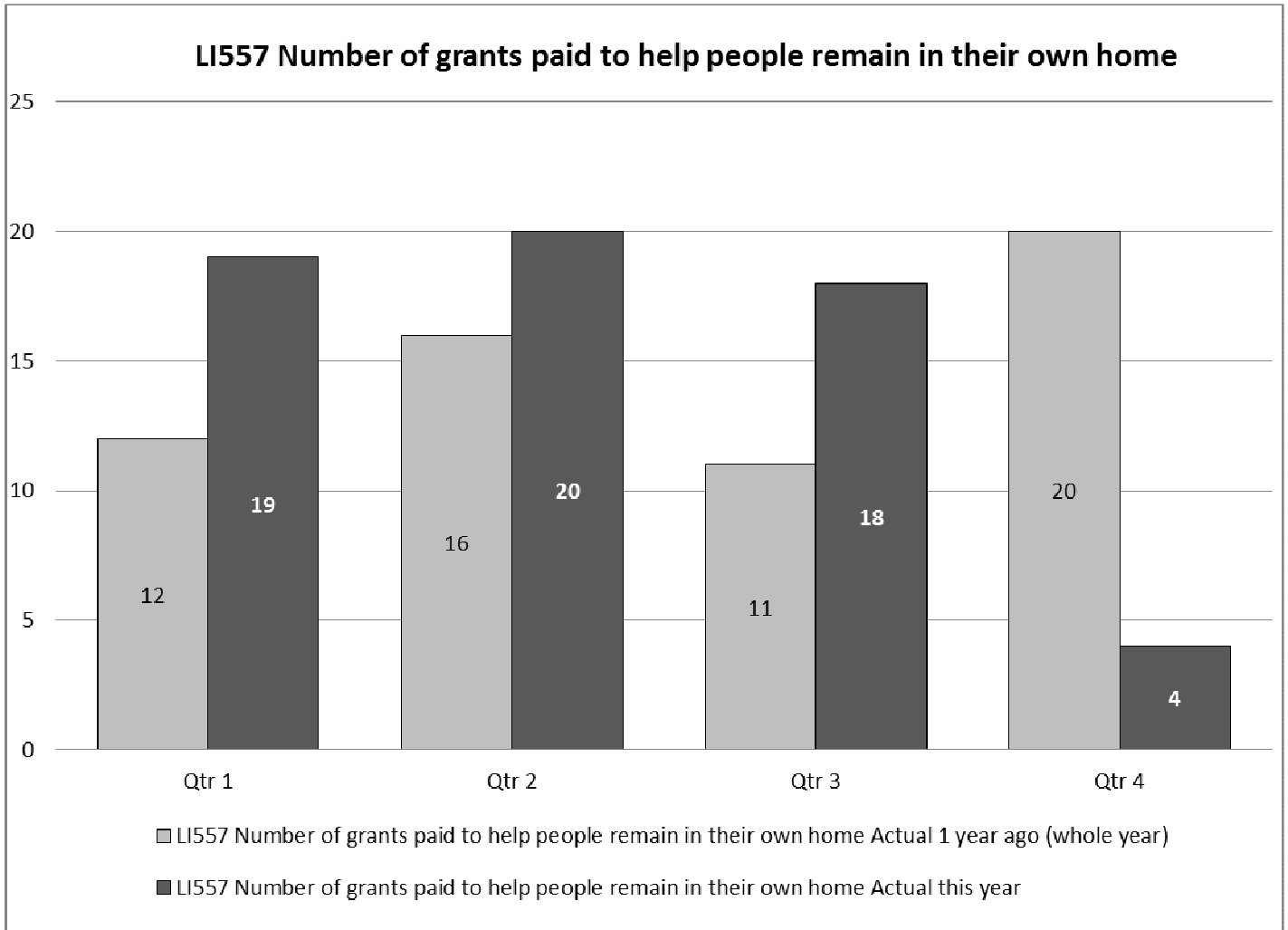


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI543 No. of dwellings where action taken to improve living conditions (Category 1 & 2 hazards)	Target this year	50	50	50	50	200
	Actual 1 year ago					
	Actual this year	68	65	45	67	245

Trend: Performance has been above target for three of the four quarters of the year

Priority 2 LI557: Number of grants paid to help people remain in their own home

Success: No target was set but the aim is to achieve more with less (read with LI558 below)

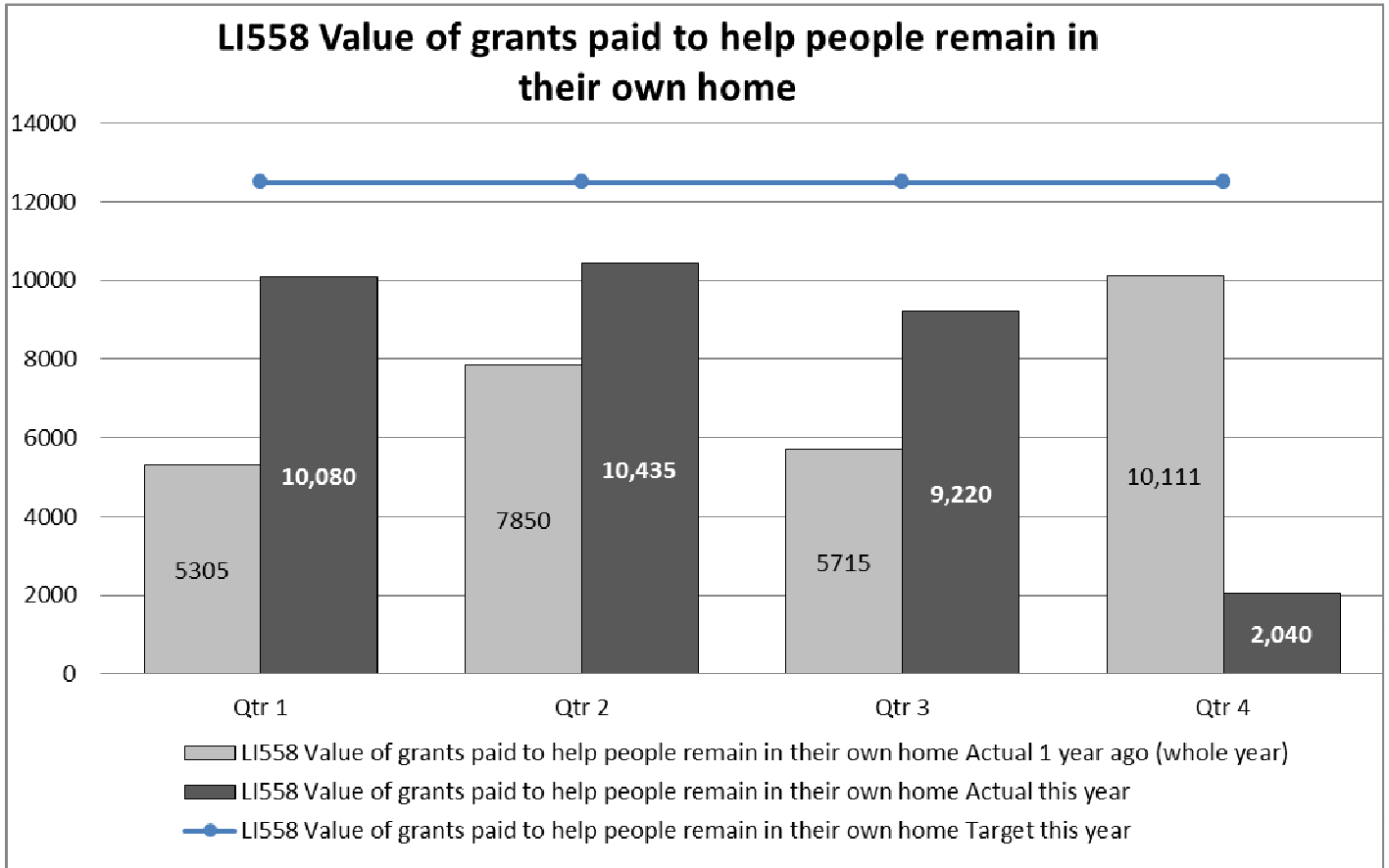


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI557 Number of grants paid to help people remain in their own home	Target this year					
	Actual 1 year ago (whole year)	12	16	11	20	59
	Actual this year	19	20	18	4	61

Trend: Last year 59 households were given this help at a cost of £490 per household, this year 61 were helped at a cost of £521 per household.

Priority 2 LI558: Value of grants paid to help people remain in their own home

Success: No target was set but the aim is to achieve more with less (read with LI557 above)

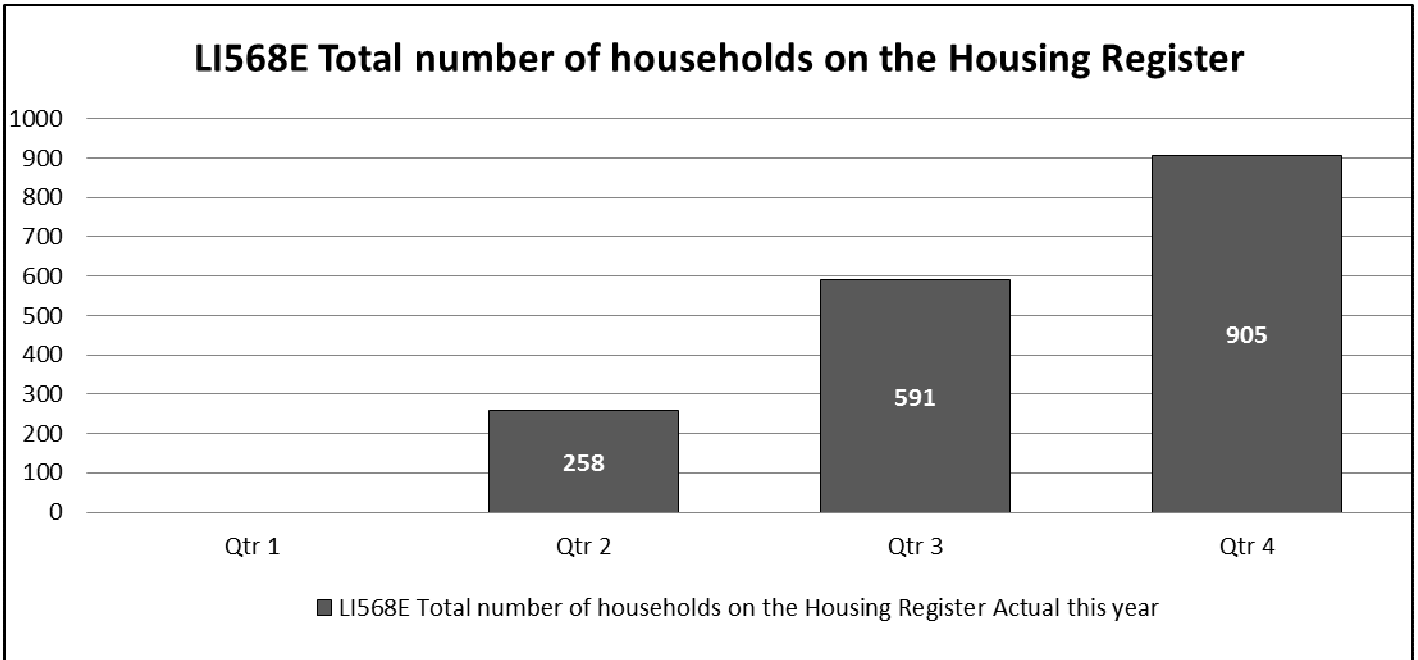


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI558 Value of grants paid to help people remain in their own home	Target this year	12,500	12,500	12,500	12,500	50,000
	Actual 1 year ago (whole year)	5,305	7,850	5,715	10,111	28,891
	Actual this year	10,080	10,435	9,220	2,040	31,775

Trend: Last year 59 households were given this help at a cost of £490 per household, this year 61 were helped at a cost of £521 per household.

Priority 2 LI568E: Number of households on the Housing Register

Success: No target is set, but the measure is regarded as a proxy for housing need. This suggests that smaller numbers are better. However, the criteria have changed in the year, so success needs to be assessed over a longer period of years.

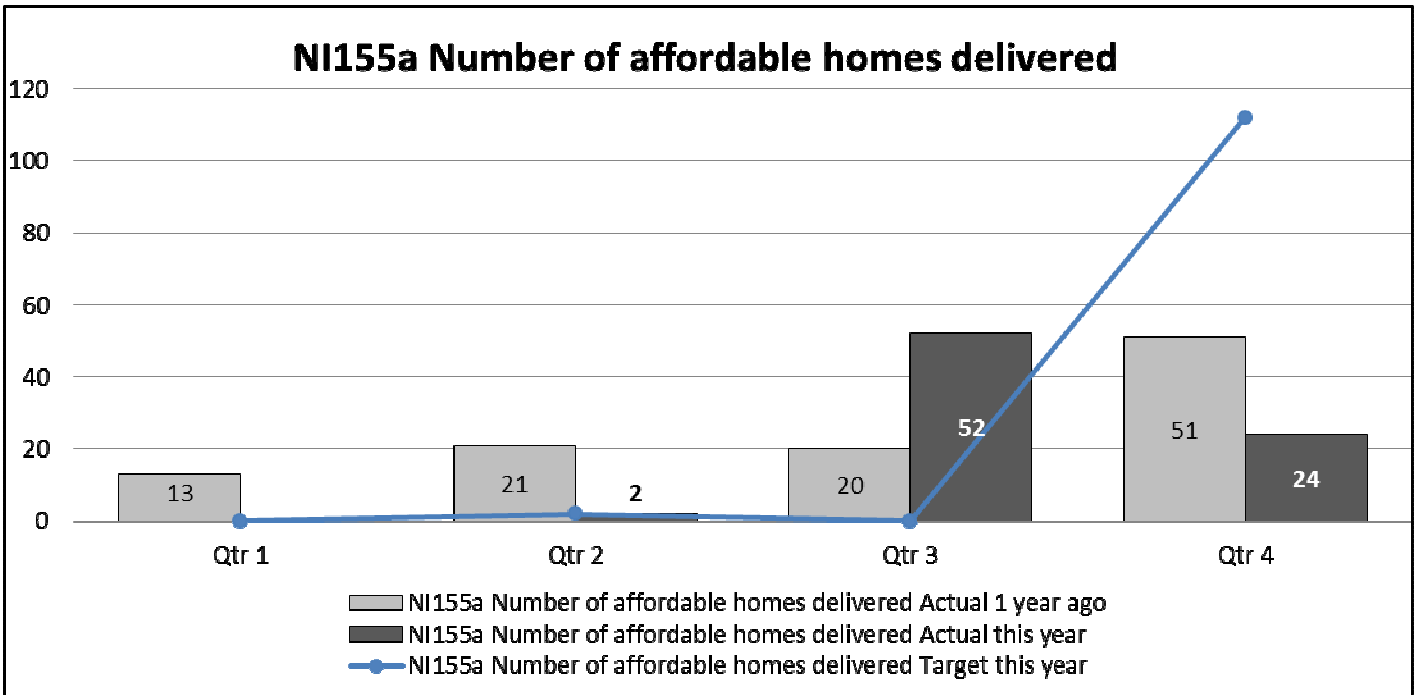


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year (Latest)
LI568E Total number of households on the Housing Register	Target this year					
	Actual 1 year ago	5,154	5,526	5,818	5,978	5,978
	Actual this year		258	591	905	905

Trend: Within the year the criteria for Housing Register eligibility has been amended to benefit local people's needs, rather than any applicant. Also a new electronic registration process was introduced. The result has been a reduction in the number of people on the register, in line with expectation.

Priority 2 NI155a: Number of affordable homes delivered

Success: Bigger is better

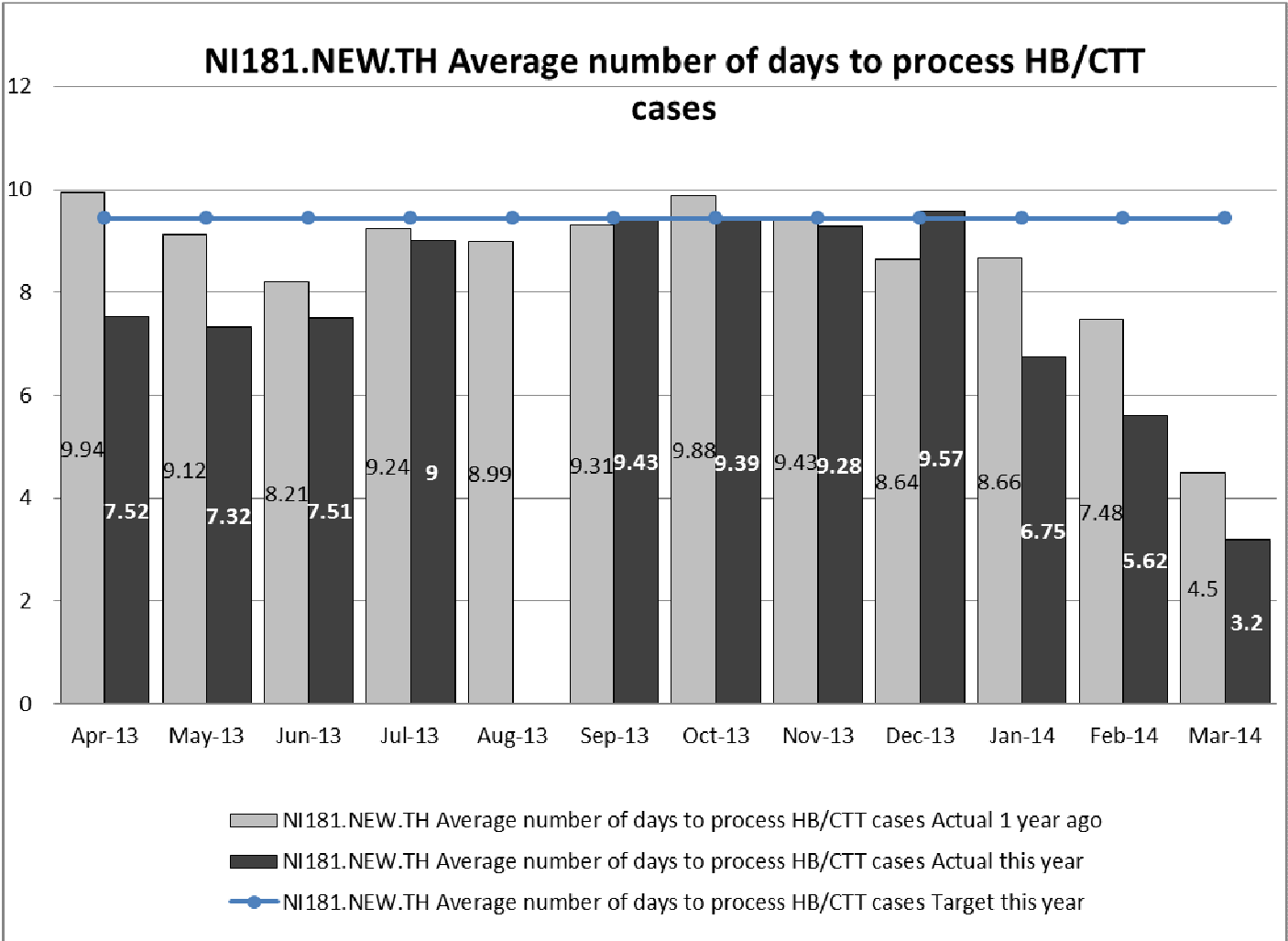


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
NI155a Number of affordable homes delivered	Target this year	0	2	0	112	114
	Actual 1 year ago	13	21	20	51	105
	Actual this year	0	2	52	24	78

Trend: This year delivery was stacked near year end, and slippage meant that the target was not met.

Priority 2 NI181.NEW.TH: Average number of days to process HB/CTT cases

Success: Smaller is better



		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
NI181.NEW.TH Average number of days to process HB/CTT cases	Target this year	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43	9.43
	Actual 1 year ago	9.94	9.12	8.21	9.24	8.99	9.31	9.88	9.43	8.64	8.66	7.48	4.5
	Actual this year	7.52	7.32	7.51	9		9.43	9.39	9.28	9.57	6.75	5.62	3.2
	YTD							12.47	8.55	8.64	8.42	8.13	7.21

Trend: Performance is on target and has improved on last year

Priority 3: We will support our community and voluntary organisations

Priority 3 Measures: No viable measures are currently tracked

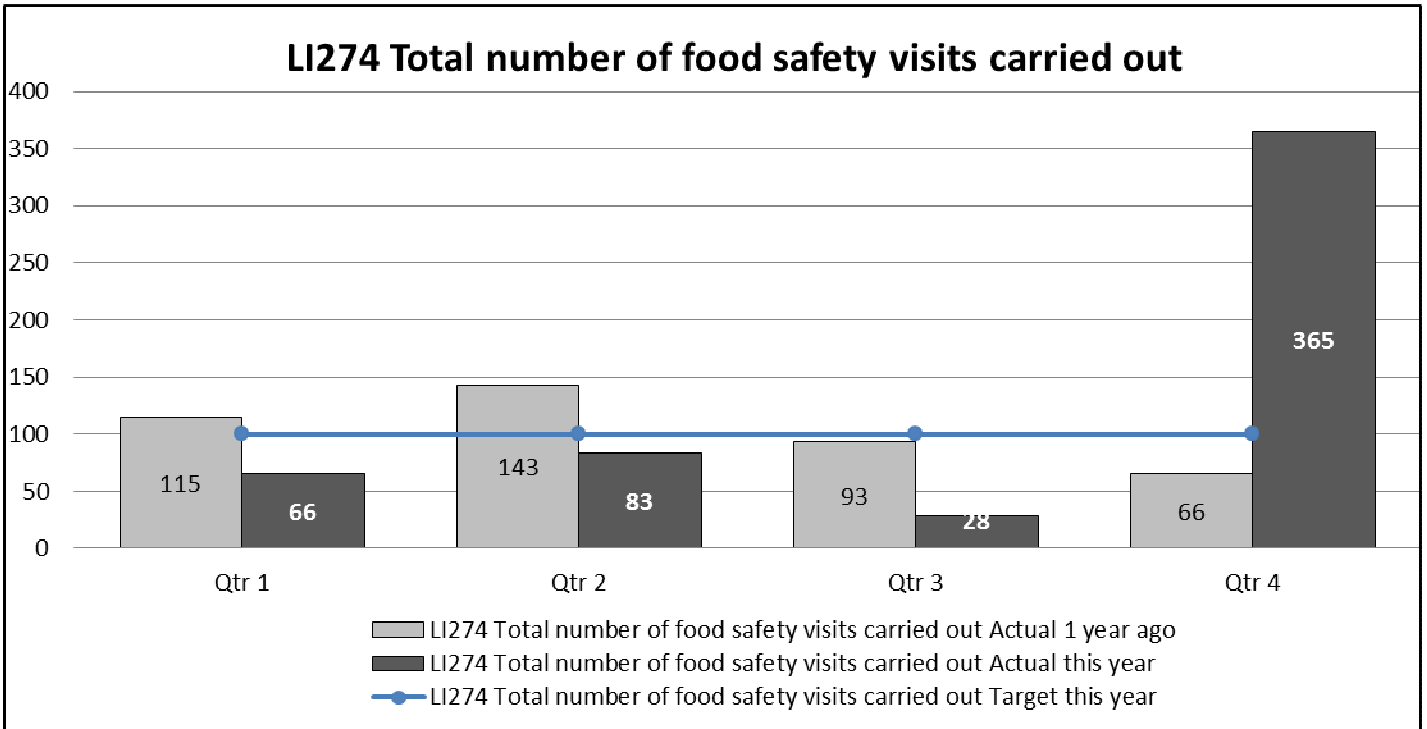
Success: n/a

Priority 4: We will make our district a safer place to live

The Council helps to make the district safer by safeguarding some aspects of local health and safety. This includes such public safety matters as encouraging better food safety and where necessary enforcing against food premises that sell unsafe food and drink, following a routine agreed with central government for coastal inspections and maintenance by engineers, and ensuring that our own properties meet the legal safety standards we may have to enforce against other owners. In all of these areas TDC has achieved its goals for 2013-2014. Also, the Council protects personal safety by dealing with anti-social behaviour in partnership with Kent Police, and enforcing against offences that cause environmental hazards. Here too, the Council has achieved its targets in the year.

Priority 4 LI274: Total number of food safety visits carried out

Success: Bigger is better

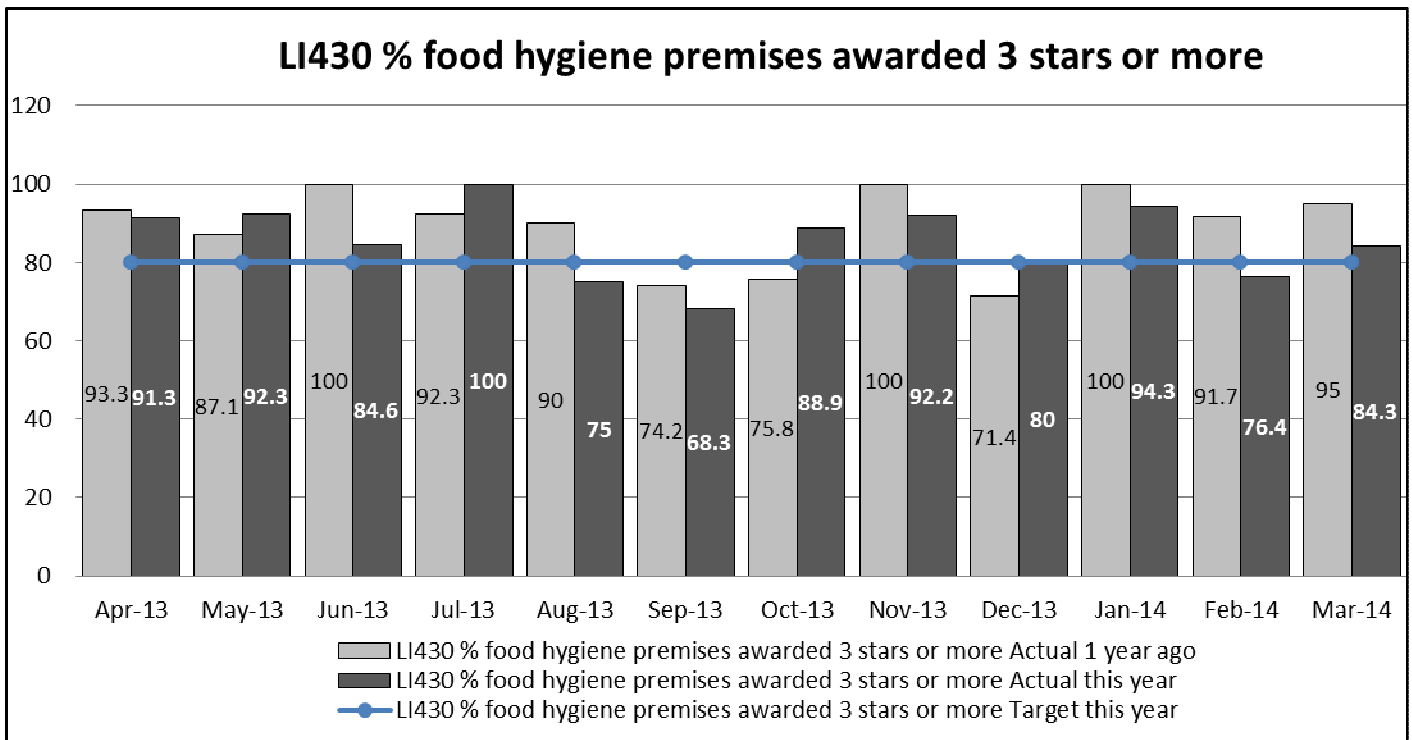


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI274 Total number of food safety visits carried out	Target this year	100	100	100	100	400
	Actual 1 year ago	115	143	93	66	417
	Actual this year	66	83	28	365	542

Trend: For most of the year resources were taken away for statutorily required work at Manston airport. Only in the last quarter was the service fully staffed to resume the previous level of food safety checks.

Priority 4 LI430: Percentage of food hygiene premises awarded three stars or more

Success: Bigger is better

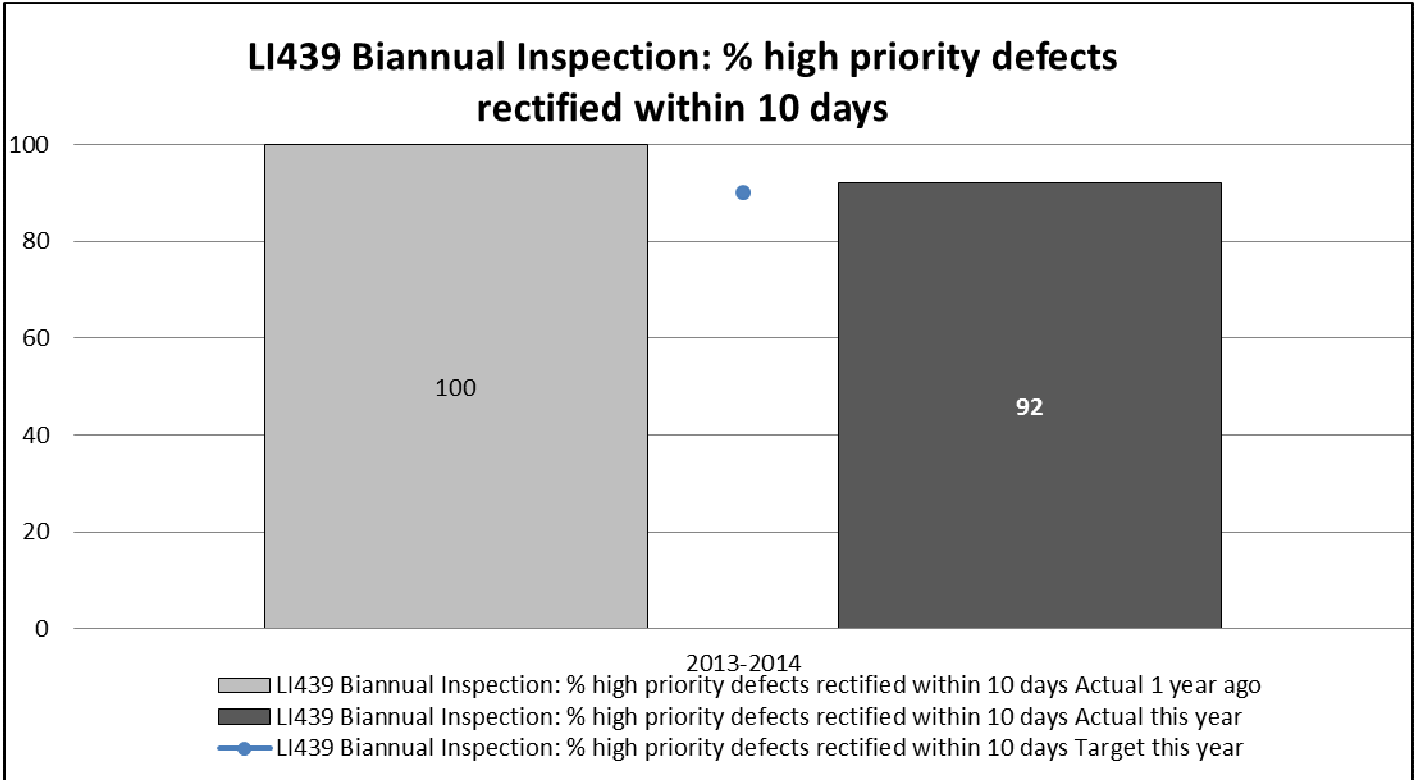


		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
LI430 % food hygiene premises awarded 3 stars or more	Target this year	80	80	80	80	80	80	80	80	80	80	80	80
	Actual 1 year ago	93.3	87.1	100	92.3	90	74.2	75.8	100	71.4	100	91.7	95
	Actual this year (period)	91.3	92.3	84.6	100	75	68.3	88.9	92.2	80	94.3	76.4	84.3
	Actual this year (YTD)	91.3	91.7	89.8	91.4	84.3	78.4	81	83.1	83	85.2	82.5	82.9

Trend: For eight months of the year the proportion of premises awarded 3* or more exceeded original expectations..

Priority 4 LI439: Biannual engineer inspections: Percentage of high priority defects rectified within 10 days

Success: Bigger is better

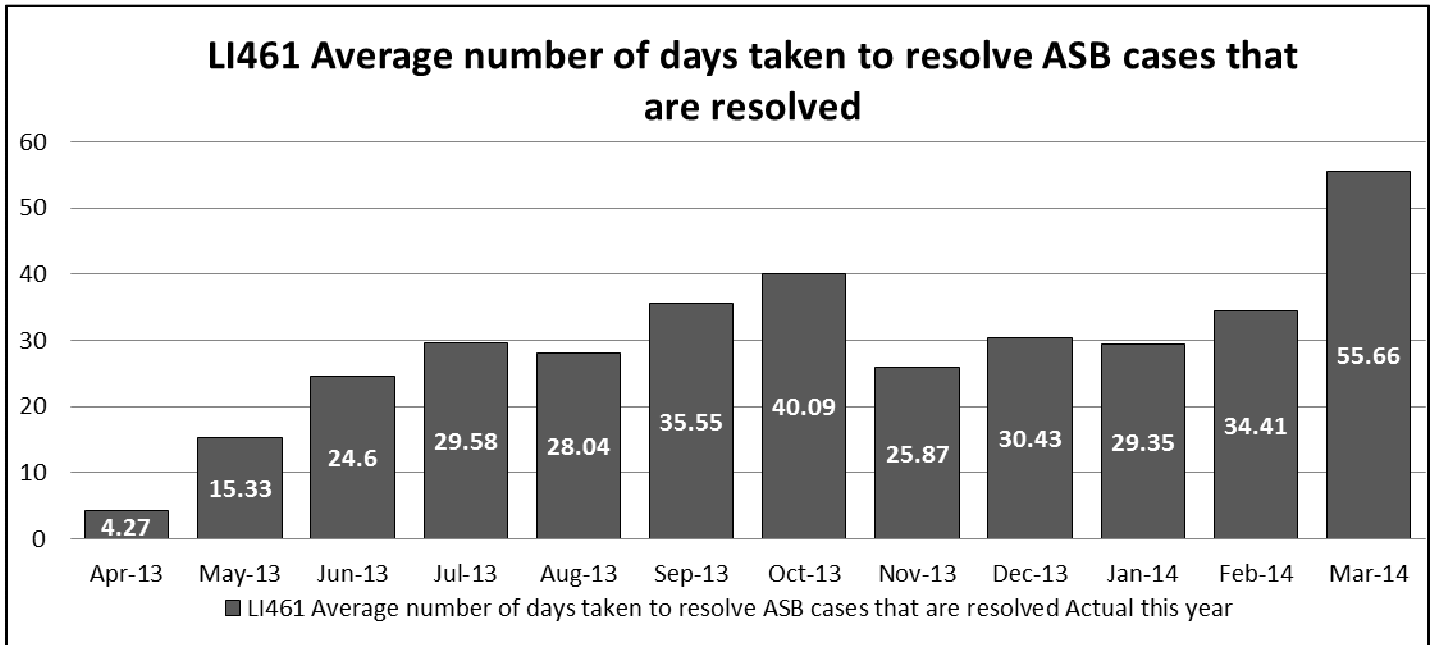


		2013-2014
LI439 Biannual Inspection: % high priority defects rectified within 10 days	Target this year	90
	Actual 1 year ago	100
	Actual this year	92

Trend: Because of the resourcing challenges this year it was judged realistic to set a target just over nine-tenths of matters identified. The target was achieved.

Priority 4 LI461: Average number of days taken to resolve TDC anti-social behaviour (ASB) cases that are resolved

Success: Smaller is better

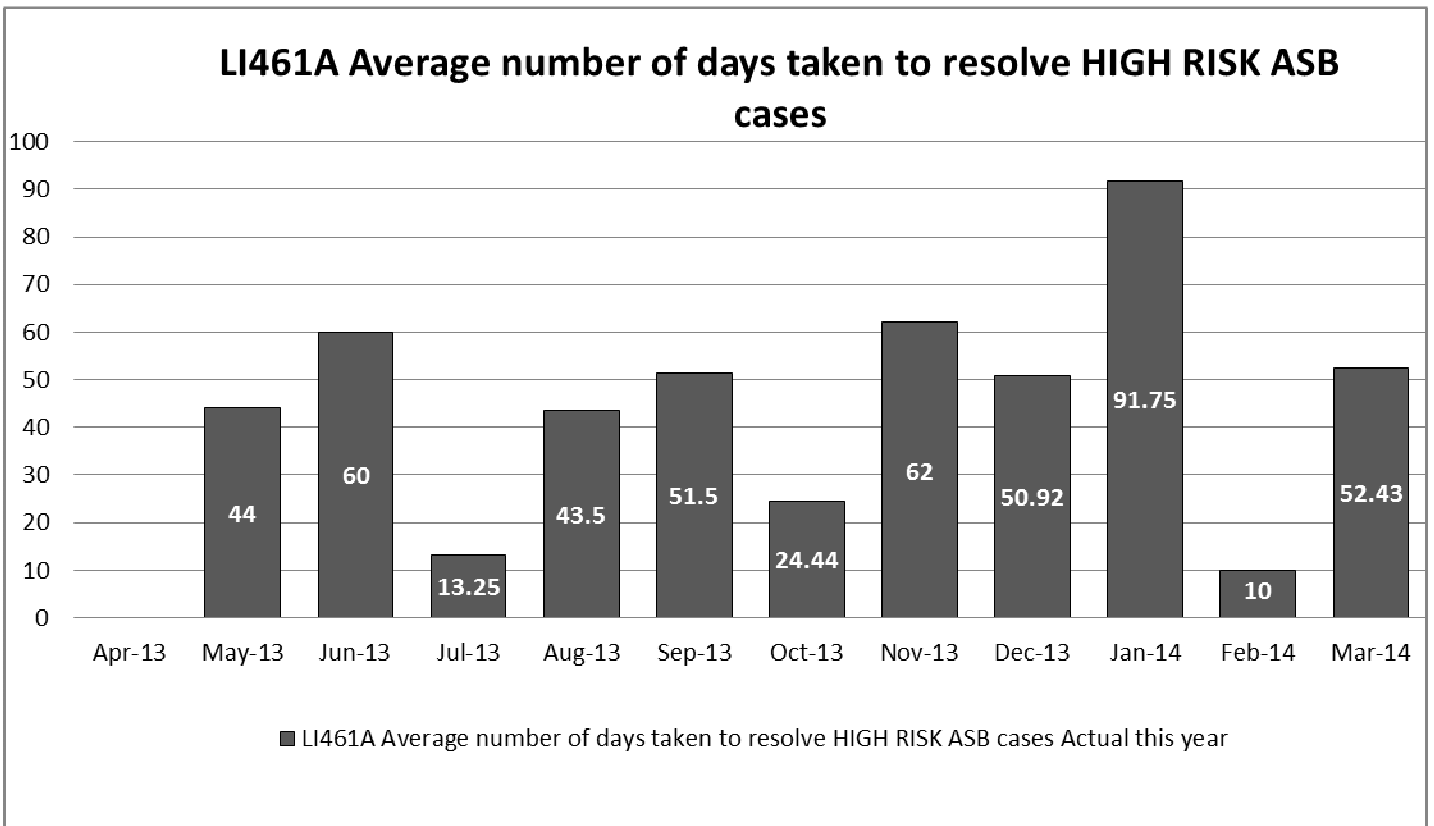


		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
LI461 Average number of days taken to resolve ASB cases that are resolved	Target this year												
	Actual 1 year ago												
	Actual this year	4.27	15.33	24.6	29.58	28.04	35.55	40.09	25.87	30.43	29.35	34.41	55.66

Trend: This year a new recording system has been set up. Over the course of the year the average time to resolve TDC ASB's has increased. In the light of the system change it is too soon to rely on trend.

Priority 4 LI461A: Average number of days to resolve TDC high priority ASB cases

Success: Smaller is better

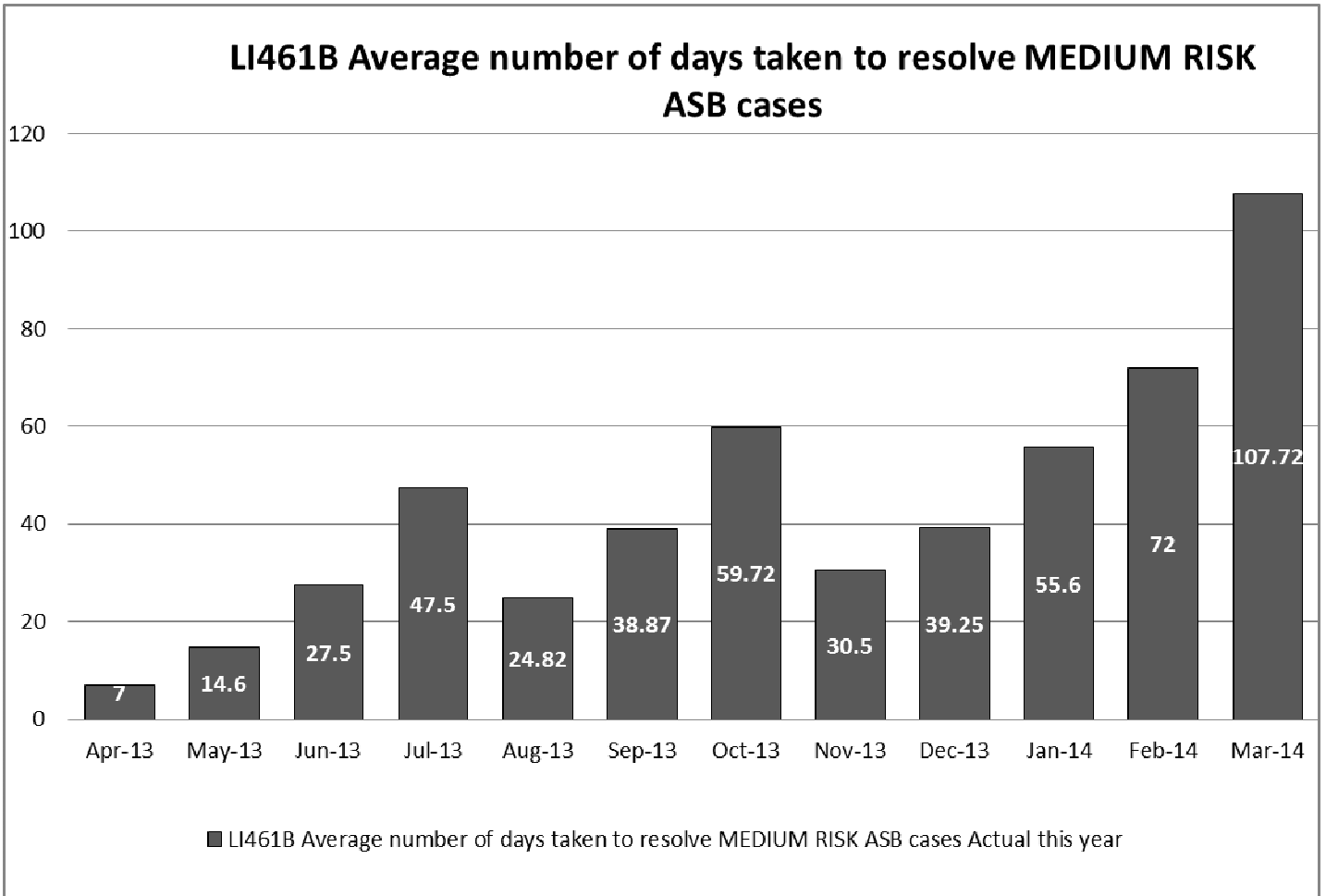


		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
LI461A Average number of days taken to resolve HIGH RISK ASB cases	Target this year												
	Actual 1 year ago												
	Actual this year		44	60	13.25	43.5	51.5	24.44	62	50.92	91.75	10	52.43

Trend: The trend line shows an increase over the year, though the series is volatile in this new system.

Priority 4 LI461B: Average number of days to resolve TDC medium priority ASB cases

Success: Smaller is better

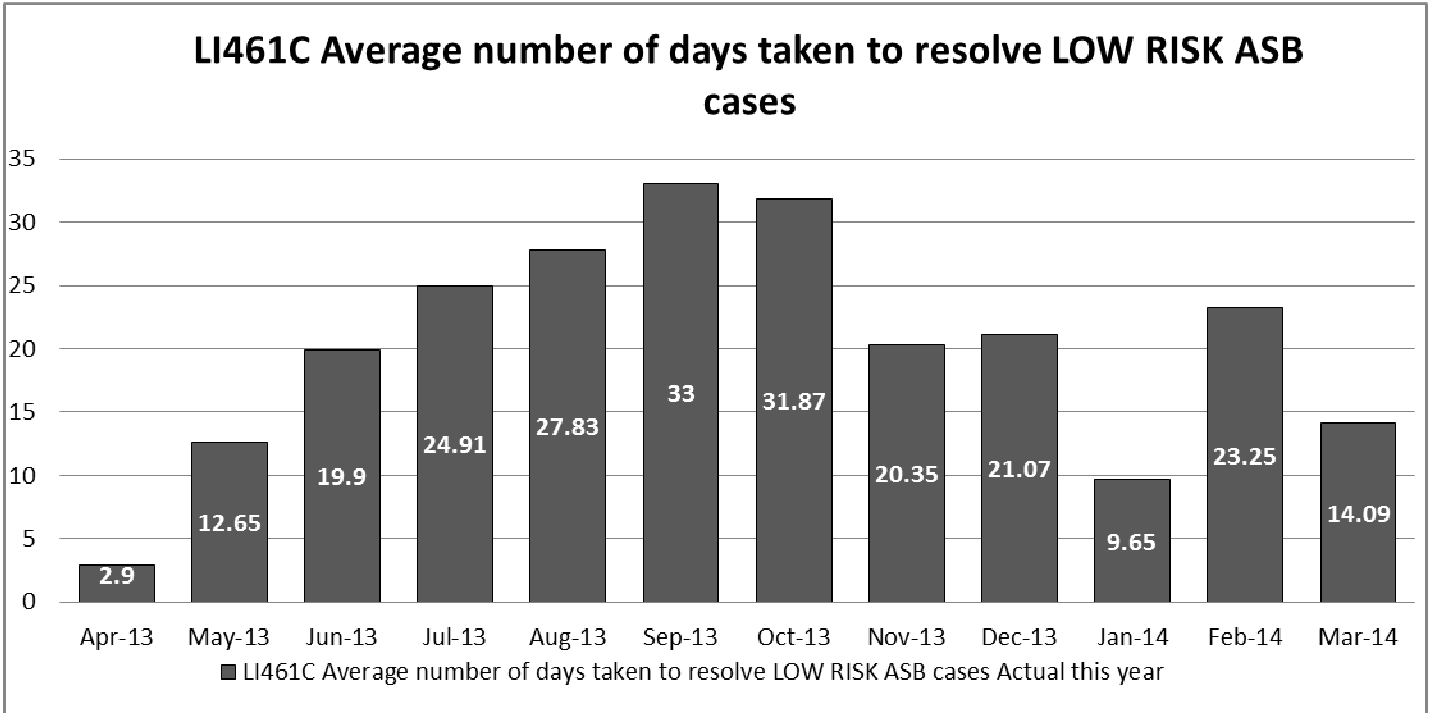


		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
LI461B Average number of days taken to resolve MEDIUM RISK ASB cases	Target this year												
	Actual 1 year ago												
	Actual this year	7	14.6	27.5	47.5	24.82	38.87	59.72	30.5	39.25	55.6	72	107.7

Trend: The trend line shows an increase over the year, though the series is volatile in this new system.

Priority 4 LI461C: Average number of days to resolve TDC low priority ASB cases

Success: Smaller is better



		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
LI461C Average number of days taken to resolve LOW RISK ASB cases	Target this year												
	Actual 1 year ago												
	Actual this year	2.9	12.65	19.9	24.91	27.83	33	31.87	20.35	21.07	9.65	23.25	14.09

Trend: As there is only one year's data it is not yet clear whether resolution of low risk cases is becoming more efficient, or whether there is a seasonal pattern.

Priority 4 LI532: Number of health & safety incidents from structural failure of public structures/council assets

Success: No health & safety incidents from structural failure of public structures/council assets

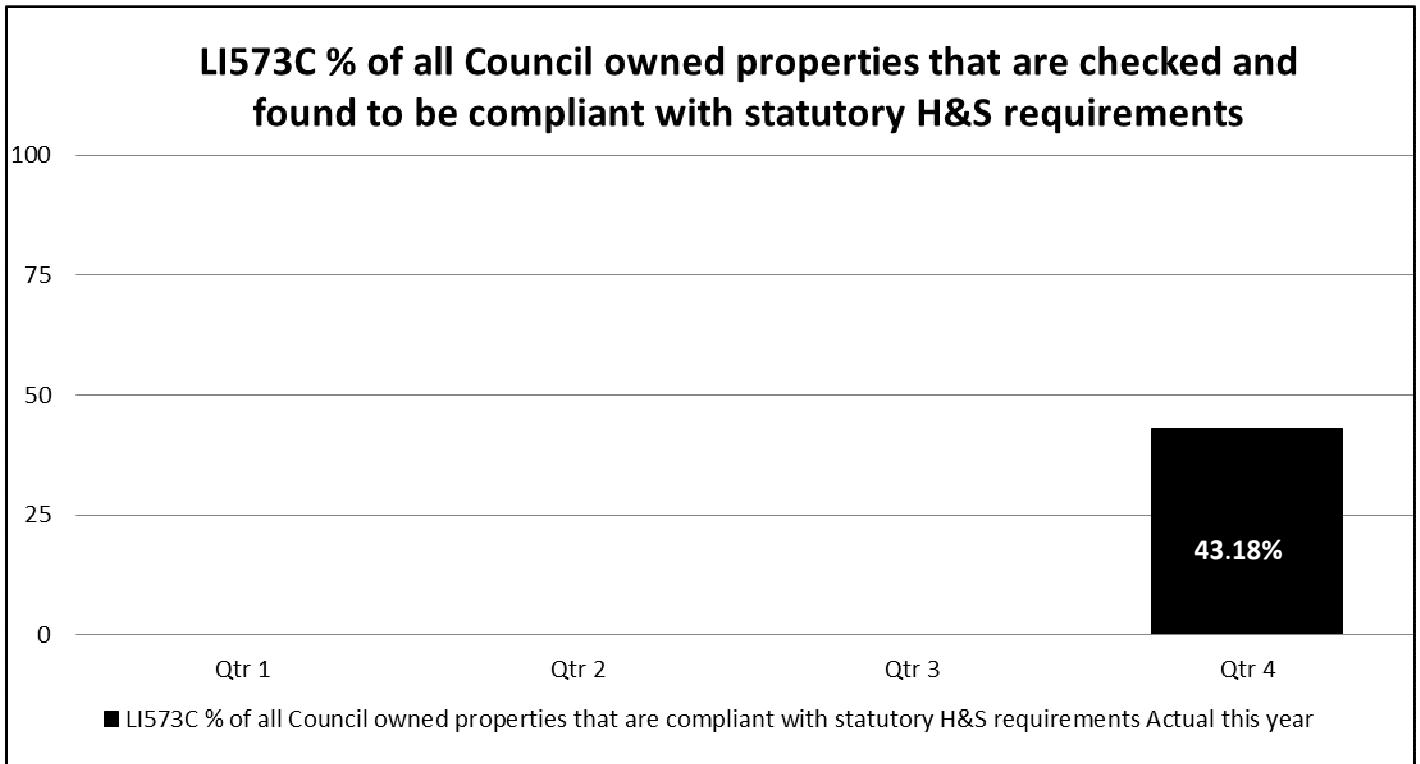
No graph – all of the numbers are zeroes

		Qtr 1	Qtr 2	Qtr 3	Qtr 4
LI532 No. of H&S incidents from structural failure of public structures/council assets	Target this year	0	0	0	0
	Actual 1 year ago				
	Actual this year	0	0	0	0

Trend: Target was achieved

Priority 4 LI573C: Percentage of all Council owned properties that are checked and found to be compliant with Health & Safety requirements

Success: Bigger is better



		Qtr 1	Qtr 2	Qtr 3	Qtr 4
LI573C % of all Council owned properties that are compliant with statutory H&S requirements	Target this year				
	Actual 1 year ago				
	Actual this year				43.18%

Trend: An audit of council owned properties across 2013-14 (completing in the last quarter) showed a need for a programme of health and safety work. An intensive programme of remedial work has now been undertaken, and we expect the next audit to show a high level of compliance.

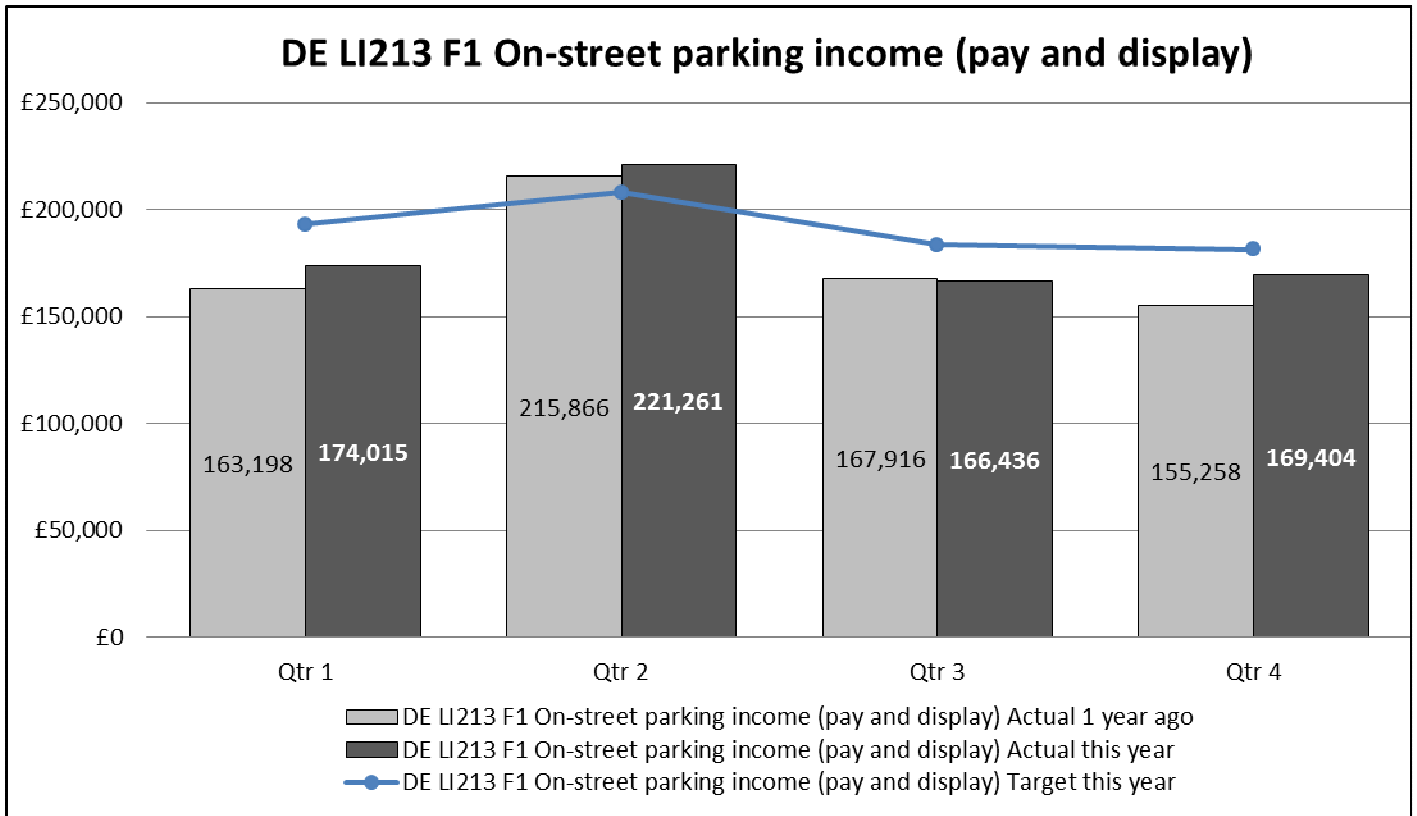
Priority 5: We will work to improve parking and transportation in our district

The Council has been working to balance the public desire for inexpensive parking against a need to maintain service viability at a time of reducing funding, so that we can continue to work with the Highway Authority (Kent Highways) on maintaining (and where projects funding can be captured, improving) Thanet's Highways.

As required, the parking service has balanced its overall budget, though the distribution between on-street and off-street income was slightly different than expected.

Priority 5 LI213 F1: On-street parking income (pay and display)

Success: Bigger is better

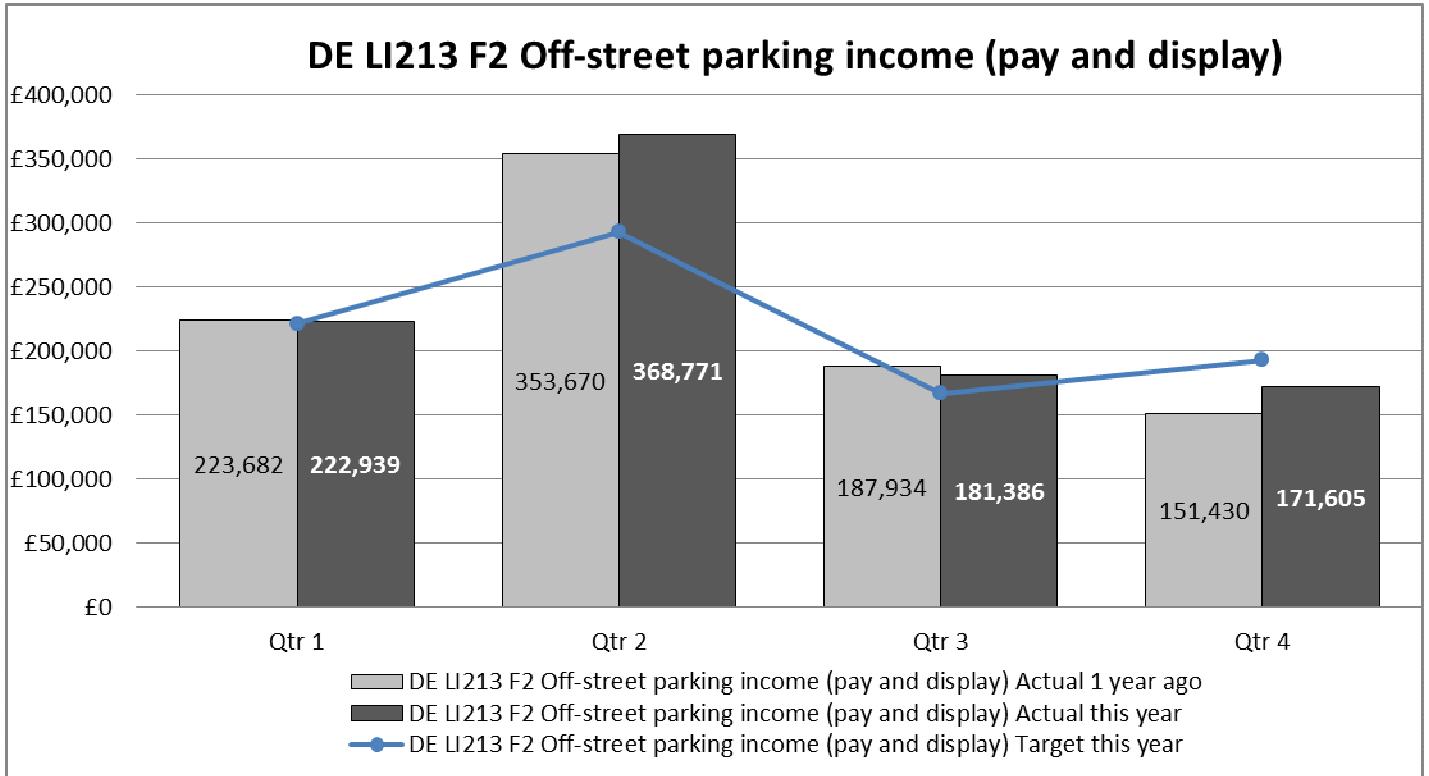


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
DE LI213 F1 On-street parking income (pay and display)	Target this year	192,930	208,090	183,310	181,300	765,630
	Actual 1 year ago	163,198	215,866	167,916	155,258	702,238
	Actual this year	174,015	221,261	166,436	169,404	731,116

Trend: Parking On-street Income levels did not achieve target, but this reflects the success of the council's aim to encourage greater use of off street parking, where income exceeded target by over £75,000

Priority 5 LI213 F2: Off-street parking income (pay and display)

Success: Bigger is better



		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
DE LI213 F2 Off-street parking income (pay and display)	Target this year	221,070	292,830	166,700	192,970	873,570
	Actual 1 year ago	223,682	353,670	187,934	151,430	916,716
	Actual this year	222,939	368,771	181,386	171,605	944,701

Trend: Parking Off-street levels exceeded target.

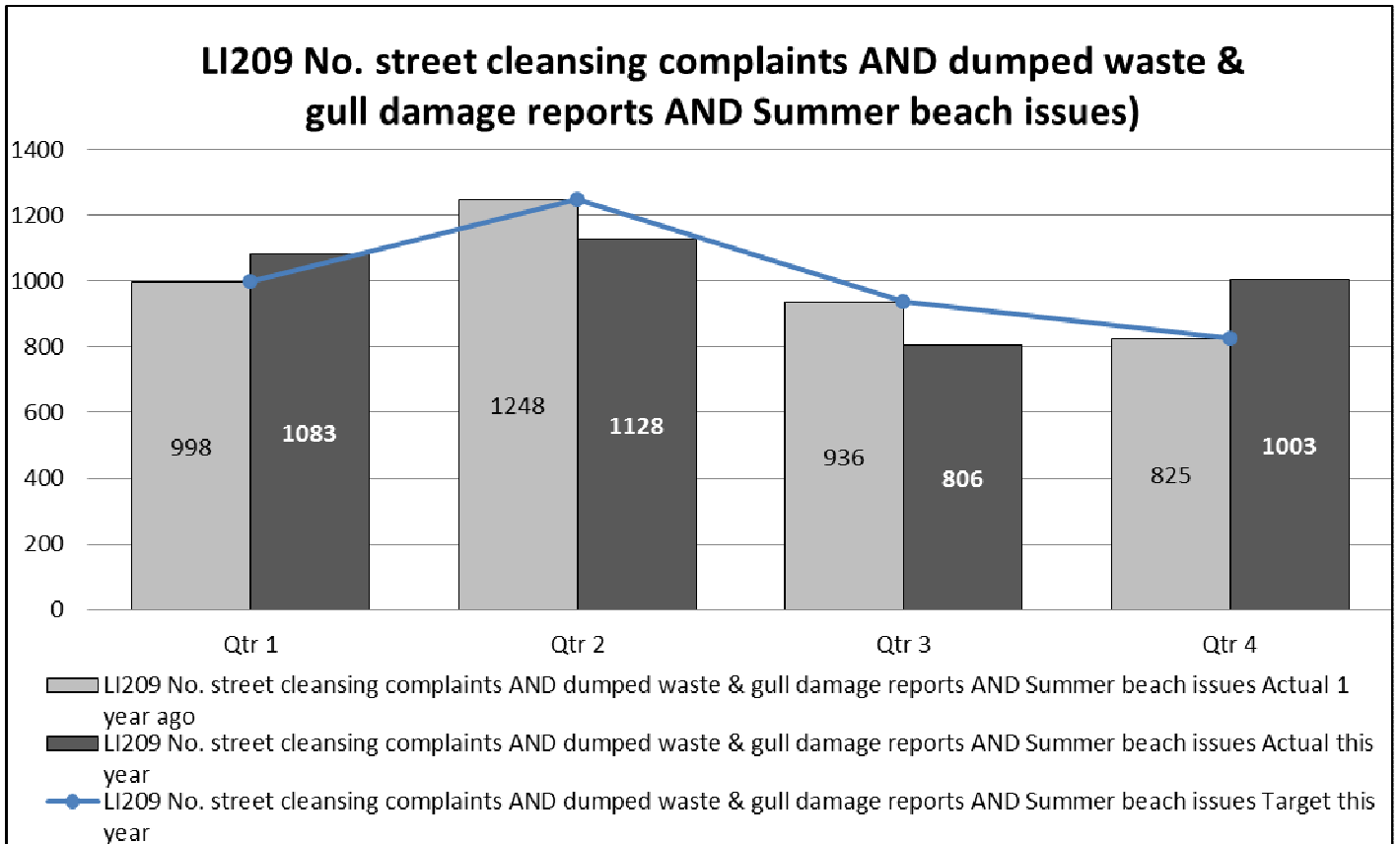
Priority 6: We will make our district cleaner and greener and lead by example on environmental issues

The Council's most prominent obligations relate to waste collection and recycling, and street cleansing. Public complaints and survey dissatisfaction with TDC's services in these areas has been higher than anticipated this year. This was associated with introduction of the new waste collection and recycling service, and adjustment of the KCC service at waste depots (i.e. dumped waste). The objective of increasing the level of recycling nearer to the levels required by government is being achieved.

Civil enforcement by the Council has increased this year, achieving the target set at the start of the year, and the program set for the multi-agency Operation Cleansweep was achieved in three of the four quarters of the year.

Priority 6 LI209: Number of street cleansing complaints AND dumped rubbish & gull damage reports AND summer beach issues

Success: Smaller is better

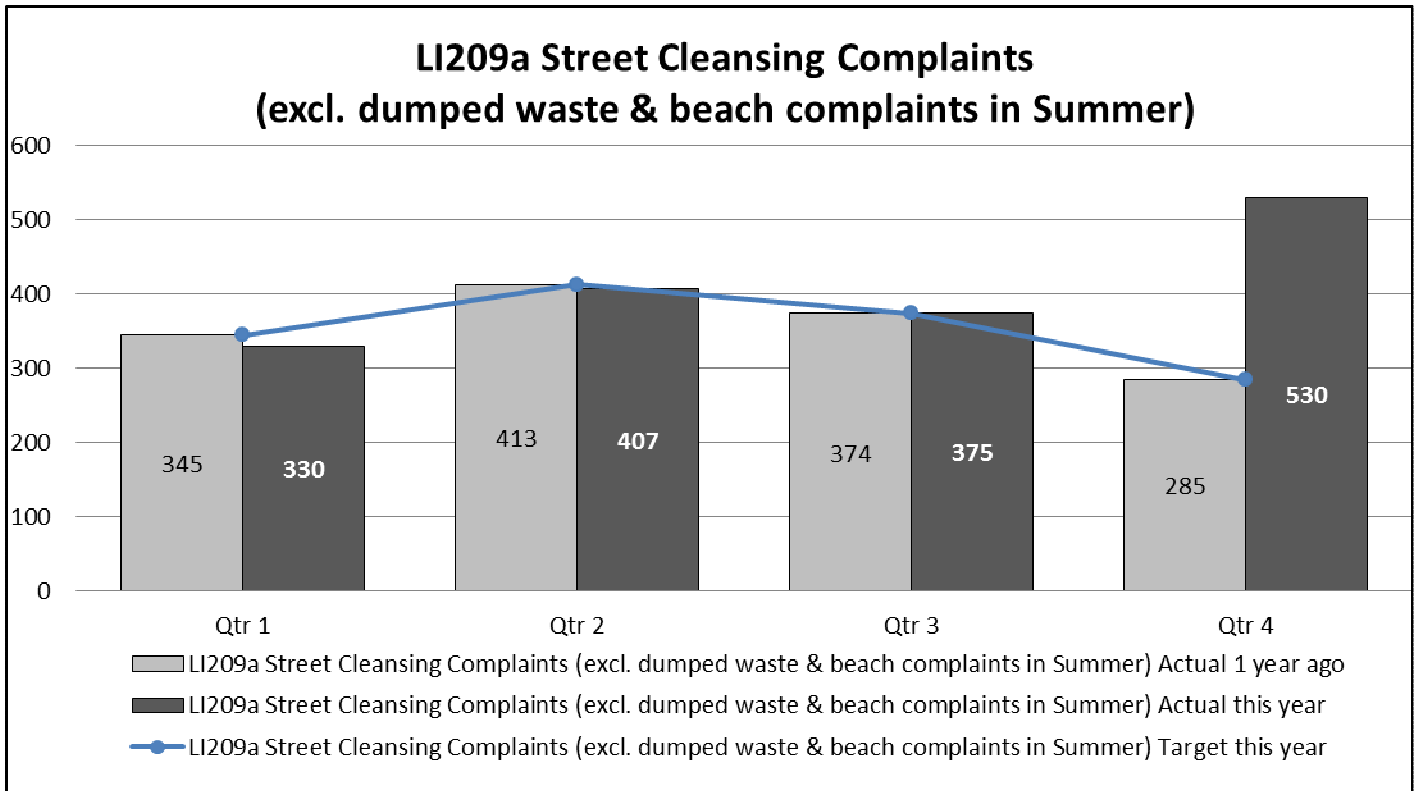


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI209 No. street cleansing complaints AND dumped waste & gull damage reports AND Summer beach issues	Target this year	998	1248	936	825	4007
	Actual 1 year ago	998	1248	936	825	4007
	Actual this year	1083	1128	806	1003	4020

Trend: Overall complaints and reports were just above anticipated levels this year (the same as the number received last year)

Priority 6 LI209a: Street Cleansing complaints (excluding dumped rubbish & summer beach complaints)

Success: Smaller is better

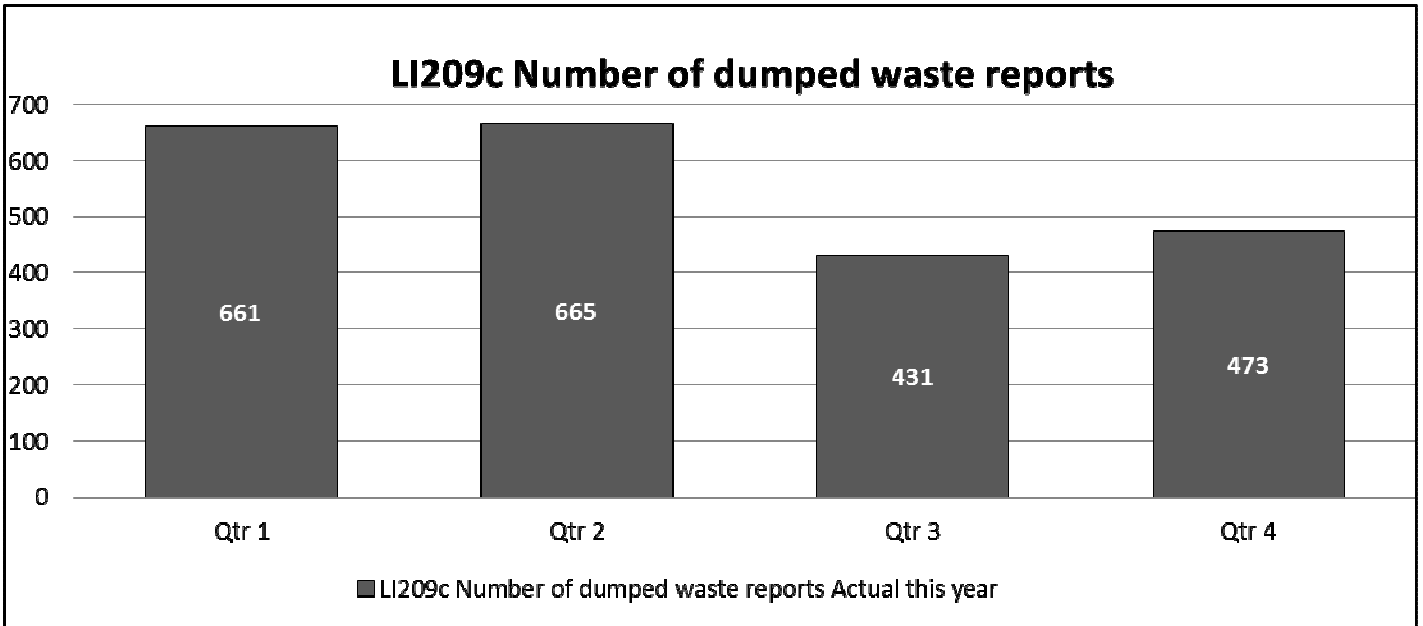


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI209a Street Cleansing Complaints (excl. dumped waste & beach complaints in Summer)	Target this year	345	413	374	285	1417
	Actual 1 year ago	345	413	374	285	1417
	Actual this year	330	407	375	530	1642

Trend: Despite better than predicted results in the first three quarters of the year, the number of complaints in quarter 4 increased significantly. This appears to reflect a specific increase in levels of dumped waste issues at Christmas putting pressure on street cleansing resources. This was also affected by the need to identify sources of investment to improve the equipment and vehicles available to the street cleansing service to assist with the quality of work and improve productivity

Priority 6 LI209c: Number of dumped waste reports

Success: Smaller is better

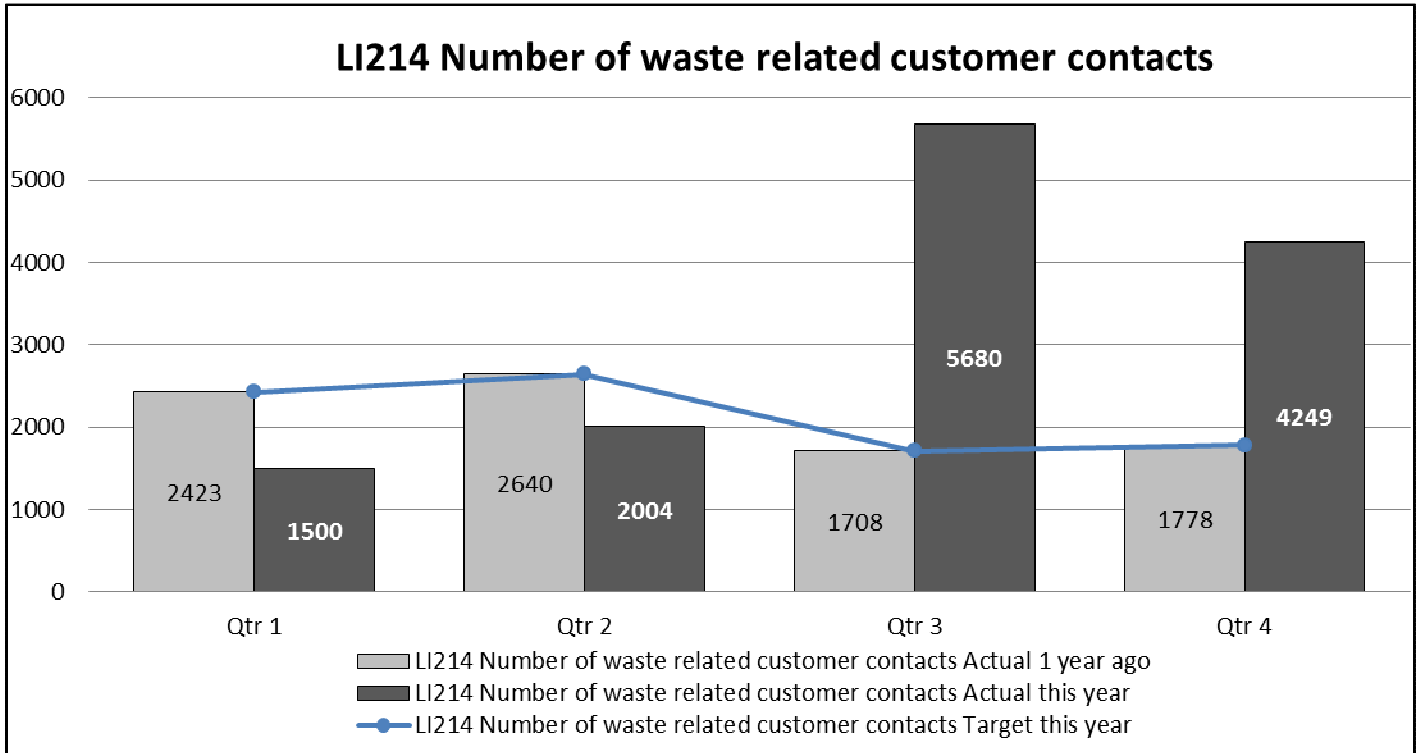


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI209c Number of dumped waste reports	Target this year					
	Actual 1 year ago					
	Actual this year	661	665	431	473	2230

Trend: High levels of dumped waste reports may be related to issues with the county collection sites; the levels were lower in the second half of the year.

Priority 6 LI214: Number of waste related customer contacts

Success: Smaller is better (a proxy for fewer issues)

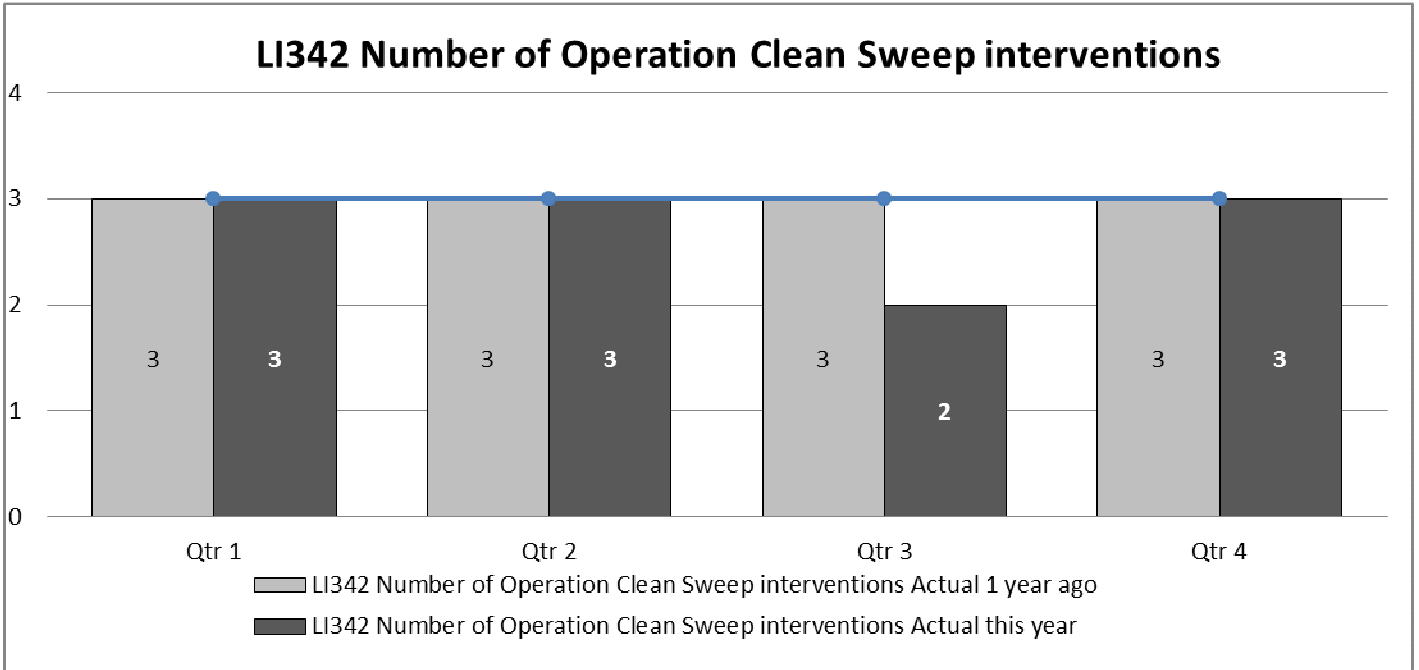


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI214 Number of waste related customer contacts	Target this year	2423	2640	1708	1778	8549
	Actual 1 year ago	2423	2640	1708	1778	8549
	Actual this year	1500	2004	5680	4249	13433

Trend: Waste related customer contacts were well above predicted levels this year; mainly related to a large increase in contacts in the first weeks following introduction of the new waste collection service in November 2013.

Priority 6 LI342: Number of Operation Clean Sweep interventions

Success: That we follow the annual plan for the number of 'clean sweeps'

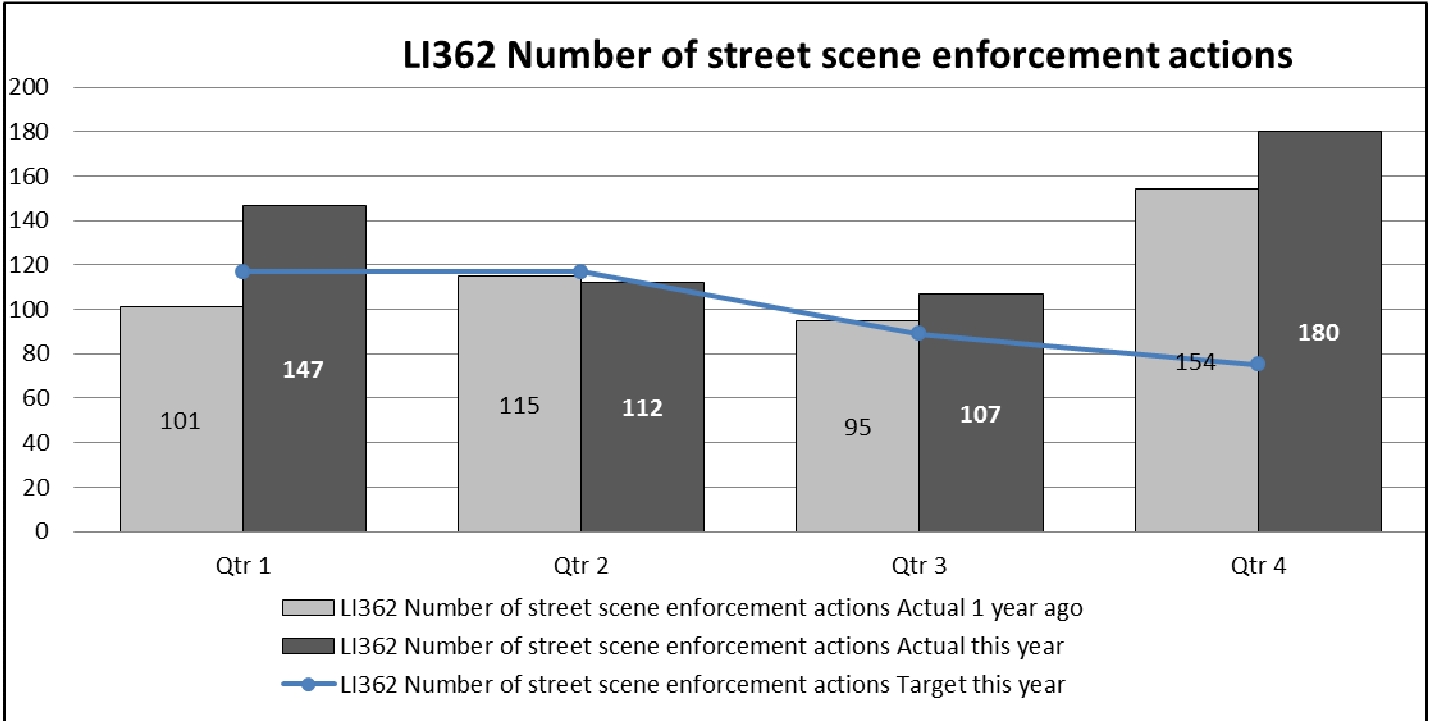


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI342 Number of Operation Clean Sweep interventions	Target this year	3	3	3	3	12
	Actual 1 year ago	3	3	3	3	12
	Actual this year	3	3	2	3	11

Trend: The plan was followed for three of the four periods of the year.

Priority 6 LI362: Number of street scene enforcement actions

Success: Bigger is better (at this time)

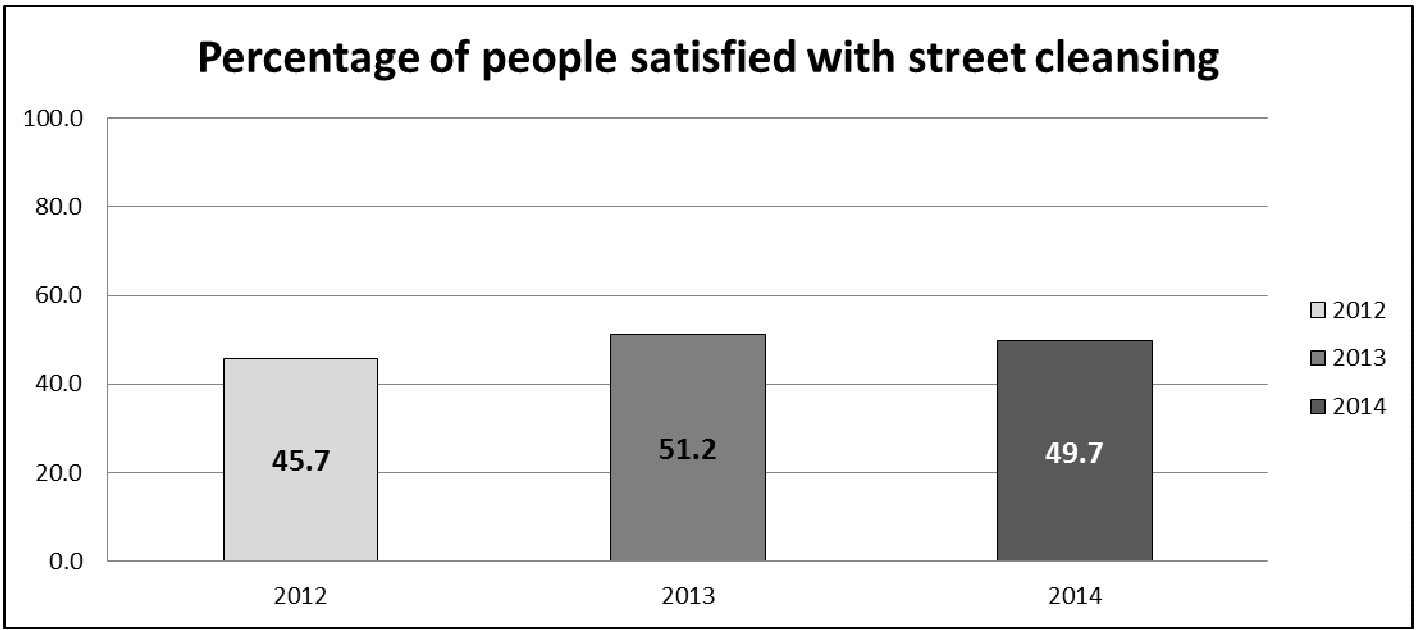


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI362 Number of street scene enforcement actions	Target this year	117	117	89	75	398
	Actual 1 year ago	101	115	95	154	465
	Actual this year	147	112	107	180	546

Trend: The number of enforcement actions was nearly 40% up on last year and above the target level

Priority 6 LI463: Percentage of people satisfied with street cleansing

Success: Bigger is better

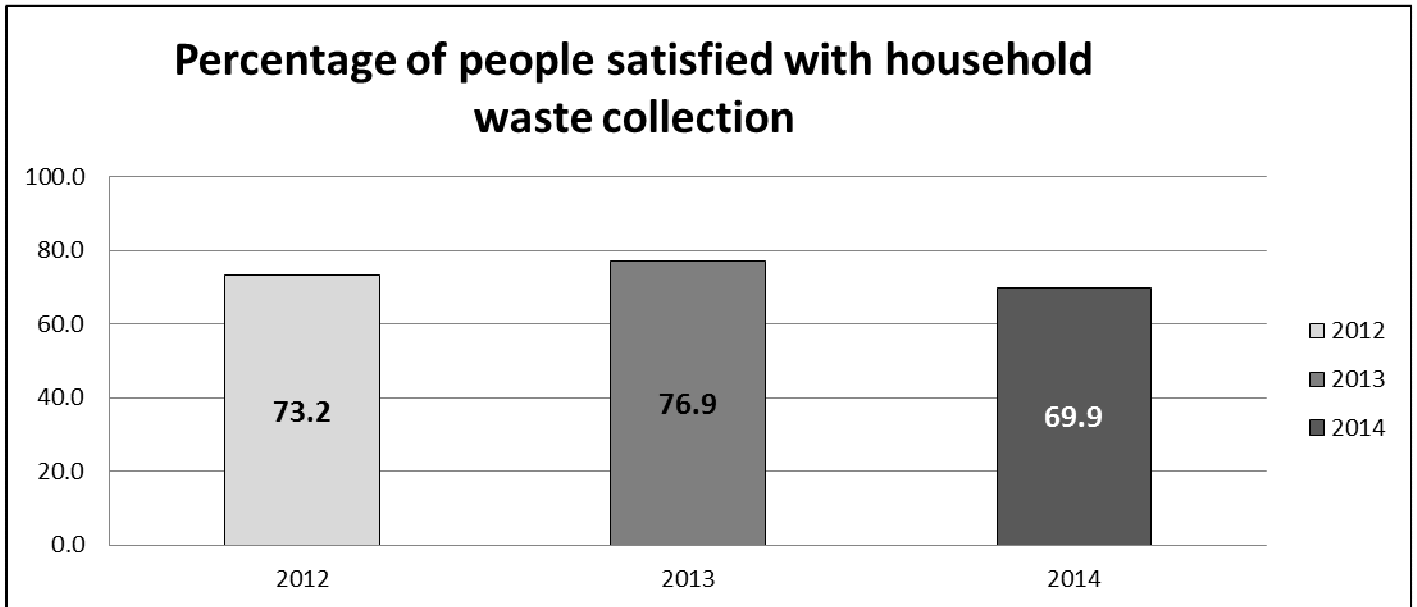


Year	Thanet
2012	45.7
2013	51.2
2014	49.7

Trend: TDC's annual budget consultation survey result contains only three years data for this question. When four years data is available a trend line will be added.

Priority 6 LI464: Proportion of people satisfied with household waste collection

Success: Increase in public satisfaction levels

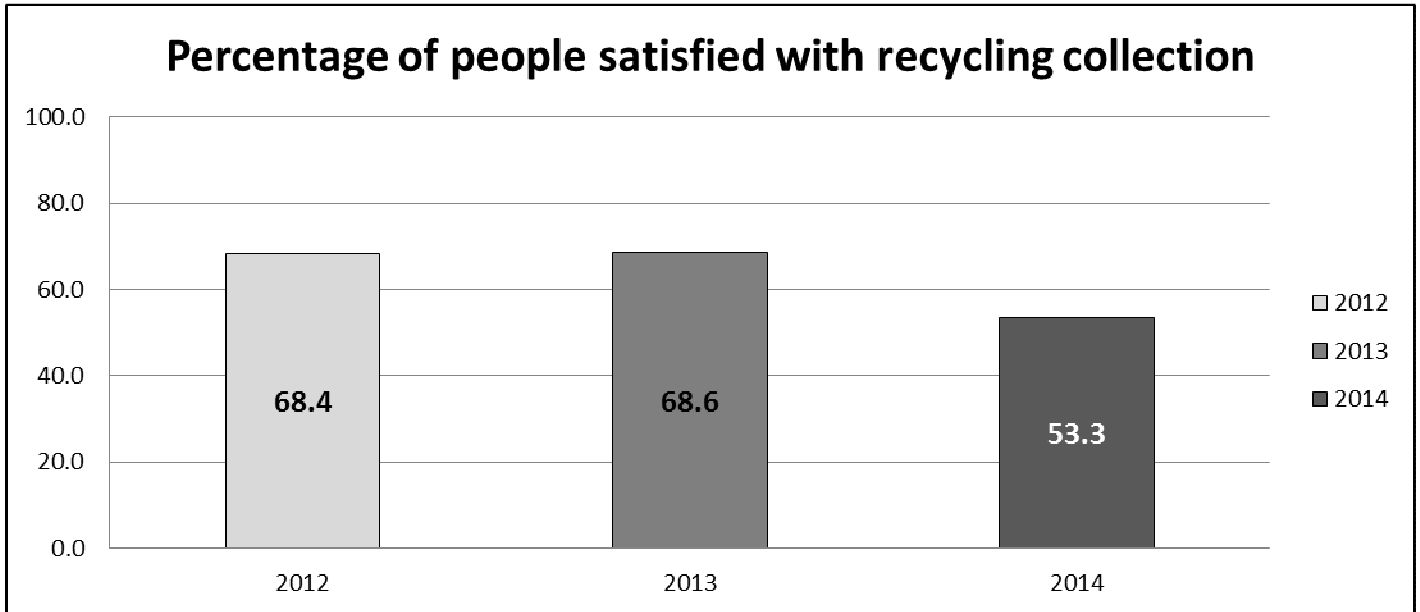


Year	Thanet
2012	73.2
2013	76.9
2014	69.9

Trend: TDC's annual budget consultation survey result contains only three years data for this question. When four years data is available a trend line will be added. The survey was carried out at the same time as the implementation of the new recycling and waste collection and this may have affected satisfaction ratings.

Priority 6 LI465: Proportion of people satisfied with recycling services

Success: Increase in public satisfaction levels

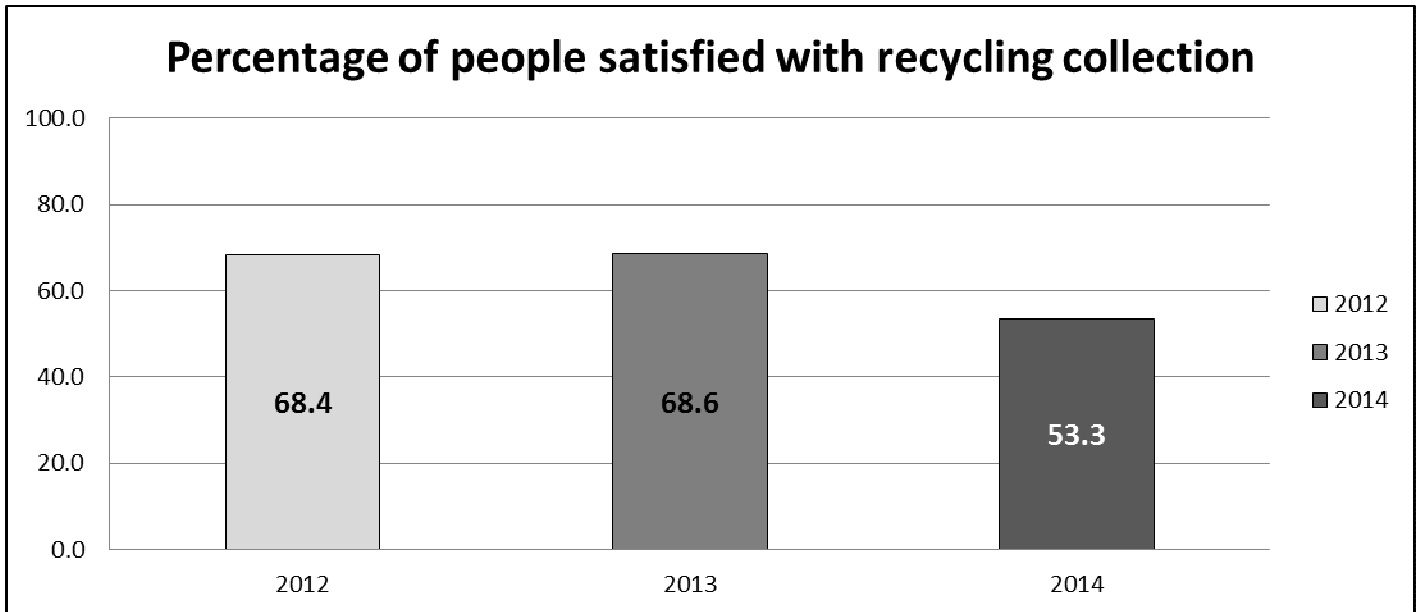


Year	Thanet
2012	68.4
2013	68.6
2014	53.3

Trend: TDC's annual budget consultation survey result contains only three years data for this question. When four years data is available a trend line will be added. The figures for last year shows decreasing satisfaction. The 2014 survey was carried out at the same time as the implementation of the new recycling and waste collection and this may have affected satisfaction ratings.

Priority 6 LI465: Proportion of people satisfied with recycling services

Success: Increase in public satisfaction levels

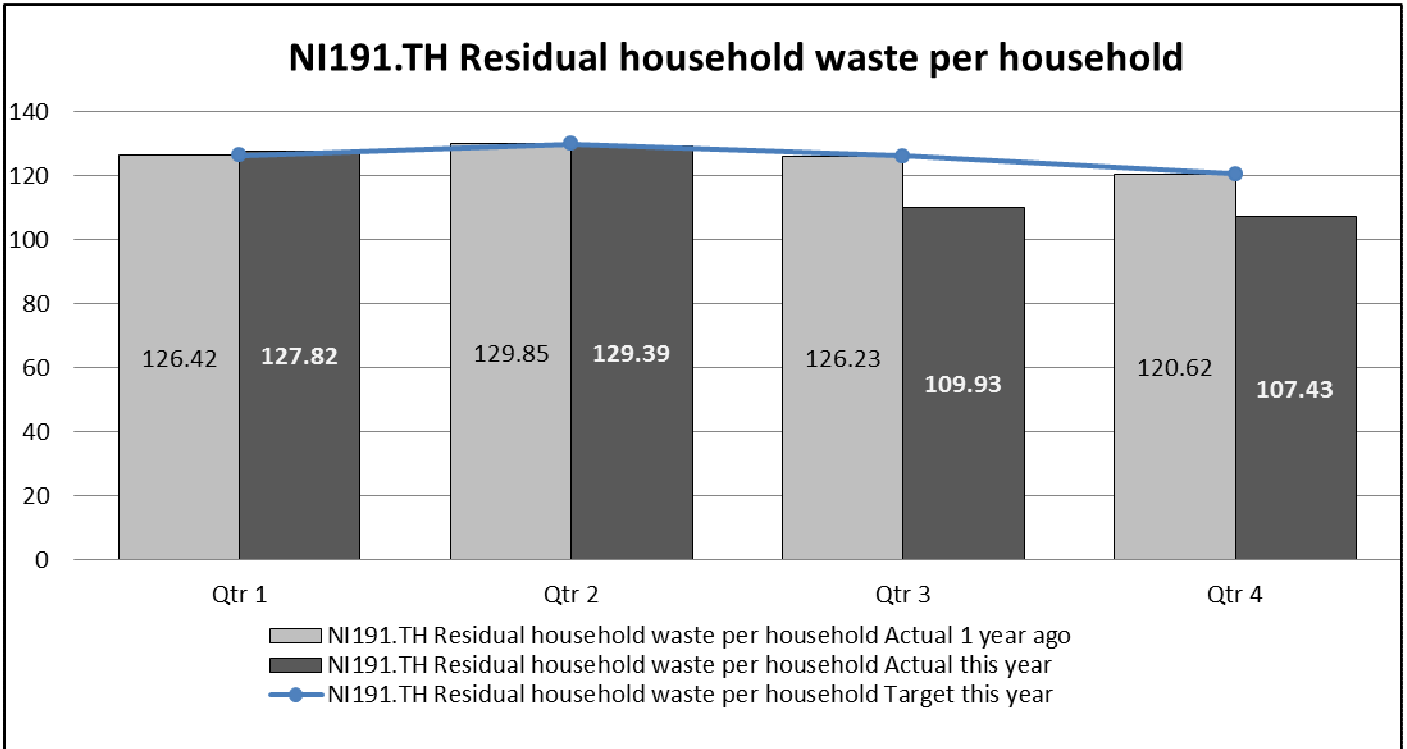


Year	Thanet
2012	68.4
2013	68.6
2014	53.3

Trend: TDC's annual budget consultation survey result contains only three years data for this question. When four years data is available a trend line will be added. The figures for last year shows decreasing satisfaction. The 2014 survey was carried out at the same time as the implementation of the new recycling and waste collection and this may have affected satisfaction ratings.

Priority 6 NI191.TH: Residual household waste per household

Success: Smaller is better (as proxy for increased recycling)

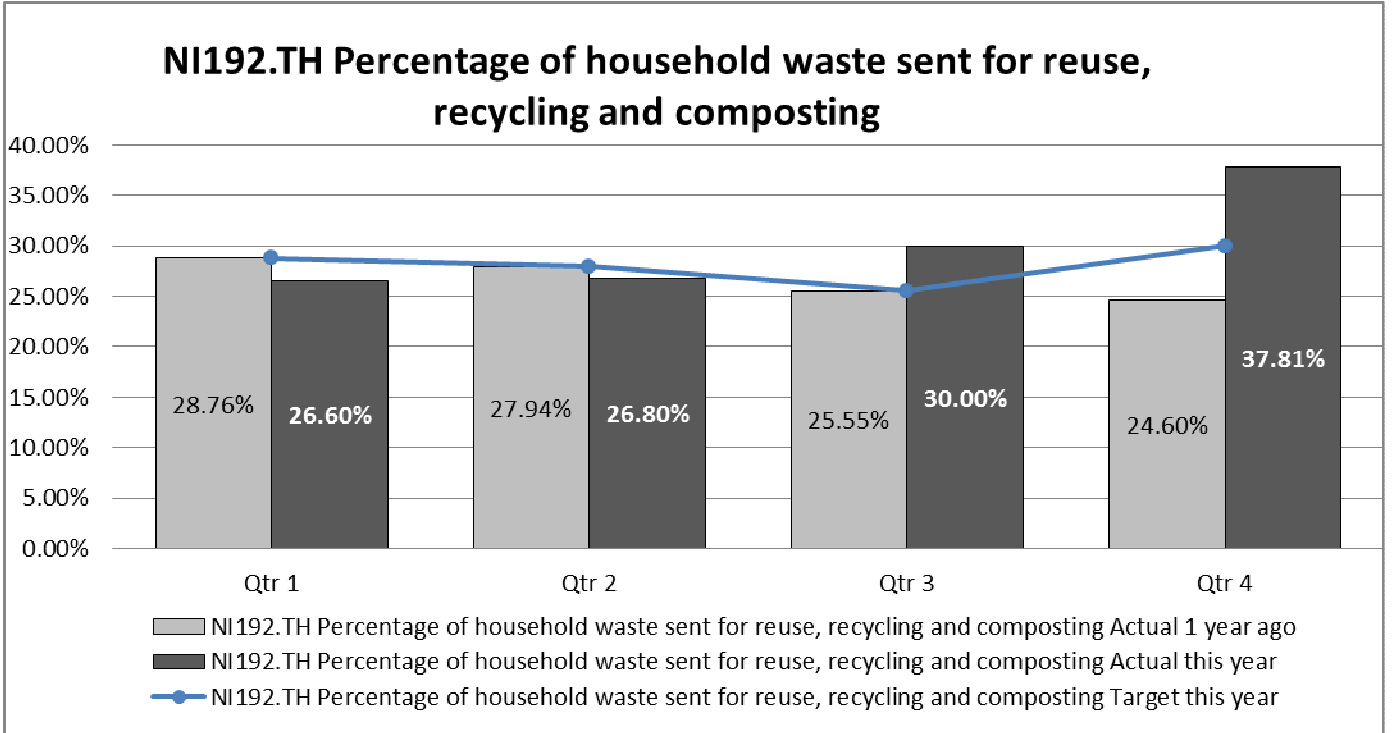


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Average
NI191.TH Residual household waste per household	Target this year	126.42	129.85	126.23	120.62	125.78
	Actual 1 year ago	126.42	129.85	126.23	120.62	125.78
	Actual this year	127.82	129.39	109.93	107.43	118.64

Trend: The amount of residual household waste is reducing. The target has been achieved.

Priority 6 NI192.TH: Percentage of household waste sent for reuse, recycling or composting

Success: Bigger is better



		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year (latest)
NI192.TH Percentage of household waste sent for reuse, recycling and composting	Target this year	28.76%	27.94%	25.55%	30.00%	30.00%
	Actual 1 year ago	28.76%	27.94%	25.55%	24.60%	24.60%
	Actual this year	26.60%	26.80%	30.00%	37.81%	37.81%

Trend: The target has been achieved. Recycling shows a rising trend. The longer term target is for further increase in line with government expectations.

Priority 7: We will plan for the right type and number of homes in the right place to create sustainable communities in the future

The council supports future housing needs in several ways.

Firstly, using its understanding of population trends the council works with other Kent authorities to plan provision of land for future housing needs.

Secondly, because it recognises that there will always be people who are less able to afford housing costs it works to protect its ability to deliver affordable social housing – this is housing that is rented out at less than the full market rent. It does this by making agreements with developers on larger sites for quotas of social housing, by making agreements with social housing providers about use of their dwellings, and unusually for local authorities in Kent, it has retained ownership of its housing stock.

Thirdly, the council offers housing advice and assesses the level of housing needs of households that present themselves as homeless. Where there is a statutory duty arising because of homelessness the council arranges accommodation for the most vulnerable households.

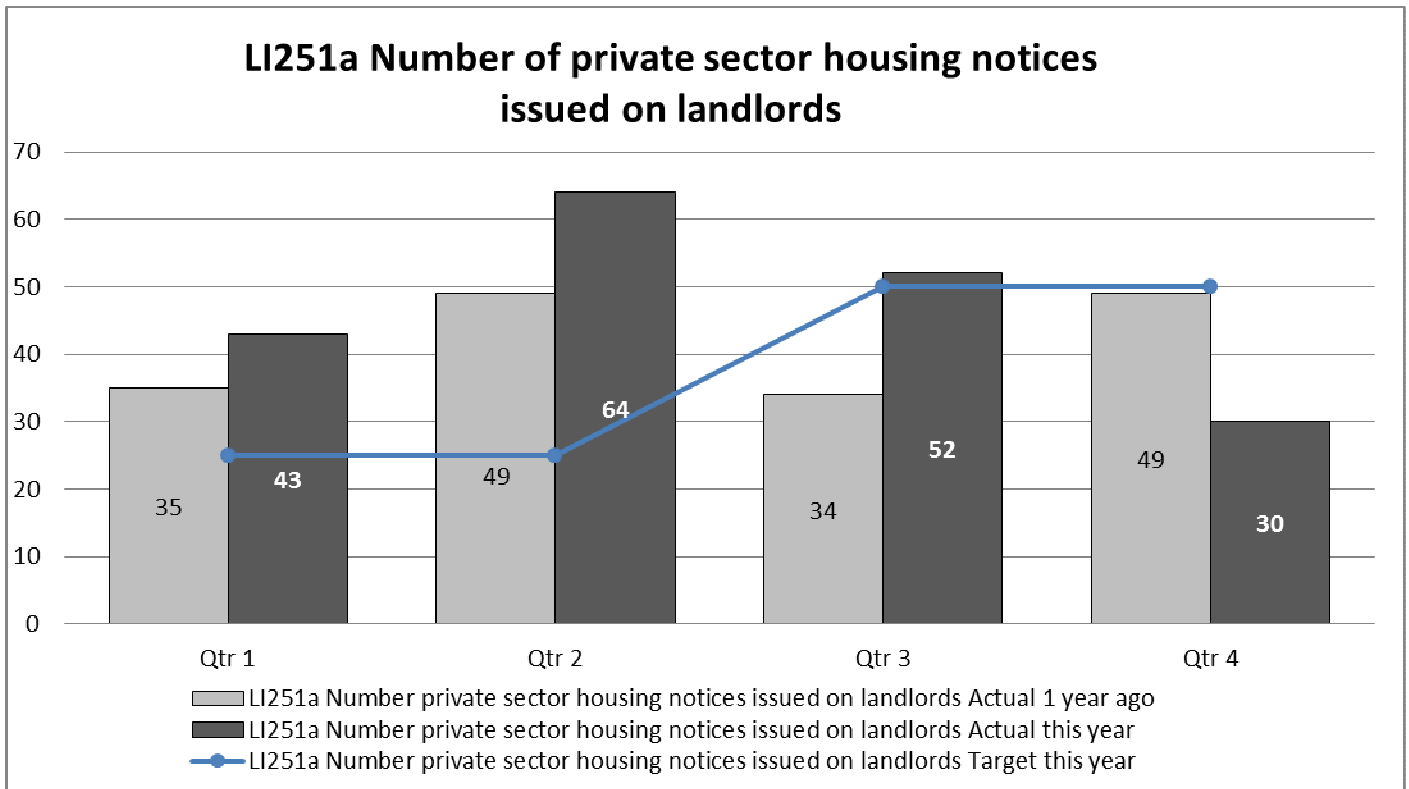
Fourthly, the council uses legal enforcement powers where the provision of housing is so poor that it presents a statutory hazard to health. Uniquely, this authority has introduced a licencing scheme covering the most deprived areas aimed at protecting the standard of accommodation from health hazards.

Fifthly, the council targets buildings in residential areas that have fallen derelict, with a view to assisting their return to viable use, preferring appropriate residential uses where this is practical.

The council's housing programmes have always been ambitious, and often have involved slippages in programming, and costly challenges to its endeavours. For example, in this year, the council has failed to achieve its 'new build' target, whilst achieving its 'acquisition' target, and its selective licencing programme was delayed. The challenge from reduced funding has been addressed, and innovative ways of supporting people who are struggling with their rent have been successful.

Priority 7 LI251a: Number of private sector housing notices issued on landlords

Success: Bigger is better this year

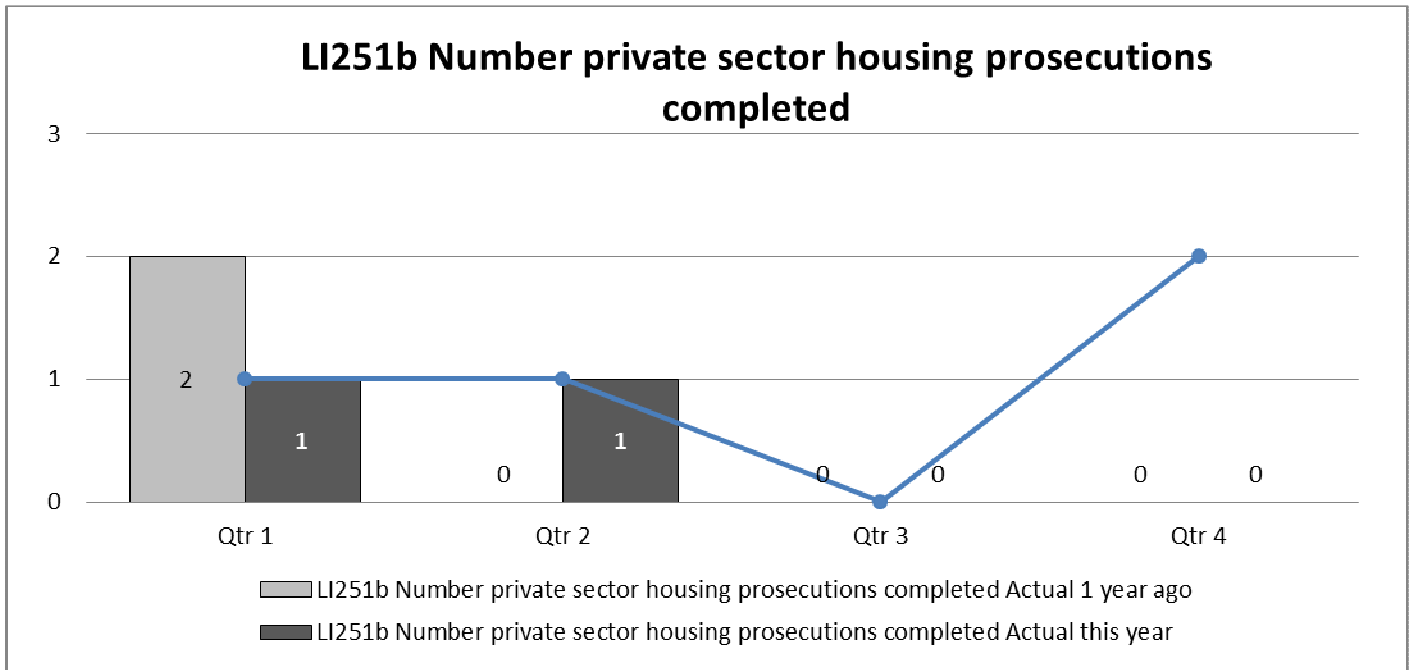


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI251a Number private sector housing notices issued on landlords	Target this year	25	25	50	50	150
	Actual 1 year ago	35	49	34	49	167
	Actual this year	43	64	52	30	189

Trend: The target has been achieved with peak activity over the summer months after Thanet's approach to selective licencing was tested in the courts.

Priority 7 LI251b: Number of private sector housing prosecutions completed

Success: Bigger is better this year

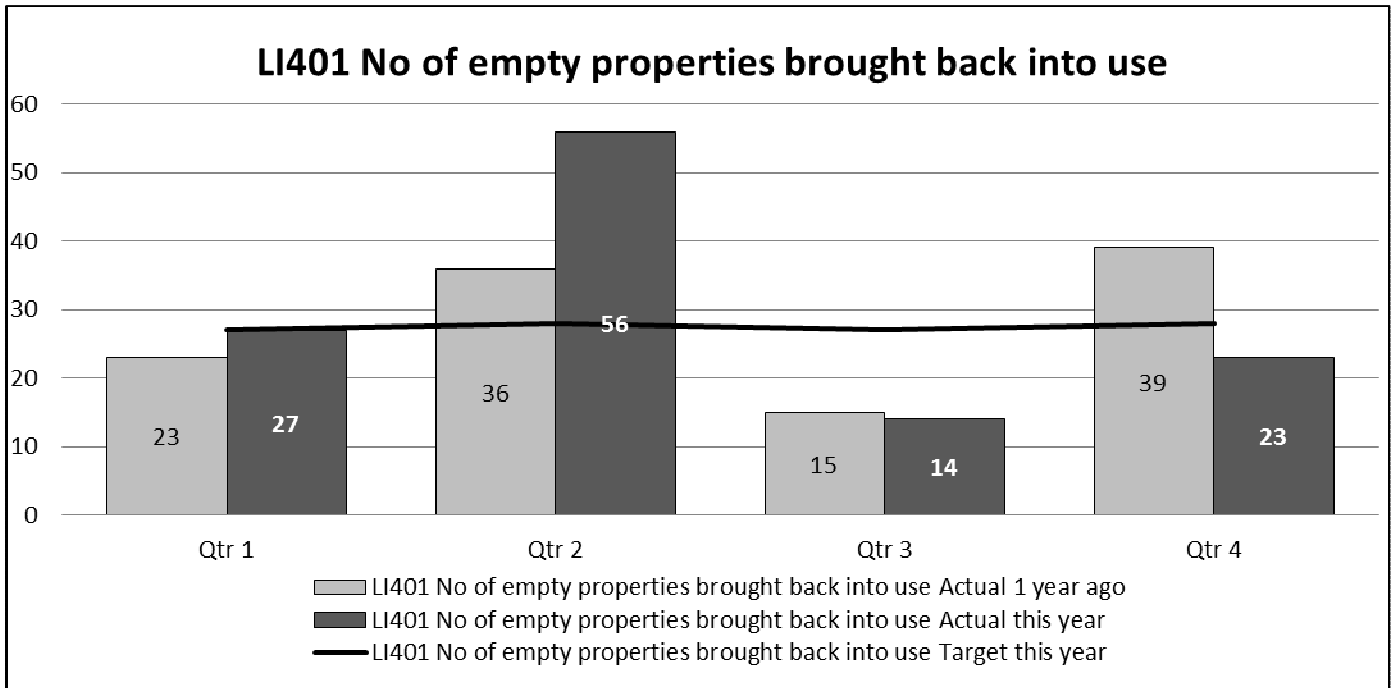


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI251b Number private sector housing prosecutions completed	Target this year	1	1	0	2	4
	Actual 1 year ago	2	0	0	0	2
	Actual this year	1	1	0	0	2

Trend: The number of prosecutions completed was below the expected level

Priority 7 LI401: Number of empty properties brought back into use

Success: Bigger is better

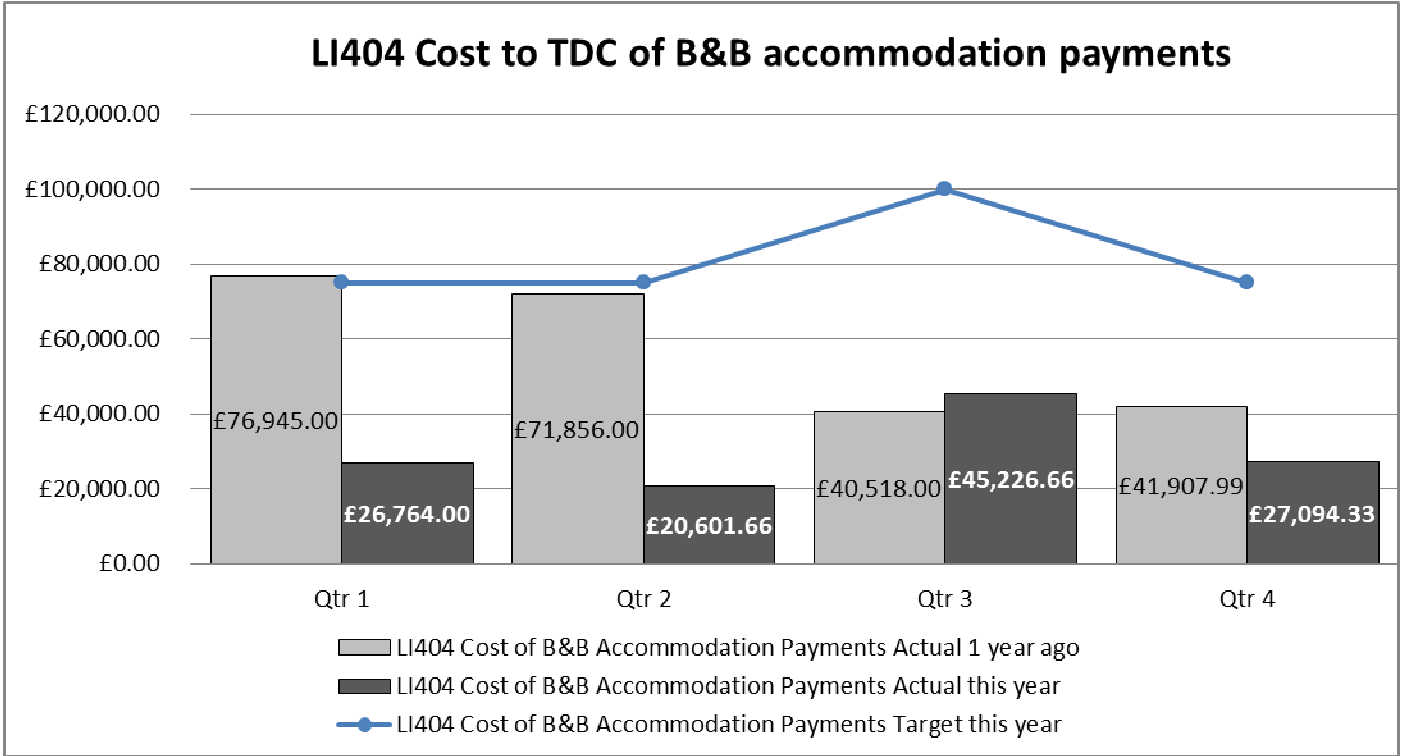


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI401 No of empty properties brought back into use	Target this year	27	28	27	28	110
	Actual 1 year ago	23	36	15	39	113
	Actual this year	27	56	14	23	120

Trend: The target for the year was achieved and is up on last year

Priority 7 LI404: Cost of B&B accommodation payments

Success: Smaller is better

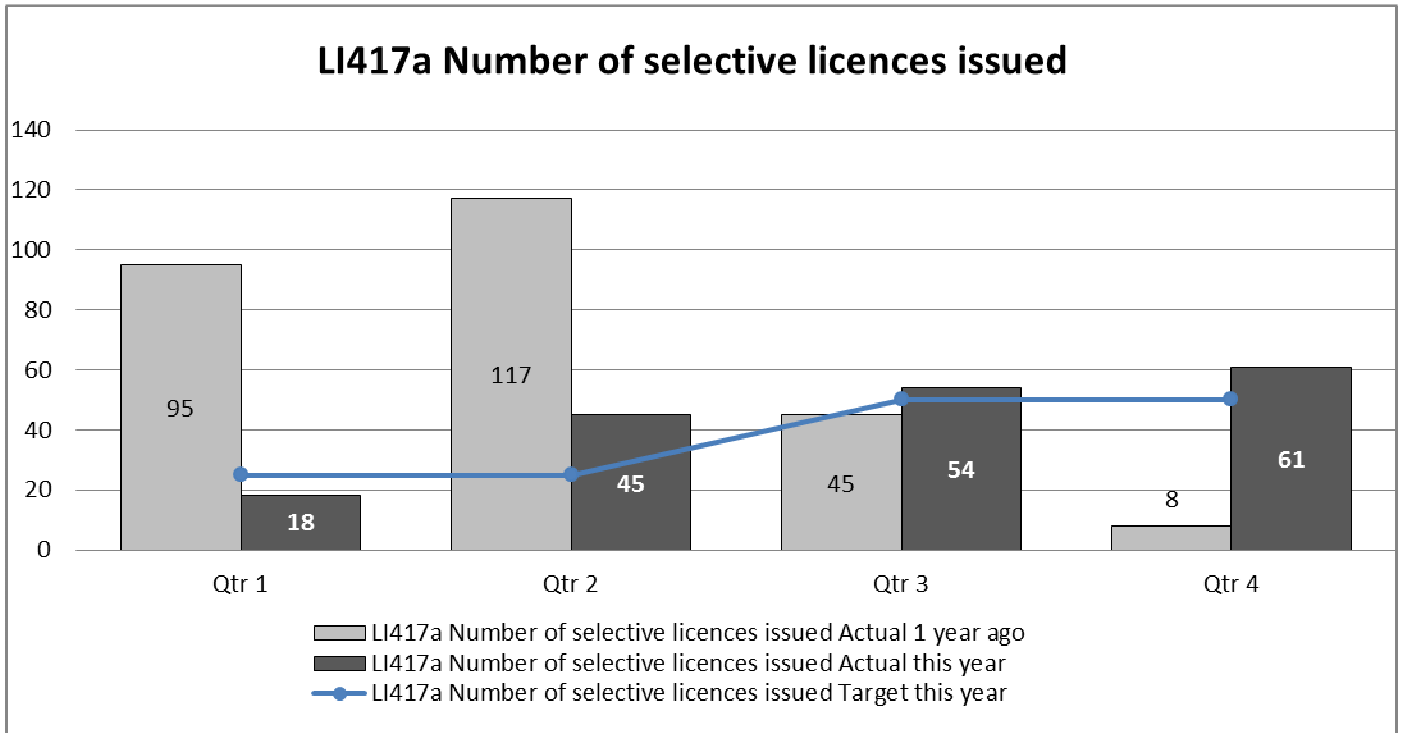


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI404 Cost of B&B Accommodation Payments	Target this year	£75,000.00	£75,000.00	£100,000.00	£75,000.00	£325,000.00
	Actual 1 year ago	£76,945.00	£71,856.00	£40,518.00	£41,907.99	£231,226.99
	Actual this year	£26,764.00	£20,601.66	£45,226.66	£27,094.33	£119,686.65

Trend: Cost of B&B temporary accommodation has been considerably reduced this year. The target has been achieved.

Priority 7 LI417a: Number of selective licences issued

Success: Bigger is better this year

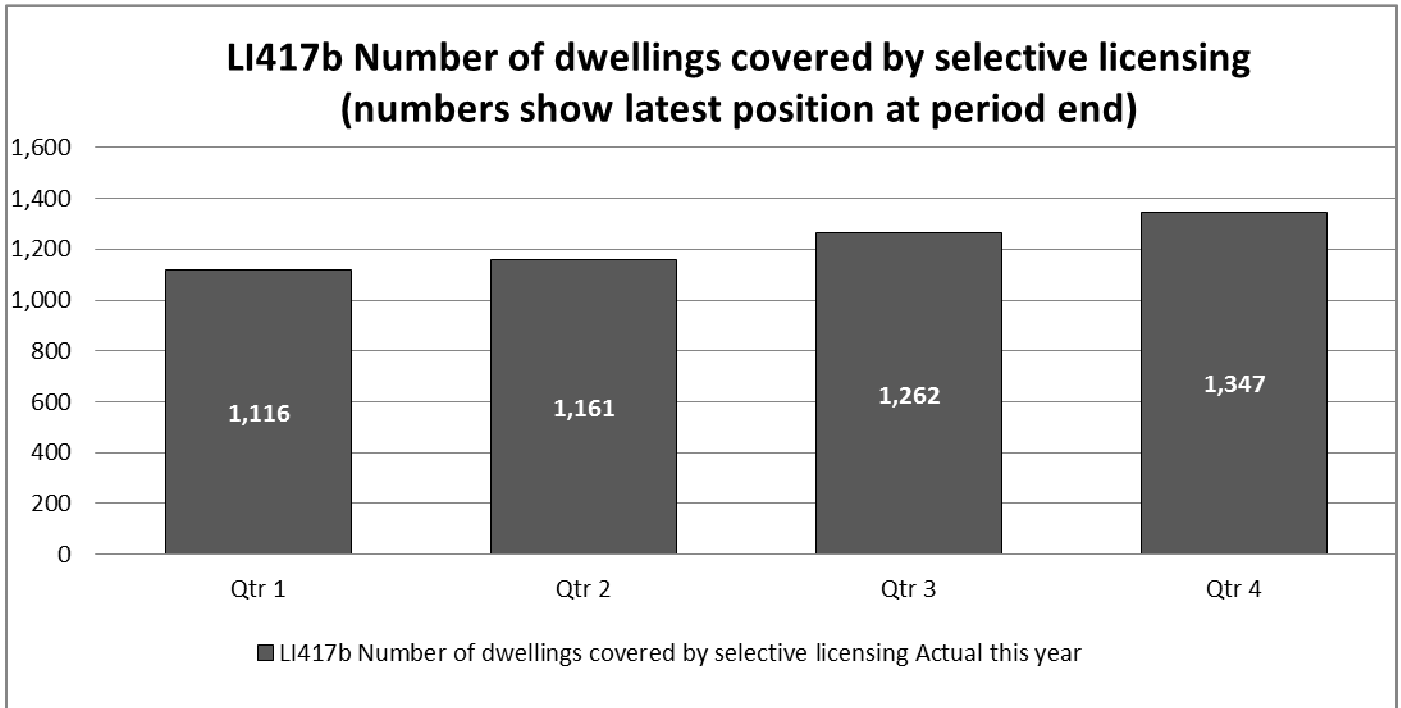


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI417a Number of selective licences issued	Target this year	25	25	50	50	150
	Actual 1 year ago	95	117	45	8	265
	Actual this year	18	45	54	61	178

Trend: The target has been achieved

Priority 7 LI417b: Number of dwellings covered by selective licencing (latest figures at end of periods)

Success: Fewer HMO dwellings unlicensed

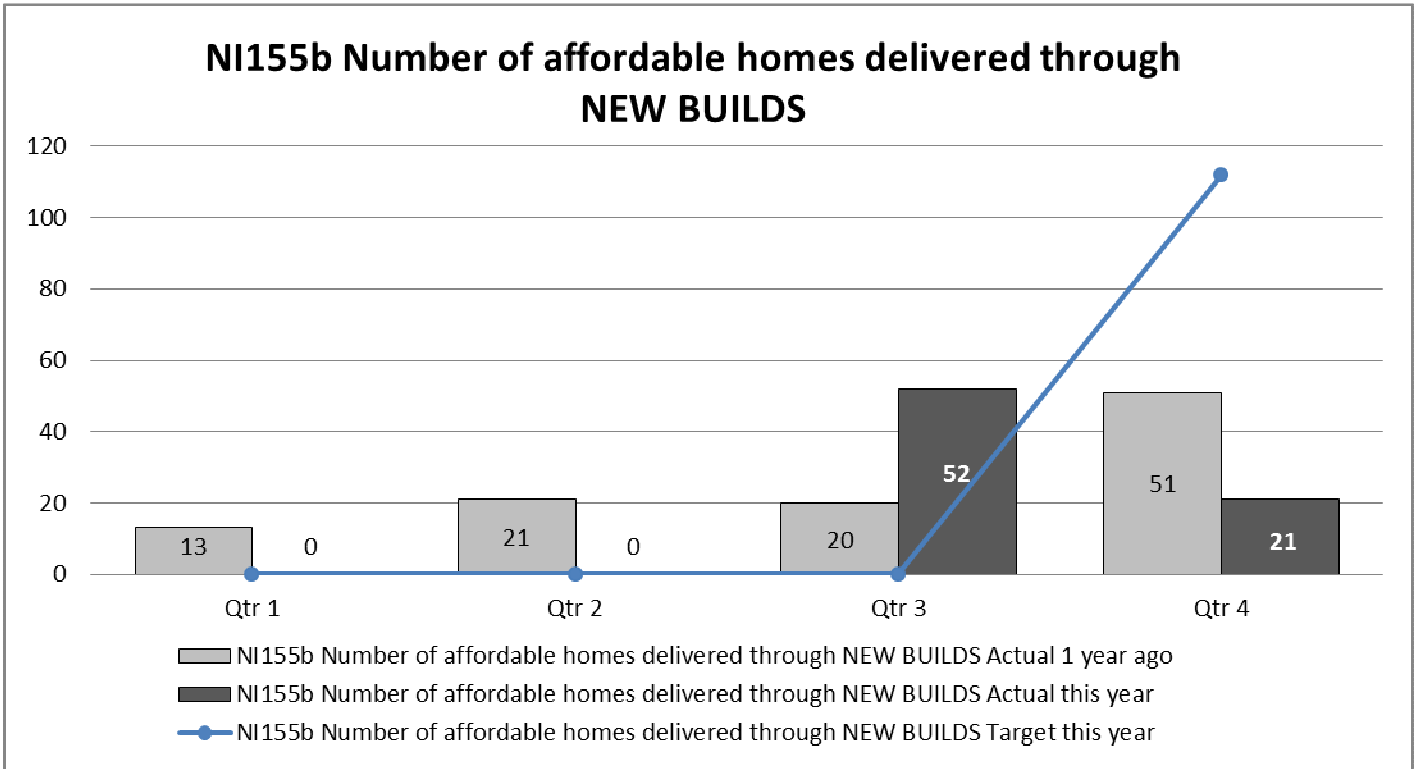


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year (latest)
LI417b Number of dwellings covered by selective licencing	Target this year					
	Actual 1 year ago					
	Actual this year	1,116	1,161	1,262	1,347	1,347

Trend: There has been a gradual reduction in the number of properties that still require selective licencing.

Priority 7 NI155b: Number of affordable homes delivered through NEW BUILD

Success: Bigger is better

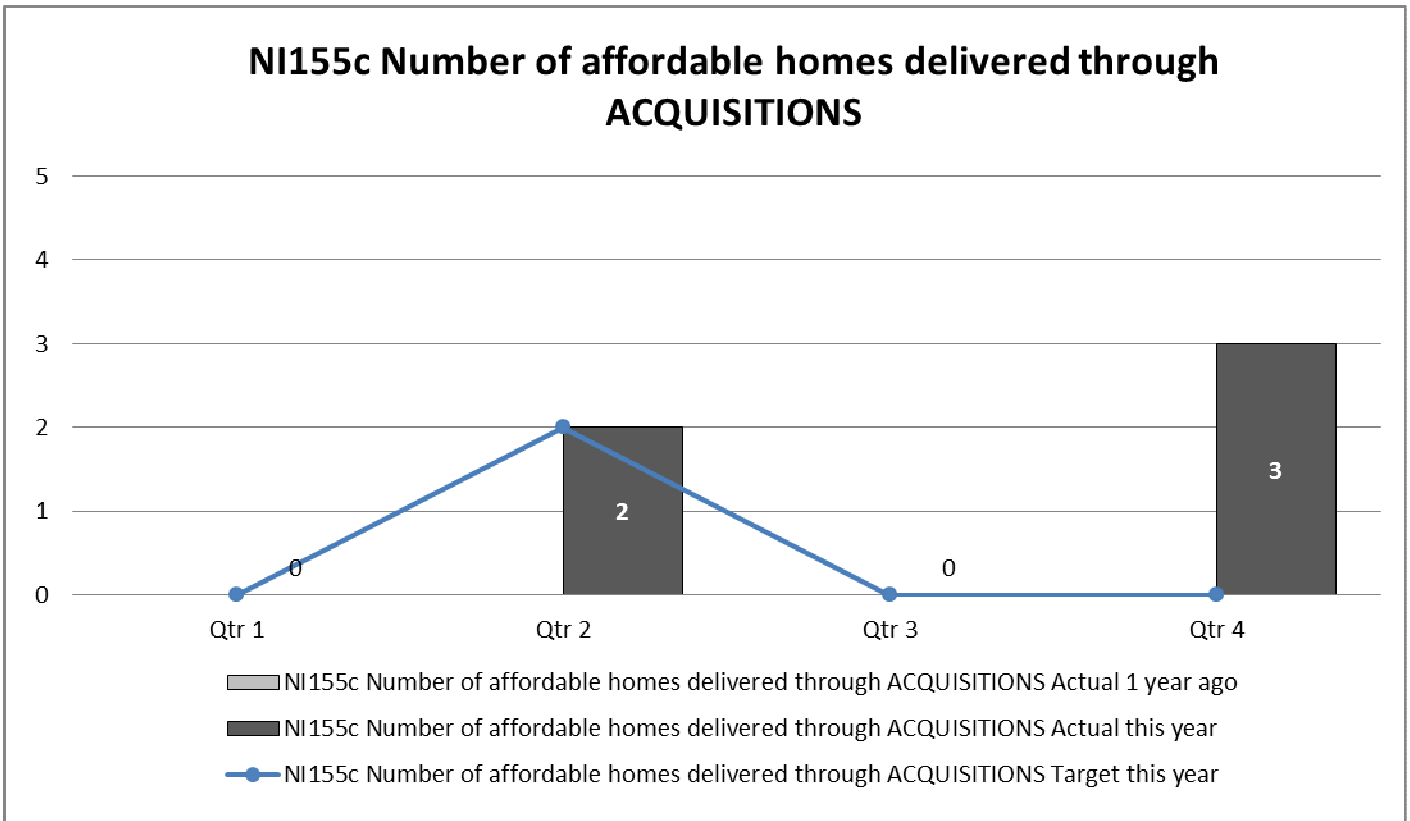


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
NI155b Number of affordable homes delivered through NEW BUILDS	Target this year	0	0	0	112	112
	Actual 1 year ago	13	21	20	51	105
	Actual this year	0	0	52	21	73

Trend: Due to slippage the target was not achieved within the year.

Priority 7 NI155c: Number of affordable homes delivered through ACQUISITIONS

Success: Bigger is better



		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
NI155c Number of affordable homes delivered through ACQUISITIONS	Target this year	0	2	0	0	2
	Actual 1 year ago					
	Actual this year	0	2	0	3	5

Trend: The target was achieved

Priority 8: We will support excellent and diverse cultural facilities and activities for our residents and visitors

The council supports cultural facilities in the form of coastal maintenance, and enhancement, through its leisure centres in Ramsgate and Margate, and cultural facilities like the Winter Gardens, the Theatre Royal and local museums. The council also provides a tourist information service and a website that promotes Thanet as a tourist destination.

Whilst visits to the leisure centres have exceeded expectations, we don't have enough historic data to evaluate trend for visits to other cultural facilities. The area of leisure is one of the few where satisfaction with the council is increasing.

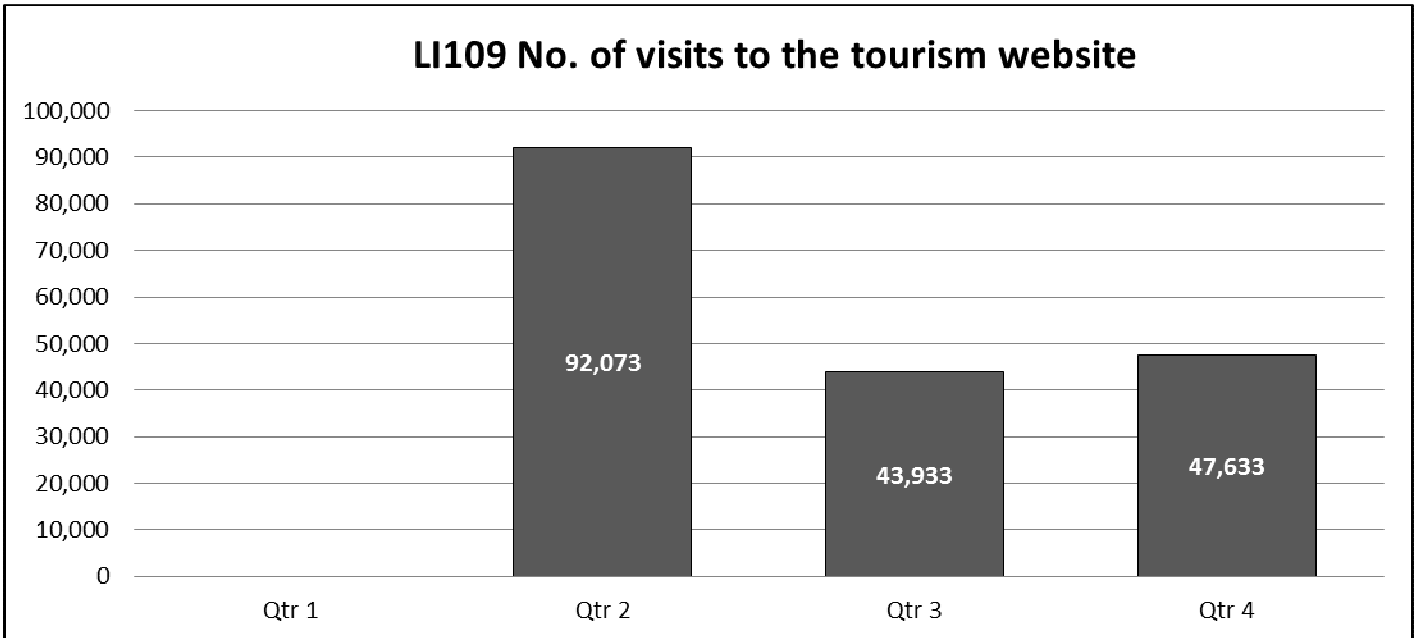
Coastal maintenance and coastal event programmes have a history of success in Thanet. This year has seen the end of one of Thanet's most successful programmes the 'Thanet Coast project', which has beaten every target set by its sponsors over a number of years.

Whilst interest in Thanet as a film location has increased over the year, ably facilitated by the council, this has not been reported as a corporate performance measure during the year.

Finally, the results regarding Thanet's self-promotion as a tourist destination have been mixed. The tourism website has been in the process of change for much of the year and visits to the website have been low. However, contact through the visitor information centre in Margate (VIC) has exceeded target.

Priority 8 LI109: Number of visits to the tourism website

Success: In general 'bigger is better'. As the method for counting has been changed this year, it is not sensible to compare last year (based on number of pages, not number of people) to current year.

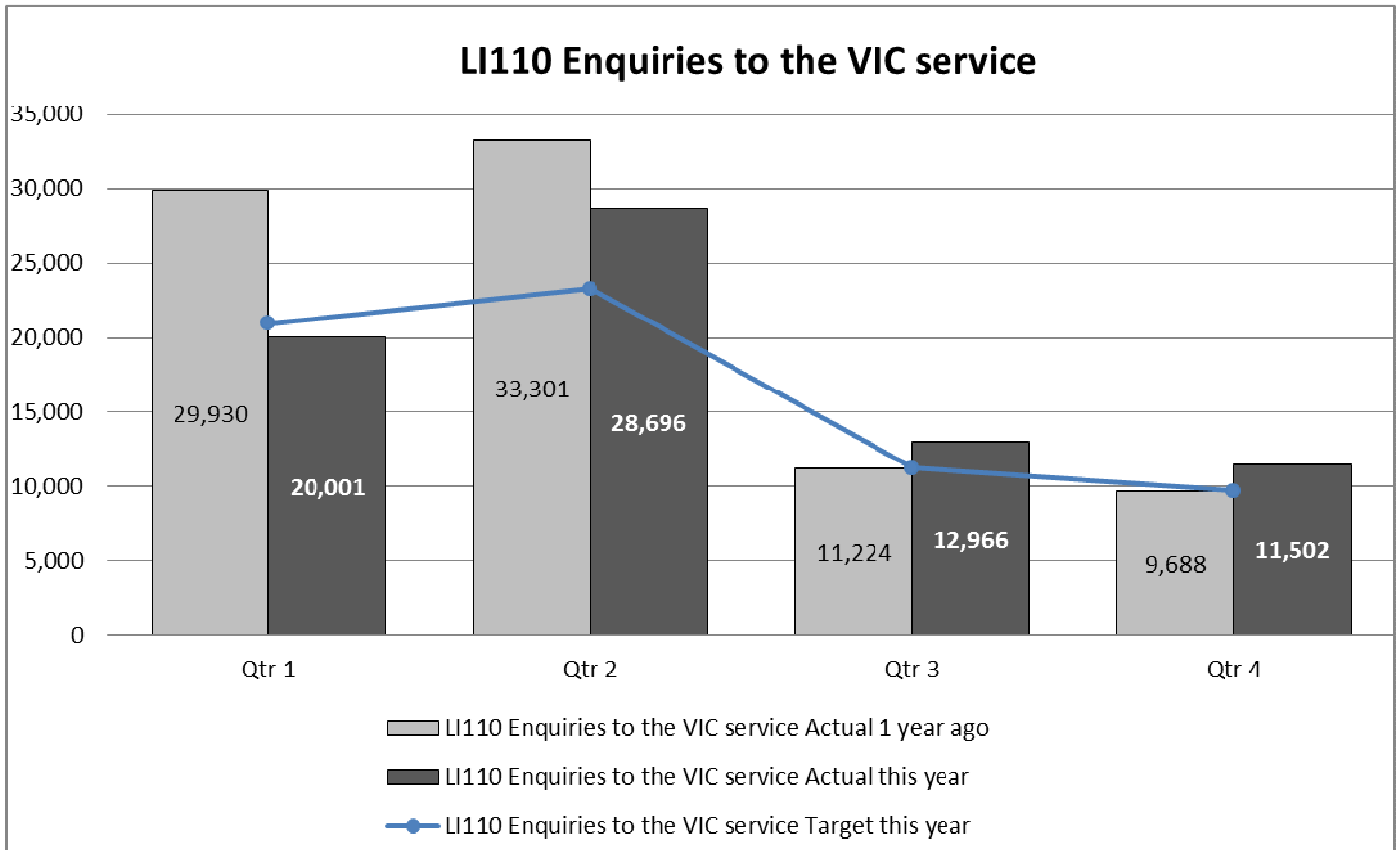


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI109 No. of visits to the tourism website	Target this year					
	Actual 1 year ago	n/a	n/a	n/a	n/a	n/a
	Actual this year		92,073	43,933	47,633	183,639

Trend: Trend cannot be extrapolated between this year and last year as previous years data counted the number of pages visited rather than the number of people visiting the website. The quarter two figure records visits for both quarters one and two.

Priority 8 LI110: Numbers of enquiries to the tourist visitor information centre (VIC)

Success: Bigger is better

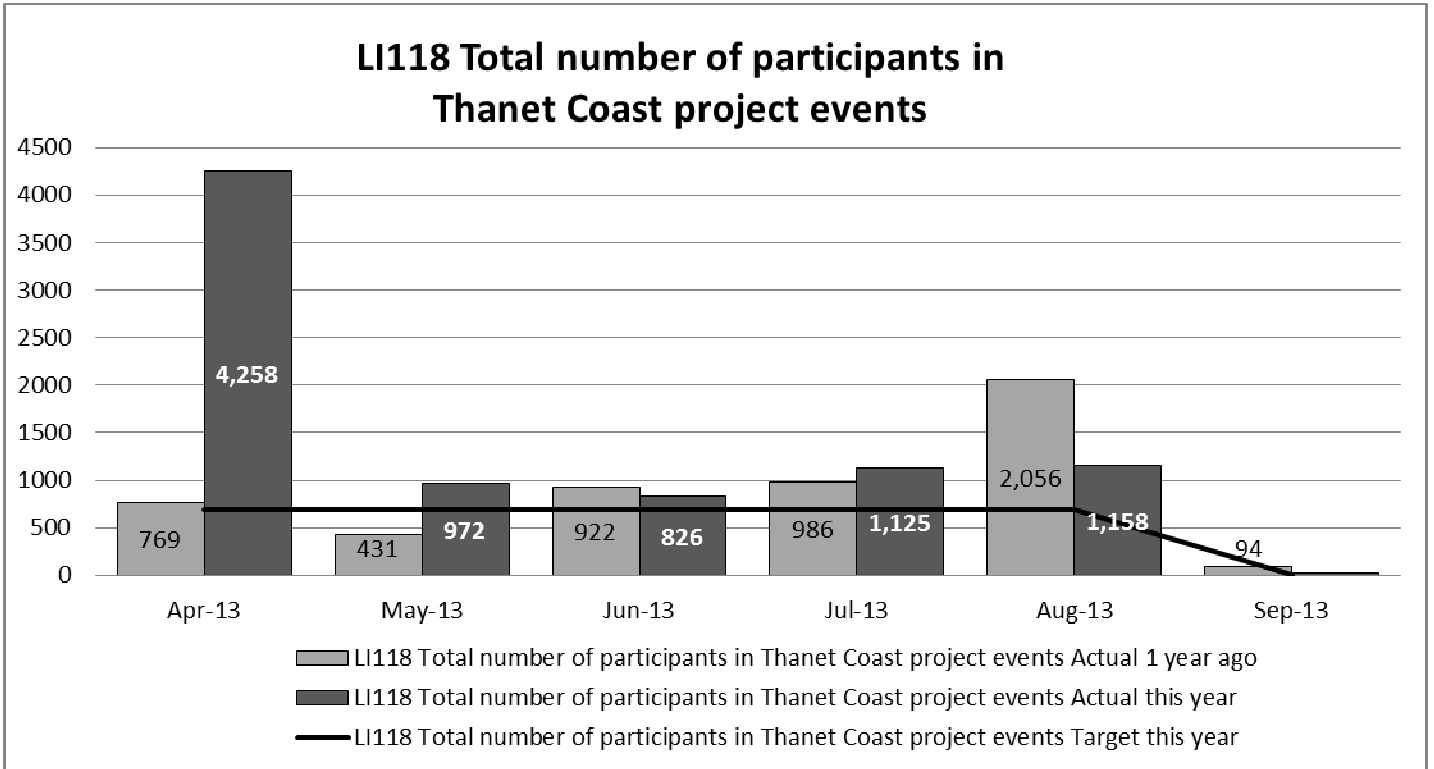


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI110 Enquiries to the VIC service	Target this year	20,952	23,311	11,224	9,688	65,175
	Actual 1 year ago	29,930	33,301	11,224	9,688	84,143
	Actual this year	20,001	28,696	12,966	11,502	73,165

Trend: The annual target has been achieved

Priority 8 LI118: Total number of participants in Thanet coast project events

Success: Bigger is better

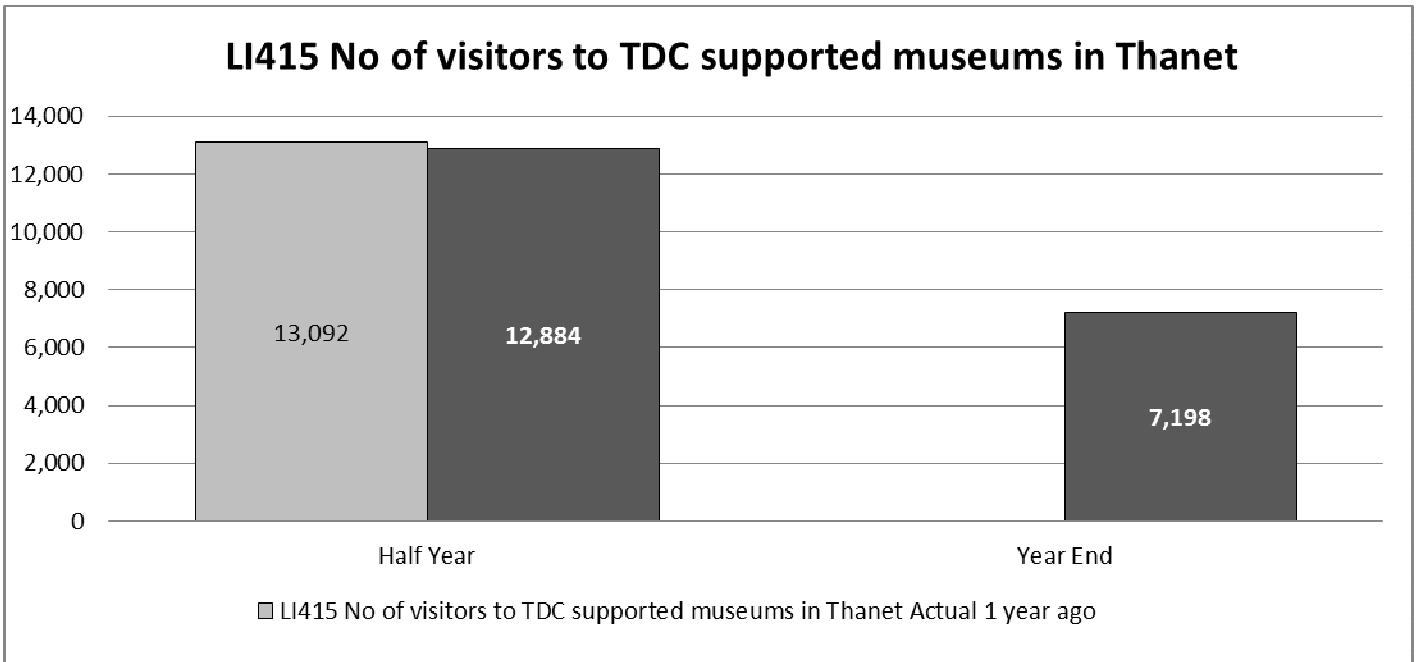


		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Half Year Total
LI118 Total number of participants in Thanet Coast project events	Target this year	690	690	690	690	690	10	3460
	Actual 1 year ago	769	431	922	986	2,056	94	5258
	Actual this year	4,258	972	826	1,125	1,158	26	8365

Trend: September saw the conclusion of this highly successful multi-year project, which has consistently achieved target.

Priority 8 LI415 : Number of visitors to TDC supported museums in Thanet

Success: Bigger is better

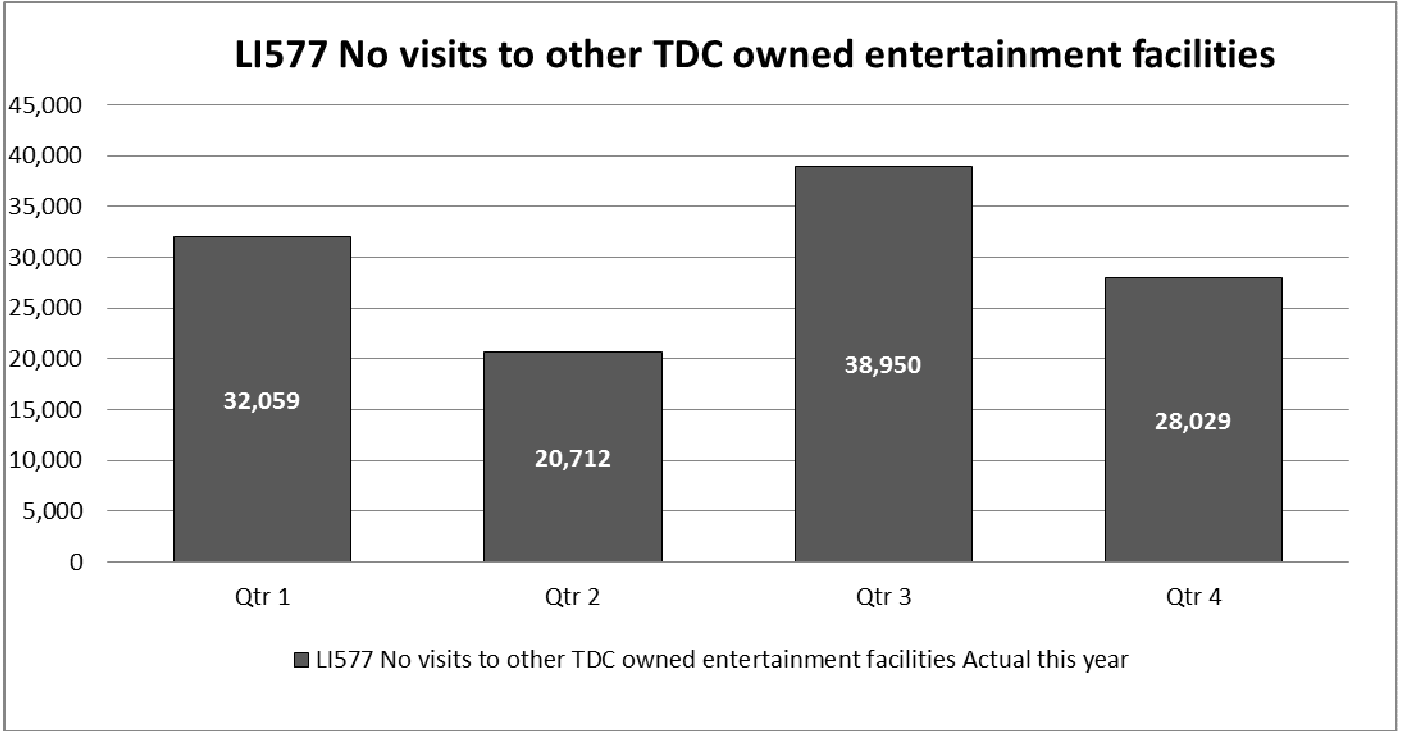


		Half Year	Year End
LI415 No of visitors to TDC supported museums in Thanet	Target this year		
	Actual 1 year ago	13,092	
	Actual this year	12,884	7,198

Trend: Incomplete data in previous years means that we cannot yet establish whether there is a seasonal variation between the first and second halves of the year.

Priority 8 LI577 : Number of visits to other TDC owned entertainment facilities

Success: Bigger is better

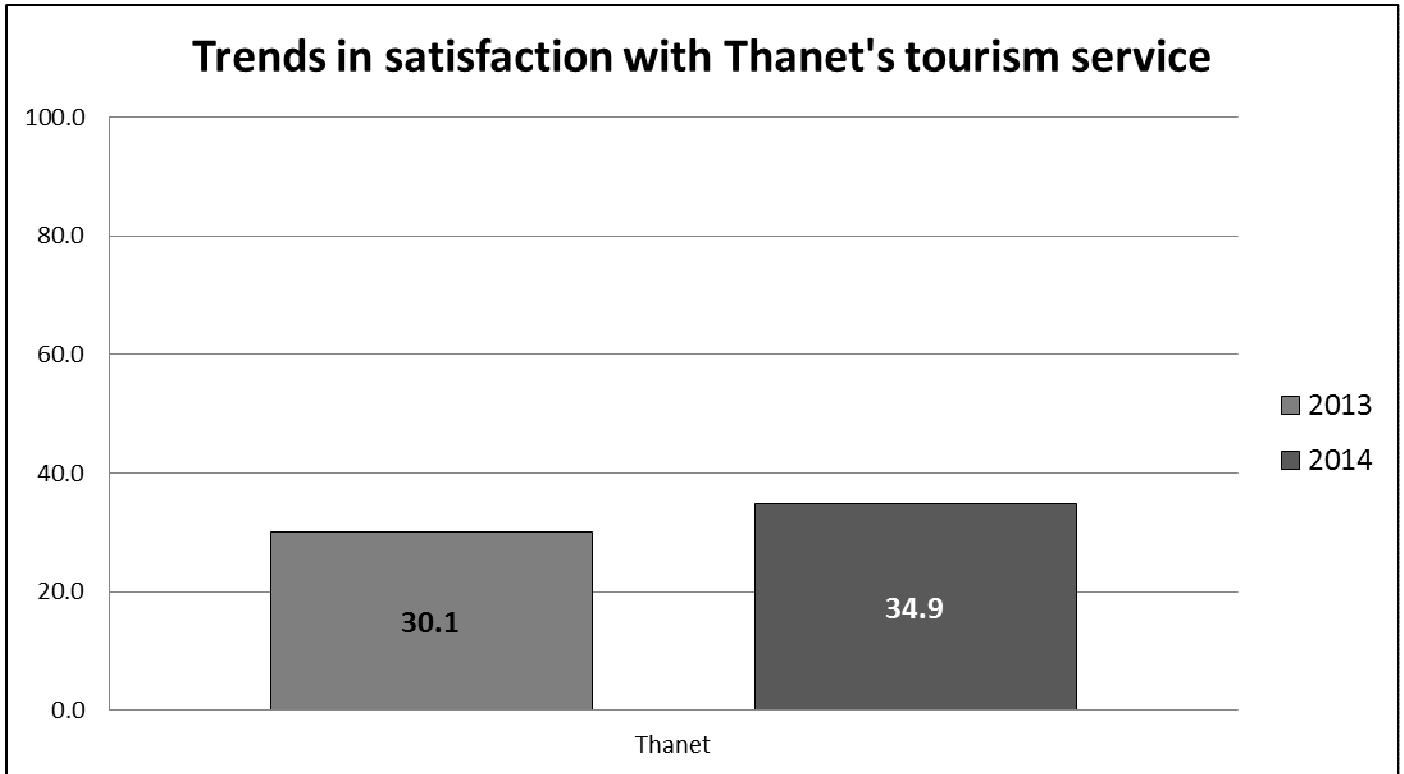


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI577 No visits to other TDC owned entertainment facilities	Target this year					
	Actual 1 year ago					
	Actual this year	32,059	20,712	38,950	28,029	119,750

Trend: As more data is collected over there coming years, we will gain a better understanding of the seasonal profile of this indicator.

Priority 8 LIXXX : Satisfaction with TDC tourist information service

Success: Bigger is better



Year	Thanet
2012	n/a
2013	30.1
2014	34.9

Trend: The TDC annual budget consultation data shows two years data recording increasing satisfaction. Further numbers are required in order to assess trend

Priority 9: We will support a broad range of sports, leisure and coastal facilities and activities

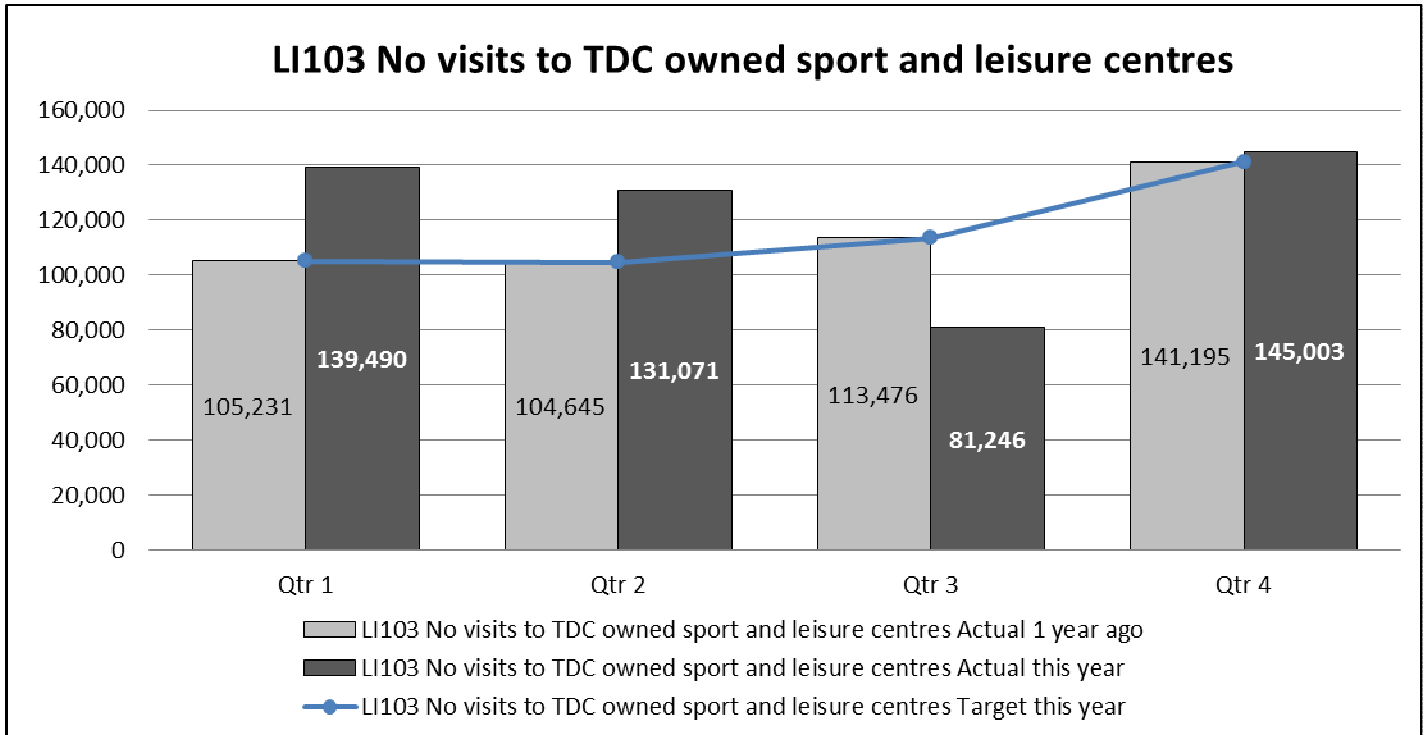
The council sport and leisure business is linked corporately with exercise as a means of healthy living.

Visitor levels at the leisure facilities in Ramsgate and Margate have achieved target levels; with over half a million visits during the year, showing a rising trend. The numbers of events and interest in the events have achieved the intended goals, but resident satisfaction is lower.

Also, both child (year 6) and adult obesity levels remain persistently high (see *Longer Term Trends in Thanet related to priorities within TDC Corporate Plan 2012-16*).

Priority 9 LI103: Number of visits to TDC owned sport and leisure centres

Success: Bigger is better

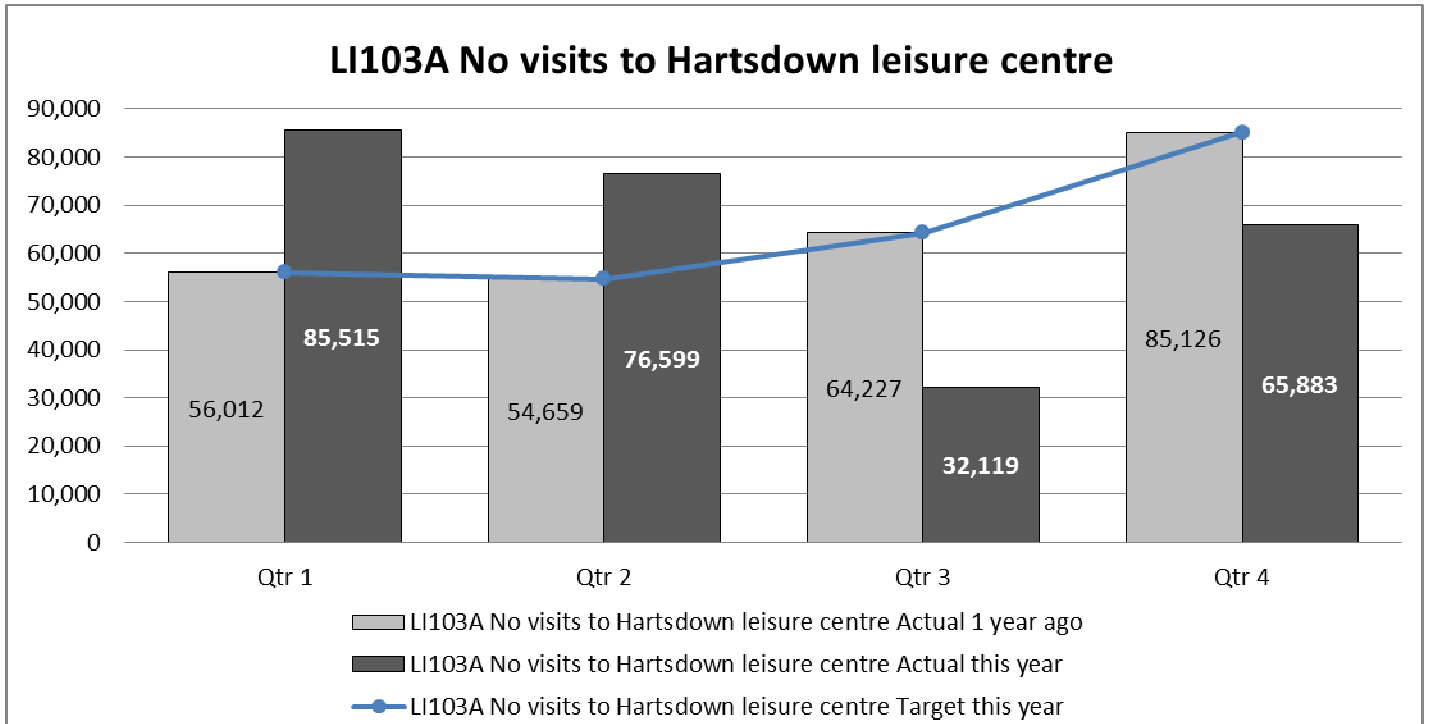


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI103 No visits to TDC owned sport and leisure centres	Target this year	105,231	104,645	113,476	141,195	464,547
	Actual 1 year ago	105,231	104,645	113,476	141,195	464,547
	Actual this year	139,490	131,071	81,246	145,003	496,810

Trend: Number of visits achieved the target for the year, improving on last year figures. The total number of visits was just below half a million.

Priority 9 LI103A: Number of visits to Hartsdown leisure centre

Success: Bigger is better

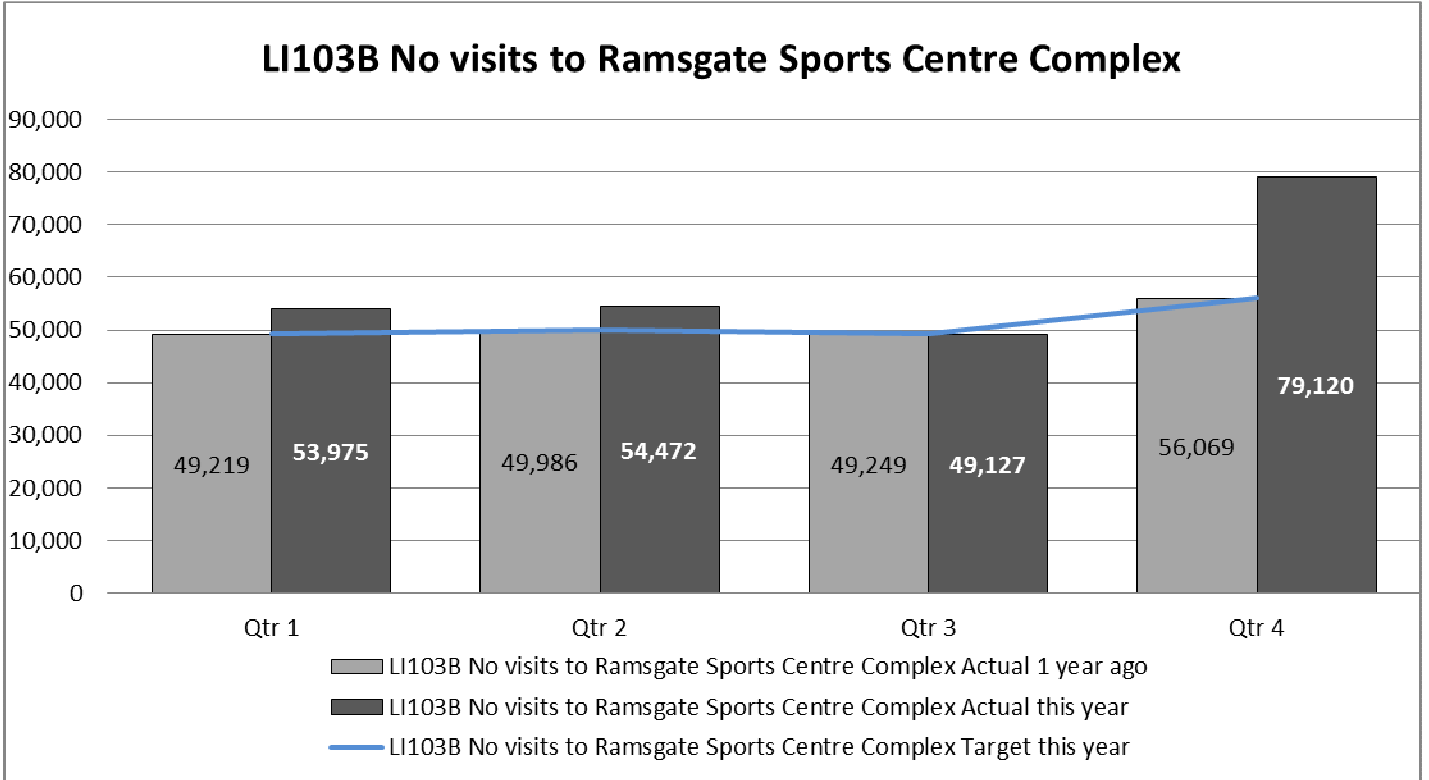


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI103A No visits to Hartsdown leisure centre	Target this year	56,012	54,659	64,227	85,126	260,024
	Actual 1 year ago	56,012	54,659	64,227	85,126	260,024
	Actual this year	85,515	76,599	32,119	65,883	260,116

Trend: Overall number of visits achieved the target for the year.

Priority 9 LI103A: Number of visits to Ramsgate sports centre complex

Success: Bigger is better

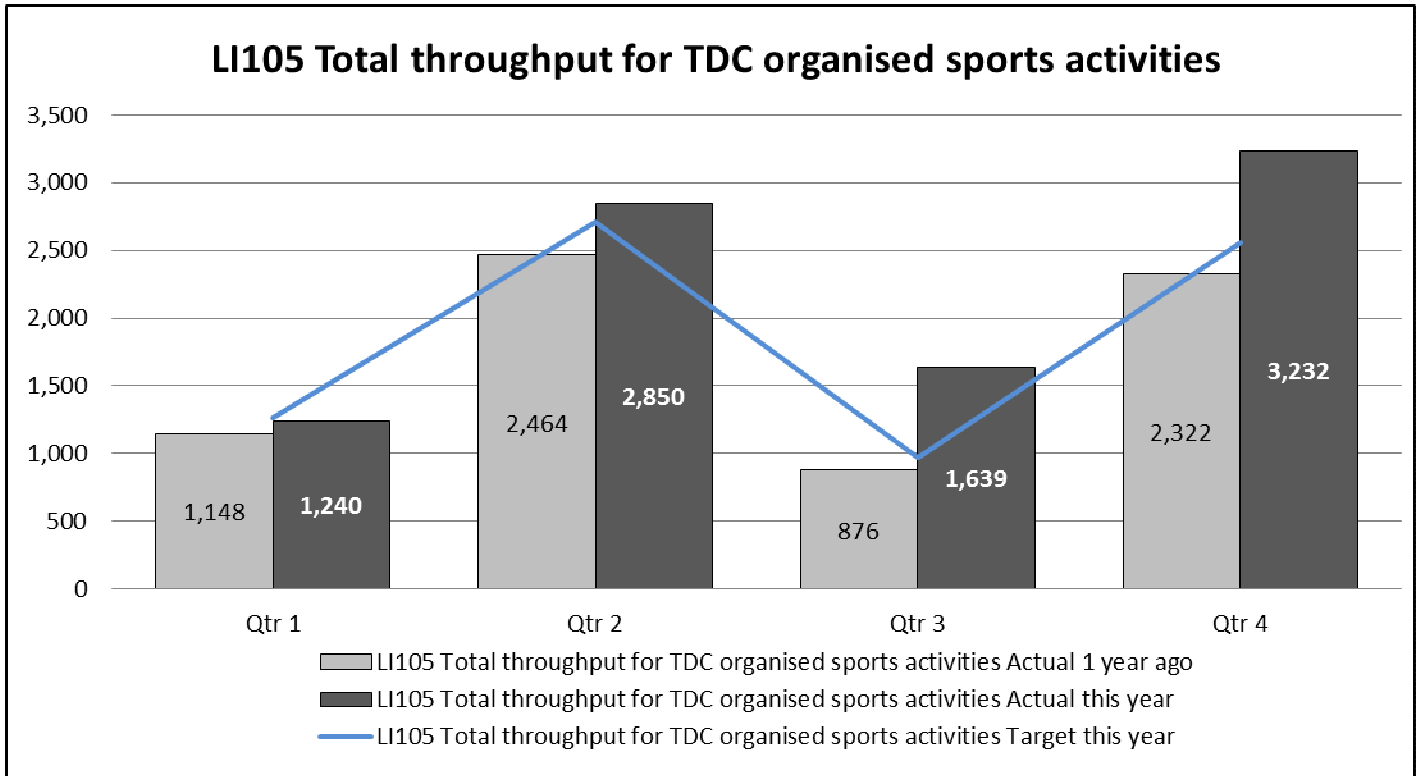


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI103B No visits to Ramsgate Sports Centre Complex	Target this year	49,219	49,986	49,249	56,069	204,523
	Actual 1 year ago	49,219	49,986	49,249	56,069	204,523
	Actual this year	53,975	54,472	49,127	79,120	236,694

Trend: Overall number of visits achieved the target for the year.

Priority 9 LI105: Total throughput for TDC organised sports activities

Success: Bigger is better

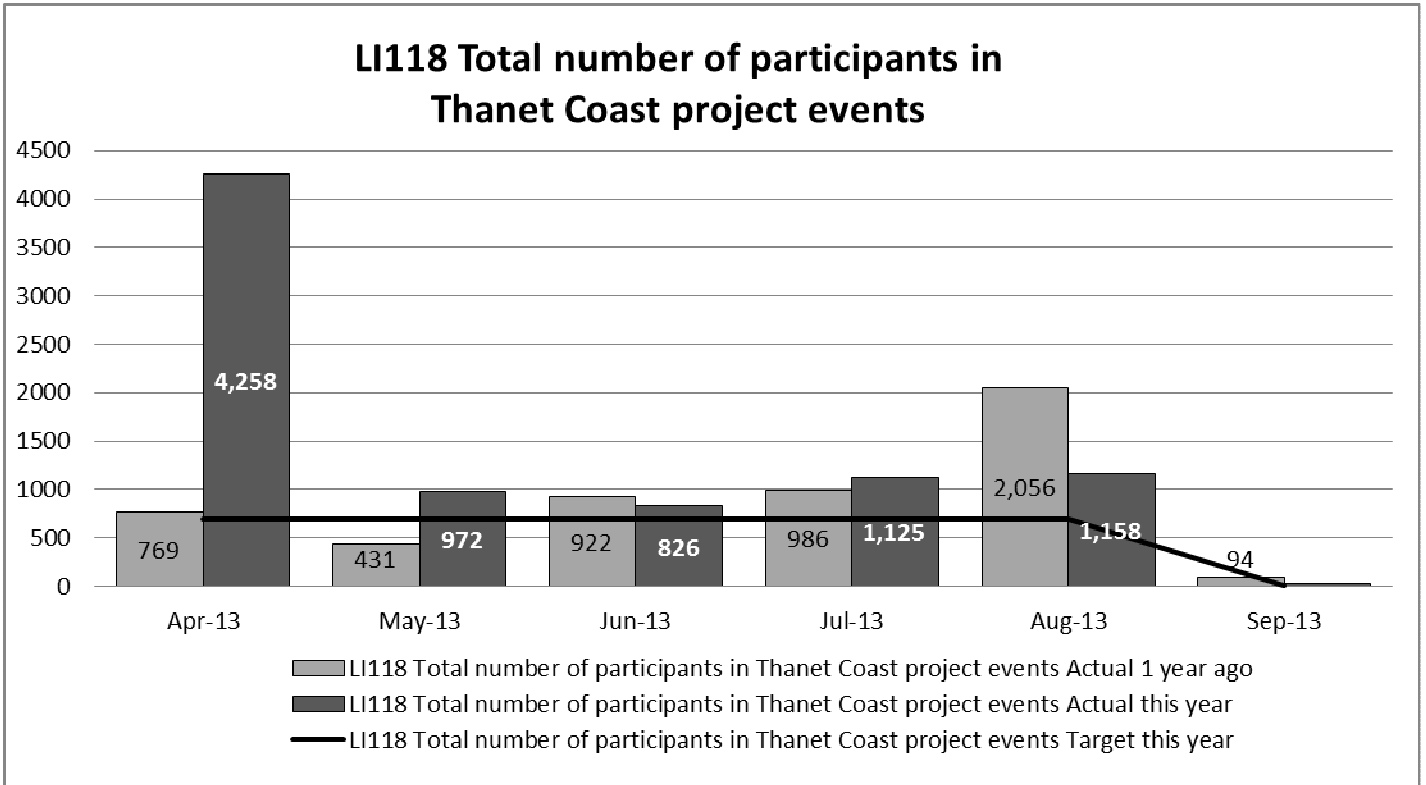


		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year Total
LI105 Total throughput for TDC organised sports activities	Target this year	1,264	2,714	965	2,557	7,500
	Actual 1 year ago	1,148	2,464	876	2,322	6,810
	Actual this year	1,240	2,850	1,639	3,232	8,961

Trend: Overall number achieved the target for the year, showing improvement in all quarters of the year.

Priority 9 LI118: Total number of participants in Thanet coast project events

Success: Bigger is better

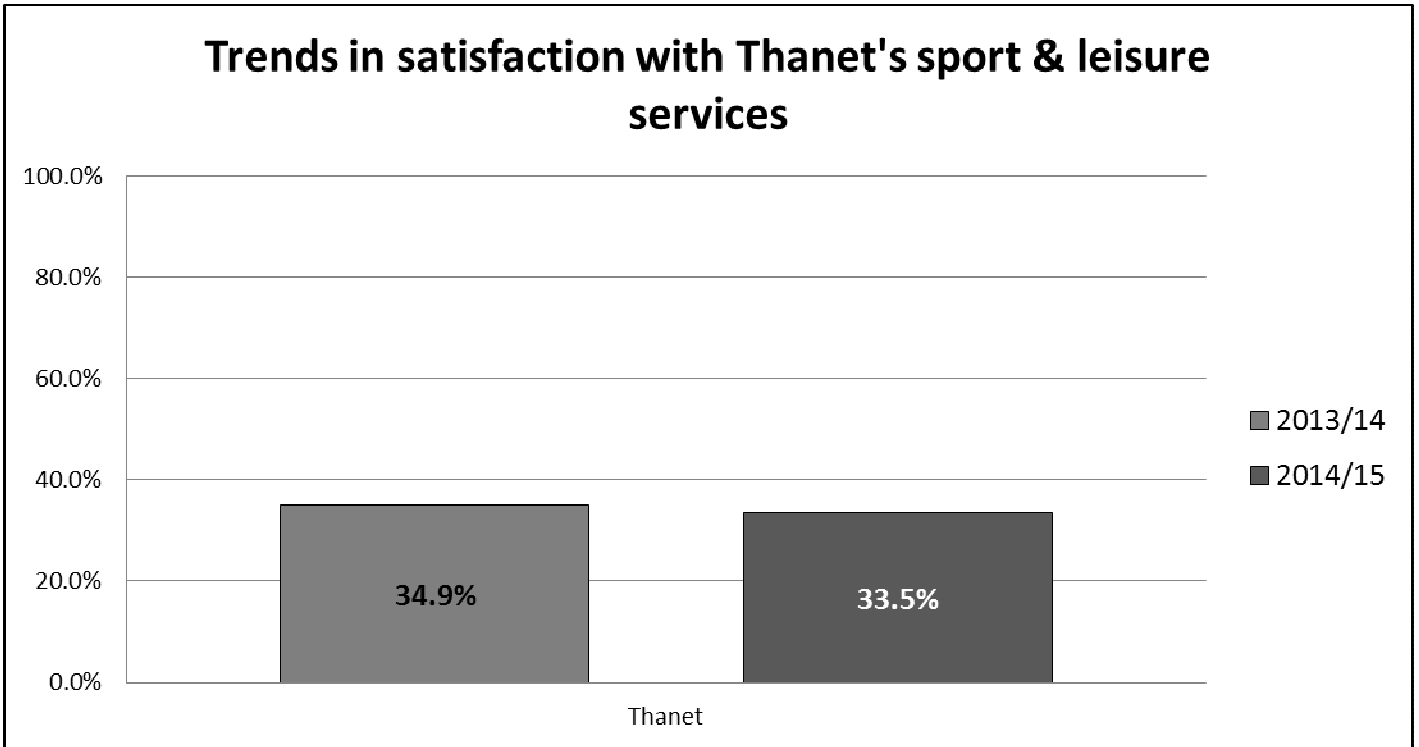


		Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Half Year Total
LI118 Total number of participants in Thanet Coast project events	Target this year	690	690	690	690	690	10	3460
	Actual 1 year ago	769	431	922	986	2,056	94	5258
	Actual this year	4,258	972	826	1,125	1,158	26	8365

Trend: September saw the conclusion of this highly successful multi-year project, which has consistently achieved target.

Priority 9 LIXXX: Trends in satisfaction with Thanet's sport & leisure services

Success: Bigger is better



Year	Thanet
2013/14	34.9%
2014/15	33.5%

Trend: The TDC annual budget consultation data shows two years data recording reducing satisfaction – a clearer trend should start to be captured when a third year is available.

Priority 10: We will influence the work of other agencies to ensure the best outcome for Thanet

Priority 10 Measures: No viable measures are currently tracked

Success: n/a

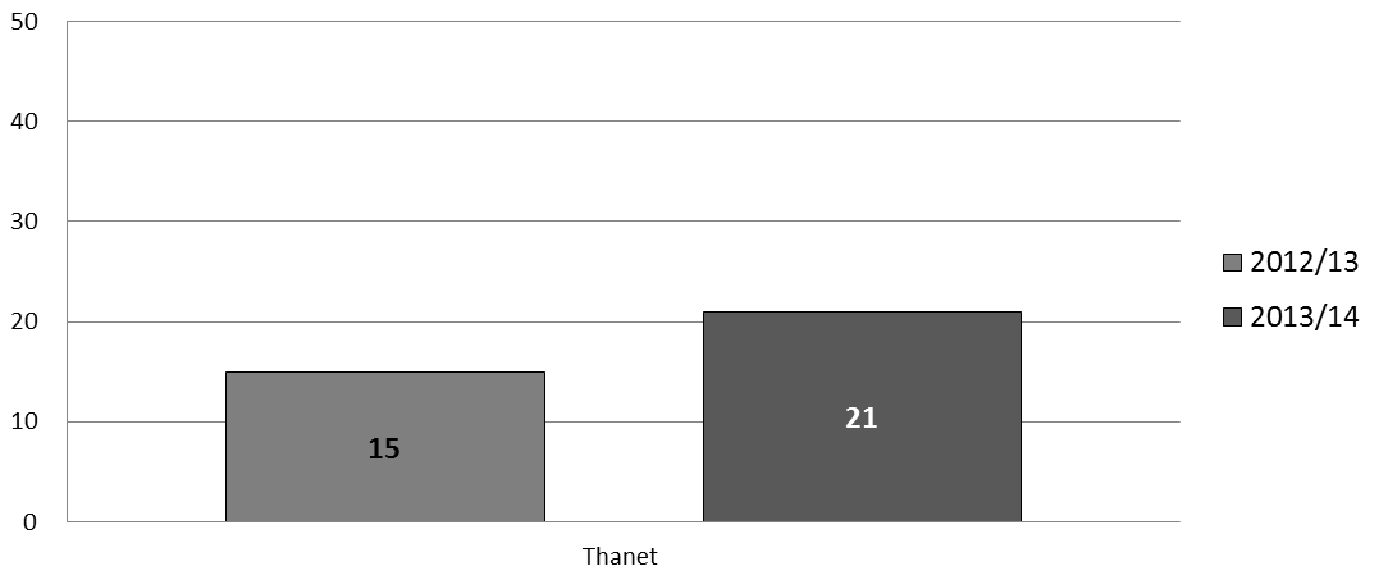
Priority 11: Protecting and enhancing our public open spaces

The council manages many small areas of public open space, and is increasingly working with voluntary community groups to ensure best future management in the interests of local communities. This is being tracked year-on-year, showing targets are met. Whilst general resident satisfaction with Thanet's parks and open spaces shows decline, the level of community group involvement is showing an increase.

Priority 11 LI478: Number of community groups working in active partnership with the Council on open spaces

Success: Sustainable conservation of green space

Trends in numbers of community groups working in active partnership with TDC on open spaces

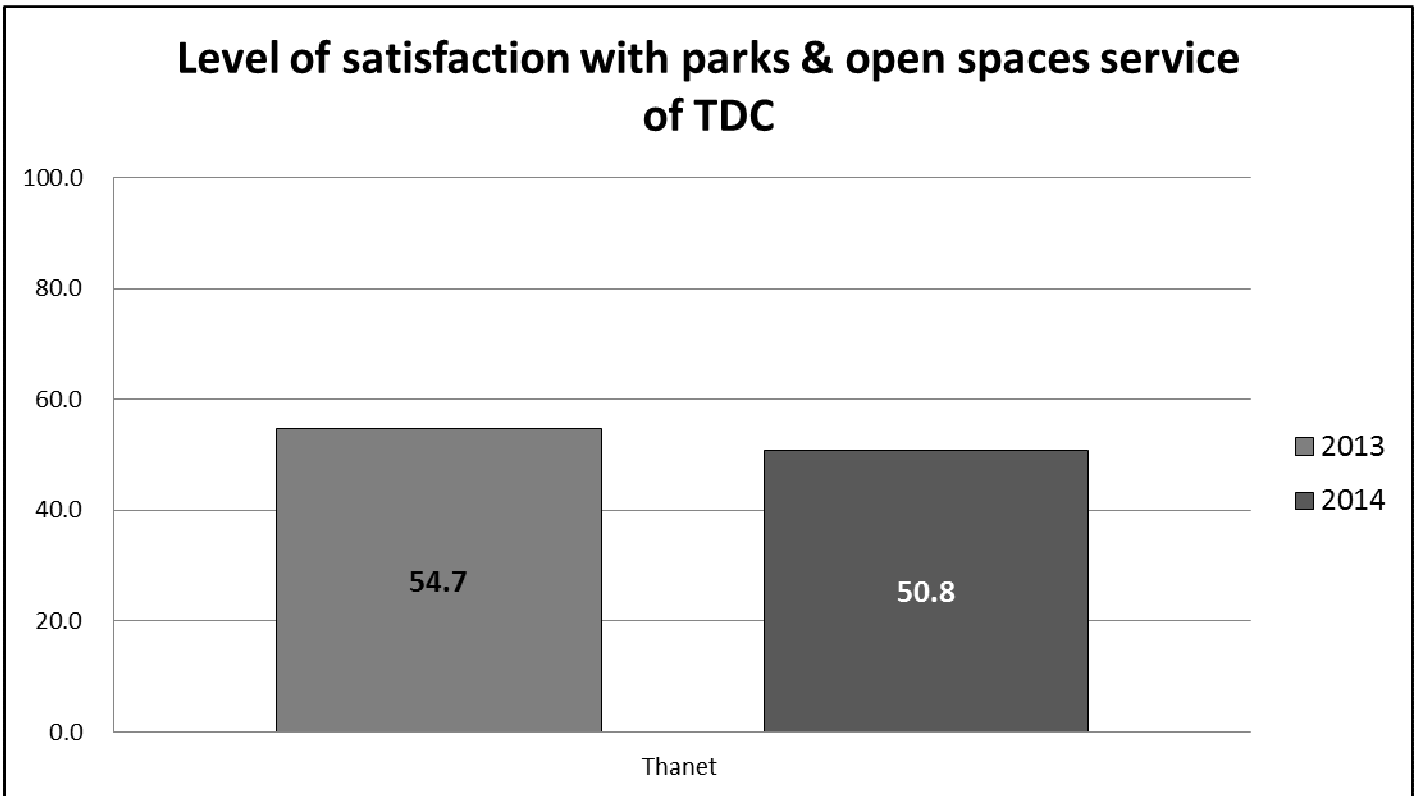


Year	Thanet
2012/13	15
2013/14	21

Trend: TDC's records show an increasing number of community groups interested in working with the council for better management of Thanet's open spaces. However, there is only two year's data – a clearer trend should start to be captured when a third year is available.

Priority 11 LI440: Percentage of satisfaction with TDC parks & open spaces

Success: Increase in public satisfaction levels



Year	Thanet
2013	54.7
2014	50.8

Trend: The TDC annual budget consultation data shows two years data recording reducing satisfaction – a clearer trend should start to be captured when a third year is available.

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Corporate Performance Report

To: **Extraordinary Cabinet – 16 October 2014**

Main Portfolio Area: **Business and Corporate Resources**

By: **Cllr. Elizabeth Green, Portfolio Holder**

Classification: **Unrestricted**

Ward: **All wards**

Summary: **Presenting the Corporate Performance Report for the period April 2014 to July 2014 - setting out the performance of the Council against the Corporate Plan priorities and identifying further action where appropriate.**

For Decision

1.0 Introduction and Background

1.1 The Council's Corporate Plan 2012-16 was approved in April 2012. It sets out 11 priorities that the Council will focus on until March 2016:

1. support the growth of our economy and the number of people in work
2. tackle disadvantage across our district
3. support our community and voluntary organisations
4. make our district a safer place to live
5. work to improve parking and transportation in our district
6. make our district cleaner and greener and lead by example on environmental issues
7. plan for the right number and type of homes in the right place (with appropriate tenure) to create sustainable communities in the future
8. support excellent and diverse cultural facilities and activities for our residents and visitors
9. support a broad range of sports, leisure and coastal activities
10. influence the work of other agencies to ensure the best outcomes for Thanet
11. protect and preserve our public open spaces

1.2 When the plan was approved it was agreed that the activities the council would undertake in support of the Corporate Plan priorities would be captured within the service plans.

2.0 Current progress against corporate goals

- 2.1 The Corporate Performance Report attached as Annex 1 pulls together the different projects, and Key Performance Indicators identified through service planning, and aligns them to the Corporate Plan priorities.
- 2.2 This year 23 key projects address corporate plan priorities. 15 of these are reported as being on track against expectations. One project has yet to start, this is the 'Next Steps' waste collection project which needs to be rescheduled to take into account learning from other projects. A further seven projects carry some level of risk and this is reflected in the progress alerts given for each. Where there is risk, explanation and actions to deal with the risk are stated for each project.
- 2.3 This report lists 32 targeted KPIs and 7 PIs for which target or actual data is not yet available. Of the 32 KPIs, four targets appear twice – for example, delivery of affordable housing is listed within priorities two and seven of the Corporate Plan. 78% of the targeted KPIs (25) are on track, and 16% (5) are slightly worse than target. 6% (2) of the KPIs are significantly worse than target.
- 2.4 Where any listed KPI is not on track, an explanation, with steps being taken, is stated.

3.0 Options

- 3.1 To note the Council's performance and consider the remedial actions listed.

4.0 Corporate Implications

4.1 Financial and VAT

- 4.1.1 The report has no specific financial implications. All activities listed have been planned within the council's agreed budget. Remedial actions will usually be carried out within existing budgets, where this is not possible funding proposals will be taken through the appropriate channels in keeping with the council's established financial controls.

4.2 Legal

- 4.2.1 There are no specific legal implications to this report.

4.3 Corporate

- 4.3.1 This report provides members with an update on the council's progress against its Corporate Plan priorities.

4.4 Equity and Equalities

- 4.4.1 The equality implications of each of the projects identified in the report will be considered as part of the project planning process in accordance with the Council's equality policy.

5.0 Recommendation

- 5.1 That Cabinet note the council's performance and consider the remedial actions listed (as set out in option 3.1 above).

6.0 Decision Making Process

6.1 This is a non-key decision.

Contact Officer:	Adrian Halse, Policy and Business Planning Manager
Reporting to:	Paul Cook, Director of Corporate Resources

Annex List

Annex 1	Corporate Performance Report for the period April 2014 to July 2014
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Background Papers

Title	Details of where to access copy
<i>Corporate Plan 2012-16</i>	<i>http://www.thanet.gov.uk/council__democracy/corporate_plan_2012_to_16.aspx</i>

Corporate Consultation Undertaken

Finance	N/A
Legal	N/A





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Corporate Performance Report: Annex 1

For the period April 2014 - July 2014

Report key and guidance

This report provides an update on progress against projects and performance indicators against each Corporate Plan priority. Symbols are used to give a quick indication of progress.

	Projects	Performance Indicators
	The project is complete	
	The project is on track	Performance is on target
	The project is slightly off schedule or at risk of going off schedule	Performance is worse than target
	The project is significantly off schedule	Performance is significantly worse than target

Where a project or performance indicator is highlighted as an amber circle or red triangle an explanation is given and remedial actions are identified.





The majority of indicators are reported quarterly, but there are a number that are reported monthly or annually. The reporting period is indicated within the body of the report in brackets next to the data.

Priority 1: We will support the growth of our economy and the number of people in work

The Council is committed to help drive growth across the district by promoting investment, skills, employment, efficiency and innovation to provide a sustainable mixed economy. We will actively promote opportunities such as Regional Growth Funds and will continue to lobby to improve accessibility and development opportunities. The Council cannot deliver this priority on its own and will take the lead through the Thanet Regeneration Board, working with partners from public, private and voluntary sectors to bring jobs into the area.







The Council has direct responsibility for the Ramsgate Port and Marina, a key driver in the local economy. Consequently, a number of the projects and indicators listed below relate to our work at the Port and Marina.

Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Develop the Local Plan (PR001)	The Draft Local Plan Document was approved by Cabinet Advisory Group in February and is now being reviewed in light of the closure of Manston Airport to ensure that strategic planning policies for economic growth and employment are up to date and reflect the District Council's strategic priorities.	<p>Reviewing the latest draft Local Plan document in light of the issues related to the future of Manston Airport - to ensure that the Local Plan provides opportunities for future sustainable economic growth and prosperity.</p> <p>The review will be reported to Cabinet for approval in December and a programmed public consultation in January 2015.</p>
	The Yacht Valley project: Ramsgate harbour and port (Match funded project) (PR004)	The Yacht Service Centre and the historical report for dry dock have been completed. A draft report for dry dock is underway. Final changes have been made to the programme to accommodate the following project streams: improved customer WiFi, installation of pontoons for outer west marina and automation and changes to the Military Road barrier.	
	Planning enforcement protocol review (PR063)	Initial scoping work has commenced, the project is in its early stages and is on track.	
	PR066 Implement the Economic Growth & Regeneration Strategy Action Plan (PR066)	The Thanet Regeneration Board has reviewed the projects in the strategy and identified areas where projects need developing. There have been a number of changes including the SELEP's Strategic Economic Plan being completed, changes in education and skills funding and delivery, the Closure of	A review of the action plan will prioritise projects to ensure continued delivery of the plan. It is scored amber because of external economic issues that impact on delivery.

		the airport and the impact on the Thanet Local Plan.	
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Key Performance Indicators (KPIs)

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	BV204 % Planning appeals allowed	30.0%	14.3% (Q1)	
	LI110 Number of enquiries to the VIC service	34,480	35,426 (Q1)	
	LI137 Average total metreage of occupied permanent berths in RRH	3625.00	3567.60 (July)	We are expecting this to come back on target in the coming months as a number of people have booked to bring their vessels to Ramsgate.
	LI138 Number of visiting leisure vessels at RRH	3025	2952 (July)	Two weeks of poor weather affected visitor numbers but this is expected to come back on target over August.
	LI340 No. of fishing and angling boats in Ramsgate Marina	42	42 (Q1)	
	NI157a Percentage of major applications processed in 13 weeks	60.0%	75.0% (Q1)	






Priority 2: We will tackle disadvantage across our district

The Council is committed to tackle the issues which can lead to disadvantages for residents through lack of work, skills and poor housing. We will work towards our vision that everyone in Thanet has the same opportunities to access housing, work and an income close to the Kent average, while ensuring that the momentum of economic growth is maintained.

Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Troubled Families Programme (PR062)	Thanet has achieved its target of identifying 365 families for the three year period and programmed support is being provided to these families.	

Key Performance Indicators (KPIs)

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	BV079a % Benefits calculations correct	95.90%	97.77% (July)	
	LI203 Average length of time to process DFGs (referral to completion, in weeks)	66.00 wks	56.84 wks (Q1)	
	LI615 Average length of time to process Priority category DFG cases (referral to completion in weeks)	50 wks	40 wks (Q1)	
	NI 155a Number of affordable homes delivered by TDC ('affordable' is defined by former national indicator NI155, including new build and acquisitions. It is as set out in Planning Policy Statement PPS3, 'including social-rented and intermediate housing'. Where these dwellings are for let, they are below market rent)	0	1 (Q1)	
	NI181 Average time taken to process all new claims and change events for Housing and Council Tax Benefit	9.43 days	7.46 days (July)	


Priority 3: We will support our community and voluntary organisations

The economic climate has made it much tougher for the diverse range of community and voluntary organisations which operate in Thanet. The Council is committed to working with our partners in the community and voluntary sector, recognising the value of their work and the difference they make to the lives of local people. The Council is also committed to implementing its responsibilities under the new Community Rights effectively so that local communities are empowered to direct and influence their futures.

Key Projects

No projects are currently in progress for this priority



Key Performance Indicators (KPIs)


Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	LI478 Number of community groups working in active partnership with the Council on open spaces (reported quarterly)	22	22 (Q1)	<p>There is continuing good will from many residents through these groups that continues to contribute and improve the level of service provision within Thanet. The following is a list of the 22 groups:</p> <ul style="list-style-type: none"> • Friends of Margate Cemetery • Westcliff Rose Garden • Spencer Square • Nelson Crescent • Liverpool Lawn • Montefiore Woods • Friends of Ramsgate seafront • Dalby Square • Friends of Ellington Park • League of Friends Ramsgate Cemetery • Windmill Project • Project Motorhouse • St Peters Village Tour • St Lawrence churchyard • Broadstairs Brush up • Garden Gate project • Sea Road Gardens - Chilterns • Wrotham Crescent group • Walpole Bay Community Group • Tivoli Adult centre • St Peters Churchyard volunteers • Ramsgate Town Team

Priority 4: We will make our district a safer place to live





The Council's partnerships with the police and other agencies involve detailed planning to tackle the issues and the offenders who cause most harm, using a range of statistics, data and local knowledge to identify the level of support needed in each neighbourhood. The Council recognises that issues of anti-social behaviour such as noise nuisance, dog fouling, littering and dumped rubbish have a major impact on the quality of life for residents and uses a variety of methods to tackle these. The safety of the public is a key concern for the Council's Environmental Health team, helping to prevent food poisoning incidents and accidents by ensuring businesses operate to the required legislation.

Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Implement the National Food Hygiene Rating Scheme (FHRS) (PR011)	We are currently on track with our inspection programme. A recent audit by the FSA in July concluded that they were satisfied with the progress being made.	
	Implement the Thanet Community Safety Plan (PR012)	Working groups for each of the 15 'Emerging Issues' have started to be held. Here partners check the current statistics, look at the suggested actions and formulate who will do what. They also set realistic performance/outcome targets at this point. The first project has been completed and is continuing to be successful. To try and tackle the emerging issue of problems of ASB on local beaches by young people, a local Police Community Support Officer (PCSO) has undertaken the rigorous training and qualifications to become a fully trained RNLI lifeguard. The PCSO is based at Viking Bay but patrols all of the beaches as required. The aim is to have a visual presence to deter ASB from occurring and also allow quicker response to issues such as littering, drinking of alcohol and large groups of young people providing an intimidating atmosphere for families. Early feedback is that this is	

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
		having a marked improvement measured by reduced calls to police and TDC, commentary from beach users and reports written by the PCSO highlighting the incidents resolved. The RNLI also see a benefit in that it provides them with more authority on the beaches plus an additional resource of lifeguard if needed.	
	Efficiencies in CCTV provision (PR048)	A significant range of delivery options for a replacement CCTV system have been explored and costed, with an assessment of benefits and issues. Discussions have taken place with the Community Safety and Kent Police on the developing role of CCTV, and an options report is being developed for consideration by Cabinet in November.	Discussions will take place with Kent Police and the Community Safety Partnership to understand their thinking about the delivery of CCTV services, and further joint working. A report covering the options and funding sources will be considered by Cabinet in November 2014..



Key Performance Indicators (KPIs)

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	LI342 Number of Operation Clean Sweep interventions	3	3 (Q1)	
	LI362 Number of street scene enforcement actions	167	162 (July)	The target was missed by a small margin but we are confident that we will be back on target by the end of second quarter using current resources. Despite long term sickness within small team of Street Enforcement Officers the target for the quarter has almost been achieved.
	LI430 % food hygiene premises awarded 3 stars or more	80	93.3 % (July)	
	LI532 No. of H&S incidents from structural failure of public structures/council assets	0	0	


Priority 5: We will work to improve parking and transportation in our district

The recent growth in visitor numbers following the opening of the Turner Contemporary and further developments over the coming years will place increasing demands on local transport and parking provision. The Council is committed to developing a Parking Strategy, in consultation with local people, which sets clear direction for the regulation and management of off and on street parking arrangements. The Council can only achieve improvements to roads and pavements in partnership with Kent County Council, which is the lead local organisation responsible for transport and highway matters. The Council will endeavour to influence and encourage them and government to tackle this important issue.

Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Develop a new parking policy (PR060)	The project was originally combined with a review of the parking charges for Thanet and involved extensive public consultation during 2013. The new parking charges structure was delivered in December, and the wider parking plan for Thanet was defined as a new project for 2014/15. A structure for the new plan has been developed based on the consultation, and work on the drafting of a new plan has started for consideration by Scrutiny and adoption by Cabinet in January 2015.	In the first quarter this has been affected by the difficulty of recruiting to the Operational Services Enforcement Manager role, and the project has been reassigned to the Parking Manager to deliver.
	Develop a transport strategy for Thanet to support the Local Plan (PR014)	The first draft of the Transport Strategy has been prepared and work is in progress to formalise detailed proposals/action. It will be available to support the Draft Thanet Local Plan (Preferred Options) for consultation.	This project has been delayed because of the delays to the Local Plan project. Working with KCC Transport Officers to formalise detailed proposals/actions to support the delivery of the Transport Strategy. The work is on-going with the preparation of the Thanet Local Plan.

Key Performance Indicators (KPIs)

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	LI213A Income from on-street parking*	227,340	258,394 (July)	

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
★	LI213B Income from off-street parking*	322,430	361,635 (July)	



* N.B. the target represents the current budget. It is profiled over twelve months to reflect seasonal variation, and therefore can vary from month to month. The actual figure represents actual income achieved and is not comparable to figures in the Budget Monitoring Report which forecast what the position will be at year-end.



Priority 6: We will make our district cleaner and greener and lead by example on environmental issues

The Council is committed to deliver street cleansing and waste and recycling services that deliver value for money, recognising that these are two of the most important services that we provide. The Council will use both education and enforcement to encourage effective management of waste and a reduction in littering and dumped rubbish.



The Council is committed to reducing its own carbon footprint and to encouraging sustainable energy solutions locally, supporting the operations of London Array and Thanet Offshore Wind from Ramsgate Port.


Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	<p>The 'Next Steps' waste collection project (PR061)</p>	<p>The progress primarily focuses on properties that could not be serviced by the main recycling roll-out in November. Due to the concentration of properties of this nature work on alternative collection systems is underway with the A Better Cliftonville group. This is assessing ways to deliver recycling and waste collection that reflect the practical difficulties in these areas, and the need to manage service costs.</p>	<p>The experience and results of the main recycling roll-out and the work that is still underway on this require the Next Steps project to be rescheduled.</p> <p>We aim to recruit to the Education Officer post in October 2014.</p> <p>A Public Waste event will be held on 2nd October to gain public views. Information from this is expected to inform the way forward. The evaluation of information received from the public is planned for completion by the end of November.</p> <p>The above plan is subject to ratification by a new Head of Service joining in early October.</p>
	<p>Develop new approaches to undertaking street cleansing to improve results and public perception, whilst reducing costs (PR042)</p>	<p>This project had been rescheduled due to the impact of the roll-out of the new waste collection system. A new approach to street cleansing is being developed by the new interim Head of Operational Services, with funding for improved mechanisation of street cleansing identified to restart the Respect Ramsgate approach in early September.</p>	

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Engage communities in developing solutions for waste management and street cleanliness (PR047)	Work on developing new approaches to street cleaning has been done in conjunction with Ramsgate Town Council and through the wider Ramsgate Matters group. This is building on the efforts of a number of active community and business groups in Ramsgate who want to work with the two councils to develop improvements in the area. In addition, work on alternate recycling and waste collection methods as well as active street scene improvement initiatives are underway with A Better Cliftonville in Margate.	
	Customer focussed improvement within waste and cleansing workforces (PR067)	Customer training has been provided to all recycling and waste collection crews in relation to the action being taken to improve the quality of recycling. In addition, government funding for Level 2 Diplomas in both Recycling and Frontline Services for manual staff has been identified and, subject to funding being secured, staff will be taken through this in January to February 2015.	

Key Performance Indicators (KPIs)



Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	LI209a The number of street cleansing complaints (doesn't include dumped waste & gull damage reports)	500	776 (July)	<p>Despite better than predicted results in the first three quarters of the year, the number of complaints in quarter 4 increased significantly. This appears to reflect a specific increase in levels of dumped waste issues at Christmas putting pressure on street cleansing resources.</p> <p>This was also affected by the need to identify sources of investment to improve the equipment and vehicles available to the street cleansing service to assist with the quality of work and improve productivity.</p>
	LI214 Number of waste related customer contacts	4000	4214	The actual number of contacts is a little above the target, which is still reflecting residual issues arising from the roll-out of the new service. These issues have been





Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
				managed actively, and moving forward the service is developing a new approach to allow better reporting, logging and resolution of collection issues using in-cab technology. The number of contacts arising will inevitably be above target for the second quarter of the year due to the action currently being taken by the council to improve the quality of recycling being presented in blue bins.
	LI362 The number of street scene enforcement actions taken	167	162 (July)	Despite long term sickness within small team of Street Enforcement Officers the target for the quarter has almost been achieved.
N/A	LI463 Percentage of people satisfied with street cleansing (reported annually)			Not yet due (survey carried out annually)
N/A	LI464 Percentage of people satisfied with household waste collection			Not yet due (survey carried out annually)
N/A	LI465 Percentage of people satisfied with recycling (reported annually)			Not yet due (survey carried out annually)
N/A	NI191 Residual household waste per household (reported annually)			Not yet due (survey carried out annually)
N/A	NI192 Percentage of household waste sent for reuse, recycling and composting	45%	Data being processed	Data for Q1 usually becomes available at the end of Q2.

Priority 7: We will plan for the right number and type of homes in the right place (with appropriate tenure) to create sustainable communities in the future

The Council intends to ensure that local housing is developed appropriately to create mixed and sustainable communities. Locally, average house prices and rents are high when compared to average household income. The Council aims to ensure that everyone in Thanet has access to housing that is both affordable and of high quality. The Council is committed to continuing its successful work in bringing empty properties back into use, and will work with partners to tackle and provide innovative solutions to the problems of empty properties.











Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	<p>Deliver the Margate Housing Intervention Project (PR019)</p>	<p>This 15 year multi-agency initiative remains on track with the help of increased private investment in the area.</p> <p>KCC have indicated that they will still be investing in the area and they are now looking at some potential new build projects.</p> <p>Seven key empty buildings have now been purchased and plans have been produced for submission for planning approval, prior to tendering.</p> <p>The Clusters bid target which is reported quarterly has now been exceeded. As at the end of March 175 were delivered against an original target of 160. The programme has now been extended to March 2015 with a new target of 225 units to be delivered.</p>	<p>The business plan is now being revised based on the market changes that have been observed and the available budget. This will provide an alternative approach to delivery over the next year to achieve the original aims of the project and ensure it is sustainable moving forward.</p> <p>Plans are being developed for all the properties that have been purchased and need to be submitted for planning permission. These will then need to be tendered with a view to starting works this financial year.</p> <p>We will also look to further promote a new loan scheme that assists owner occupiers to bring empty homes back into use.</p>
	<p>Develop an in-house scheme for managing private rented accommodation (PR020)</p>	<p>The scheme considers new ways of delivering services that deal with homelessness, and ways of working effectively with private landlords.</p>	<p>The project was delayed due to the long term absence of the project lead.</p> <p>The complexities of the scheme (including resourcing challenges) are necessitating an options appraisal that is expected to be submitted to SMT by the end of the year.</p>

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Delivery of HCA empty homes funding 2012-2015 (PR022)	This project is on track. 45 out of the required 65 units have been purchased with 11 more currently being valued for consideration under the scheme.	
	Complete HRA asset management strategy (PR023)	<p>All HRA sites have been identified, and this list has been cross referenced to the East Kent Housing capital programme. A full updated schedule of housing costs is expected in March 2014. Planning applications for HRA sites are due to be heard on 19th March 2014. Both results will inform the strategy and asset management plan.</p> <p>Planning applications for new housing have been submitted on all garage sites. A bid has been submitted to the HCA for funding of these sites to consider housing.</p> <p>A further site has been purchased with a view to its development potential for mixed residential accommodation.</p>	The council expects to learn the outcome for the application to the HCA in late summer 2014. Any successful schemes will commence in 2015/16.
	Deliver the Selective Licensing Scheme in Margate and Cliftonville (PR041)	<p>1347 dwellings are now covered by a licence and 291 of these have been inspected to check property condition and to look for any breaches of licence condition.</p> <p>Enforcement activity has started. 2 successful prosecutions were undertaken and a further 8 were prepared for court.</p> <p>Successful prosecutions will encourage un-licensed property owners to come forward and apply for a licence.</p> <p>The team has also set up successful working relationships with Community Safety and the Police to deal with ASB issues.</p>	<p>The council will continue with the inspection programme to ensure compliance with the scheme and make improvements to properties and management. We will continue to prepare cases for prosecution and will continue the successful partnership working with the Community Safety team and the Police in dealing with ASB cases.</p> <p>A review of the scheme is being undertaken to evaluate its success to date. This review is due by December.</p>
	Excellent homes for all (PR059)	Kent County Council (KCC) and five district and borough council partners, including Thanet, have received initial approval for private finance initiative (PFI) credits from the Department for Communities and Local Government (DCLG), to be used for delivery of an 'Excellent Homes for All' project.	The two major Thanet schemes should be 'on site' by the time that this report is received.

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
		<p>The project has now achieved financial closure and builders are appointed.</p> <p>Thanet will benefit from 9 units of mental health accommodation and 49 extra care units in total and will receive nomination rights to these schemes to households from the housing register.</p>	

Key Performance Indicators (KPIs)

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	LI251a No. of private sector housing notices issued on landlords	30	49 (Q1)	
	LI251b No. of private sector housing prosecutions completed	8	12 (Q1)	
	LI401 No. of empty properties brought back into use	25	28 (Q1)	
	LI618 No. of dwellings (or common parts) subject to a breach of condition notice under selective licensing	30	34 (Q1)	
	LI619 Average re-let time (all stock excluding major works days). Measured in days.	17	12.99 (Q1)	
	LI620 Average re-let time (all stock including major works days). Measured in days.	21	32.77 (Q1)	This relates to 20 properties that had major works completed on them in the first Quarter. A target completion time has now been agreed with Mears for all major works voids and a weekly meeting set up to monitor major voids against the newly introduced target. The back log has now been cleared and this target should be met by year end.
	LI621 Total current residential arrears (including court costs)EKH	£255,304	£235,077	
	LI622 Percentage of responsive repairs completed in time EKH	97%	98.34%	
	NI155a Total No. of affordable homes delivered by TDC	0	1 (Q1)	
	NI155b No. of affordable homes delivered through NEW BUILDS by TDC	0	0 (Q1)	



Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
★	NI155c No of affordable homes delivered through ACQUISITIONS by TDC	0	1 (Q1)	

Priority 8: We will support excellent and diverse cultural facilities and activities for our residents and visitors


The Council is committed to Thanet's heritage as a seaside destination and recognises the role that theatres, museums, galleries, festivals and events play in making Thanet a great place to live in and to visit. In an environment where funding for the cultural sector is reducing, the Council is placing greater emphasis on working with partners and exploring other ways of providing services and facilities.

The Council is committed to the visitor economy, working in partnership with Visit Kent to market the area to potential visitors across the country, and is driving forward the development of the Dreamland Heritage Park aiming to build on the increased tourism offering created by the Turner Contemporary.

Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Deliver the Dreamland Heritage Amusement Park (PR024)	<p>The project is progressing well with key Construction Contracts appointed and work commencing on site. Works to the Scenic Railway are progressing off site and will be commencing on site during September 2014. Further contracts are in procurement with the main works package looking to be awarded.</p> <p>The lease and concession tender has been returned and is currently within the procurement process.</p>	<p>This is reported as amber due to the current complexity of the project and nature of the project in terms of intricacies within it.</p> <p>This is being carefully monitored and managed through the project management process.</p>
	Implement the Destination Management Plan (DMP) (PR065)	<p>A Steering Group has been set-up to help steer the delivery of the priorities within the DMP. Each priority area includes a working group that are working together to deliver the projects. Within each priority area there are a number of projects coming forward. Cabinet allocated £500,000 reserves to support the delivery of this activity.</p>	

Key Performance Indicators (KPIs)


Alert	Description	Target (YTD)	Actual (YTD)	Explanation and remedial action (if not on target)
	LI110 Number of enquiries to the VIC service	34,480	35,426 (Q1)	
N/A	LI577 No. of visits to other TDC owned entertainment facilities	TBC	7,373 (Q1)	A target of 80,000 has been set for the year

Alert	Description	Target (YTD)	Actual (YTD)	Explanation and remedial action (if not on target)
		(annual target is 80,000)		which is reported quarterly. We will be reviewing how the target should be profiled across the quarters once baseline data has been established.



Priority 9: We will support a broad range of sports, leisure and coastal activities

The Council continues to provide a diverse range of indoor and outdoor leisure facilities and also provides activities throughout the year in all areas of the district for all ages. The Council is committed to ensuring that Thanet's coastline is protected and maintained to a high standard, recognising that it is a fantastic free resource for active recreation. The Council offers a variety of beach and water sports activities around the coast for residents and visitors alike.

Key Projects

Alert	Description	Progress update	Explanation (if not on target) and next steps / remedial action
	Review sport, leisure and play facilities in Thanet (PR053)	<p>There have been a number of delays to the project caused by changes to the national frameworks with which the outputs of the project must comply.</p> <p>However, a number of facility improvements have been made throughout the year and further upgrading is in the pipeline.</p> <p>Work has begun on assessing the grass playing pitches across the district and updates have been made to the review of 'built' sport facilities.</p>	

Key Performance Indicators (KPIs)

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	LI103 Number of visits to TDC owned sport and leisure centres	165,000	195,418 (July)	
	LI105 Total throughput for TDC organised sport activities	1,250	1,032 (Q1)	Approximately 200 attendances down on target. We have had to make some further changes to the programme recently due to changes within the national funding process and this meant some of the activities were not up and running at the start of the quarter. These activities are now in place.

Priority 10: We will influence the work of other agencies to ensure the best outcomes for Thanet

The Council plays a key leadership role for the local area, and is committed to building strong relationships with other service providers from the public, private, voluntary and community sectors. As well as providing assistance and support, the Council influences and challenges other service providers, encouraging them to develop their service in ways which best meets the needs of people in Thanet.

The Council is a lead member of a number of partnership bodies including the Thanet Regeneration Board, the Margate Task Force and the Community Safety Partnership. We work with many types of organisation including local residents groups, charities and larger organisations such as the University and Kent Fire and Rescue. Our efforts to deliver every one of the other ten priorities involve partnership working in some form and key partnership activities are identified in the priorities which they support. The work of the Margate Task Force project cuts across a number of the priorities and was monitored against this priority in 2012/13. For 2013/14 it has been assigned to priority 2 (we will tackle disadvantage across our district).

Key Projects

None have been identified against this priority.

Key Performance Indicators (KPIs)

None have been identified against this priority.


Priority 11: We will protect and preserve our public open spaces

Thanet has a diverse range of public open spaces, from areas of cliff top grassland through to formal parks, all a vital part of the natural environment that enriches the quality of life for our communities and visitors alike. The Council is committed to preserving them and retaining the character of the district whilst enabling sensitive enhancements for the benefit of all.

Key Projects

None have been identified against this priority.

Key Performance Indicators (KPIs)

Alert	Description	Target	Actual	Explanation and remedial action (if not on target)
	LI440 Satisfaction with parks and open spaces			Not due yet, survey carried out annually.
	LI478 Number of community groups working in active partnership with the Council on open spaces - quarterly	22	22 (Q1)	<p>There is continuing good will from many residents through these groups that continues to contribute and improve the level of service provision within Thanet. The following is a list of the 22 groups:</p> <ul style="list-style-type: none"> • Friends of Margate Cemetery • Westcliff Rose Garden • Spencer Square • Nelson Crescent • Liverpool Lawn • Montefiore Woods • Friends of Ramsgate seafront • Dalby Square • Friends of Ellington Park • League of Friends Ramsgate Cemetery • Windmill Project • Project Motorhouse • St Peters Village Tour • St Lawrence churchyard • Broadstairs Brush up • Garden Gate project • Sea Road Gardens - Chilterns • Wrotham Crescent group • Walpole Bay Community Group • Tivoli Adult centre • St Peters Churchyard volunteers • Ramsgate Town Team

MELLTREE PROPERTIES LIMITED – GRANT REPAYMENT

To: Extraordinary Cabinet – 16 October 2014

Main Portfolio Area: Economic Development and Regeneration

By: Cllr Green – Cabinet Member for Strategic Economic Development Services

Classification: Unrestricted

Ward: All

Summary: To approve the repayment of ERDF grant

For decision

1.0 Introduction and Background

- 1.1 A European Regional Development Fund (ERDF) grant of £68,750 was paid by the Council to Melltree Properties Limited on 30 November 2007 in respect of the conversion of the property at 42 High Street and 16 Marine Drive, Margate into artist studios/galleries.
- 1.2 The full conversion of the property into a gallery and artist studios did not happen and consequently the Council sought full repayment of the grant from Melltree Properties Limited.
- 1.3 As there was a serious risk that the Council would fail in its claim to recoup the full grant and be ordered to pay the Defendant's costs. The claim against Melltree Properties Limited and its two directors was settled on the terms advised by Counsel.
- 1.4 Following Counsel's advice the Council managed to recover £5,000 in full and final settlement as previously reported to members (14th November 2013 Cabinet).
- 1.5 Following this meeting Cabinet requested that the police look into the matter to see if any criminal proceedings could be brought, the police have subsequently stated:

“A grant was paid to Melltree Properties in November 2007. The Council formed the view that the funds had not been correctly used and subsequently invoiced Melltree for the full value of the grant. As above a breach of the terms does not make the occurrence criminal. The Grant being made post Jan 2007 comes under the Fraud Act which should make it easier for a criminal allegation to be proven. It is just necessary to prove that a lie was told during the application process.

The Council's actions post pursuing the matter criminally, in that £5,000 was accepted in full and final settlement of the debt as the Council had been advised that due to there being conflicting evidence they were unlikely to succeed civilly makes any criminal investigation and subsequent prosecution unsupportable.”

1.6 Now the police investigation has concluded, the Council have fully exhausted all avenues in order to seek any further repayment of the grant and no further legal action can be taken.

2.0 Current Position

2.1 The Council have been in discussions with the Government Office for the South East (GOSE) since 2010 and latterly The Department for Communities and Local Government (DCLG) since GOSE was wound up in 2011, regarding the way forward.

2.2 DCLG following the closure of the police investigation requested a briefing note from the Council detailing the steps taken to reclaim the grant and proposed usage of the amount reclaimed.

2.3 The Council through this briefing note also tried to demonstrate to DCLG that although the grant had not been used as intended, it had indirectly resulted in the development of the site into what is now a hotel and neighbouring restaurant and so had indirectly assisted in the wider regeneration of Margate.

2.4 Despite the authority's best efforts on 11th August 2014, DCLG wrote to the Council seeking full repayment of the grant amounting to £68,750.

2.5 DCLG reclaimed the monies quoting Article 30.4 of EU Regulation 1260/1999 that requires projects remain operational for a minimum of five years.

3.0 Next Steps

3.1 The Council are unable to negotiate with DCLG further and are unable to recoup any further monies from Melltree Properties Limited.

3.2 On this basis DCLG will invoice the authority for £68,750, with £5,000 of the required repayment coming from the monies reclaimed from Melltree Properties Limited.

3.3 The remaining £63,750 will be taken from the un-ring-fenced grants reserve.

3.4 Following correct accounting practice the grant will be repaid from revenue.

4.0 Corporate Implications

4.1 Financial and VAT

4.1.1 These have been reflected in the body of the report. As this is a grant repayment the transaction is treated as a Non-Business transaction for VAT purposes.

4.2 Legal

4.2.1 There was a serious risk that the Council would fail in its claim and be ordered to pay the Defendant's costs. The claim against Melltree Properties Limited and its two directors was settled on the terms advised by Counsel. No further legal action can be pursued.

4.3 Corporate

4.3.1 The Council has since reviewed the procedures and processes for awarding and monitoring external grants and through the introduction of the "External Funding and Grants Protocol" is satisfied that the circumstances that resulted in the full grant being

paid over to Melltree Properties Limited, in a single instalment in advance of delivery, could no longer occur.

4.4 **Equity and Equalities**

4.4.1 There are no equity or equalities issues arising from this report.

5.0 **Recommendation**

5.1 That Cabinet approve the repayment of £68,750 grant to DCLG and that this is funded using the £5,000 grant reclaimed, with the balance from the un-ring-fenced grants reserve.

6.0 **Decision Making Process**

6.1 This is a key decision to be made by Cabinet.

Contact Officer:	Clive Bowen, External Funding Officer
Reporting to:	Nicola Walker, Finance Manager - HRA, Capital & External Funding

Corporate Consultation Undertaken

Finance	Clive Bowen, External Funding Officer
Legal	Colin Evans, Assistant Litigation Solicitor

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Annex 1 to Cabinet Paper, 16th October 2014

1. Why is the council talking to Cardy Construction Ltd about the Royal Sands Development site?

A default notice was served on the developer, SFP Ventures Ltd. The development agreement provides for a mediation process to be entered into following the service of a default notice. Each party to the mediation process is entitled to bring their team to the discussions. SFP Ventures brought Cardy Construction Ltd to the mediation process and introduced this new offer arising from a company buy out by Cardy Construction.

2. What is Cardy Construction Ltd's offer?

Cardy Construction Ltd is offering to buy the share capital of SFP Ventures Ltd. Upon completion of their purchase of the company, the firm would be renamed and incorporated into the Cardy group of companies.

The offer includes the opportunity for Thanet District Council to enter into a new contract which enables the outstanding money owed to the council to be paid ahead of completing the development. This is subject to a current market valuation to ensure the council gets the best consideration.

3. If SFP Ltd sells their company to Cardy Construction Ltd, will SFP Ltd continue to be involved in the development?

No. Upon completion of the sale of the company, SFP Ventures Ltd will have no further interest in the site as we understand the company will be taken over and renamed. The council's due diligence process will confirm the validity of the legal entity of the company to ensure that Cardy Construction Ltd through its new company is the owner.

4. Could the Council advertise for a new Joint Venture partner to develop the site?

No. The council has no legal rights to do this. The joint party in the development agreement is SFP Ventures Ltd, they can choose whether or not to sell their company and if they sell, who they sell it to.

5. When would the building work begin?

Cardy Construction Ltd would commence works on site immediately upon conclusion of the signed contract and complete the project within two years (with a long stop date of three years).

6. Who will own the freehold once the site is developed?

The current contractual arrangements with SFP entered into in 2006 mean that the Council has substantially disposed of its freehold interest in the land (with freehold transfer provisions documented in the development agreement); the Council's only continuing legal interest is the right to receive overage payments in respect of the completed units.

There is no change in this situation, the reason it is necessary for the transfer of the freehold is because the arrangement will enable the developer to grant for sale long leaseholds in the finished property.

7. What due diligence will be undertaken to ensure Cardy Construction Ltd is competent and capable of building out the site in a timely manner?

The due diligence process for a contract of this type is rigorous and includes obtaining evidence of a viable development appraisal, proof of the company entity and confirmation that funding is available to deliver the scheme.

One of the considerations to take into account is the company track record for delivering projects of this nature. Cardy Construction Ltd has been associated with the successful delivery and restoration of some of the most iconic and important buildings in Kent over the last 70 years including Discovery Park, QEQM Cancer Care, Rocksalt, Kent Cricket Ground, The Sands Hotel, Chilham Castle, Canterbury Cathedral, Kent and Christchurch Universities, Chatham Dockyard, East Kent Hospitals. They have a consistent reputation of delivering quality projects.

8. Will this support the economic regeneration of Ramsgate?

Yes. There would be direct employment opportunities during the construction project, Cardy Construction Ltd has demonstrated a desire to employ local tradesmen and apprentices to the project. Cardy Construction Ltd has confirmed it would also initiate a project specific apprenticeship training scheme through the Construction Industry Training Board and the local college.

Once constructed, the hotel, leisure and residential units would support on-going employment opportunities in the service and hospitality sectors.

9. Is the cliff wall sufficiently monitored to ensure structural stability?

The wall is regularly surveyed by TDC engineers and East Kent Engineering Partnership structure engineers. It was last surveyed in July 2012 and is due again in 2015. However, TDC has decided to bring this survey forward as part of this process and have now instructed a full structural survey to be completed on Thursday 16 and Friday 17 October.

10. Who will retain control for the maintenance of the cliff wall?

The cliff wall adjacent to the building site remains in the ownership of the council. The cliff wall supports the land above the cliff including the promenade. The council will retain responsibility for inspections and maintenance of the cliff wall.

11. Are there any other monitoring authorities that TDC is consulting with to ensure the project is built in a safe manner and that the property once built will be adequately protected from flood risks?

There are specific construction laws that the council complies with to ensure suitable and sufficient safety systems are in place. A project of this size is notifiable to the Health and Safety Executive (HSE) so that they can monitor progress. The council has contacted the HSE and invited them to review all safety files and they will be invited to project meetings if the project re-commences.

12. What are the risks of flooding to the units once built?

The likelihood of flood to this area is a 1 in 200 year risk. It is worth noting that the design of the buildings has taken this into account by putting the car parking on the ground floor, there is no residential accommodation at ground level.

Cardy Construction Ltd would ensure that it worked with the Environment Agency and Thanet District Council to have suitable and sufficient measures documented in a flood risk management plan to safeguard future occupants.

13. The existing construction work has been lying in the ground for some time – is TDC taking steps to ensure the existing construction is adequate?

The foundations have been designed by a professional practice of Chartered Civil and Structural Engineers with many years of experience of engineering design and coastal defence works around the Kent coast, including Thanet. They have been designed in conjunction with specialist Geotechnical Engineers with very detailed reference and due regard to the extensive site investigation documents, including trial holes, trial pits and integrity testing, all of which have proved and verified the final choice that has been taken.

The design of the foundation complies with Building Regulation Requirements and very detailed and extensive calculations have been undertaken to verify this. The foundations have been inspected and approved and signed off at various stages of the works by Building Control and by the surveyor on behalf of the warranty provider.

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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.

