



Date: 08 March 2023
Our ref: Cabinet/Agenda
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CABINET

16 MARCH 2023

A meeting of the Cabinet will be held at **7.00 pm on Thursday, 16 March 2023** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

Councillor Ashbee (Chair); Councillors: Pugh, J Bayford, R Bayford, Kup and D Saunders

AGENDA

Item No

Subject

1. **APOLOGIES FOR ABSENCE**

2. **DECLARATIONS OF INTEREST** (Pages 3 - 4)

To receive any declarations of interest. Members are advised to consider the advice contained within the Declaration of Interest advice attached to this Agenda. If a Member declares an interest, they should complete the [Declaration of Interest Form](#)

3. **MINUTES OF PREVIOUS MEETING** (Pages 5 - 8)

To approve the summary of recommendations and decisions of the Cabinet meeting held on 26 January 2023, copy attached.

4. **MINUTES OF EXTRAORDINARY MEETING**

To approve the summary of recommendations and decisions of the extraordinary Cabinet meeting held on 02 March 2023, copy to follow.

5. **CORPORATE PERFORMANCE Q2** (Pages 9 - 42)

6. **TLS KPI Q1 2022/23 - HOUSING PERFORMANCE REPORT** (Pages 43 - 74)

7. **MARGATE WINTER GARDENS UPDATE AND DECISION** (Pages 75 - 96)

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Do I have a Disclosable Pecuniary Interest and if so what action should I take?

Your Disclosable Pecuniary Interests (DPI) are those interests that are, or should be, listed on your Register of Interest Form.

If you are at a meeting and the subject relating to one of your DPIs is to be discussed, in so far as you are aware of the DPI, you **must** declare the existence **and** explain the nature of the DPI during the declarations of interest agenda item, at the commencement of the item under discussion, or when the interest has become apparent

Once you have declared that you have a DPI (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must**:-

1. Not speak or vote on the matter;
2. Withdraw from the meeting room during the consideration of the matter;
3. Not seek to improperly influence the decision on the matter.

Do I have a significant interest and if so what action should I take?

A significant interest is an interest (other than a DPI or an interest in an Authority Function) which:

1. Affects the financial position of yourself and/or an associated person; or
Relates to the determination of your application for any approval, consent, licence, permission or registration made by, or on your behalf of, you and/or an associated person;
2. And which, in either case, a member of the public with knowledge of the relevant facts would reasonably regard as being so significant that it is likely to prejudice your judgment of the public interest.

An associated person is defined as:

- A family member or any other person with whom you have a close association, including your spouse, civil partner, or somebody with whom you are living as a husband or wife, or as if you are civil partners; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors; or
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;
- Any body of which you are in a position of general control or management and to which you are appointed or nominated by the Authority; or
- any body in respect of which you are in a position of general control or management and which:
 - exercises functions of a public nature; or
 - is directed to charitable purposes; or
 - has as its principal purpose or one of its principal purposes the influence of public opinion or policy (including any political party or trade union)

An Authority Function is defined as: -

- Housing - where you are a tenant of the Council provided that those functions do not relate particularly to your tenancy or lease; or
- Any allowance, payment or indemnity given to members of the Council;
- Any ceremonial honour given to members of the Council
- Setting the Council Tax or a precept under the Local Government Finance Act 1992

If you are at a meeting and you think that you have a significant interest then you **must** declare the existence **and** nature of the significant interest at the commencement of the matter, or when the interest has become apparent, or the declarations of interest agenda item.

Once you have declared that you have a significant interest (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must:-**

1. Not speak or vote (unless the public have speaking rights, or you are present to make representations, answer questions or to give evidence relating to the business being discussed in which case you can speak only)
2. Withdraw from the meeting during consideration of the matter or immediately after speaking.
3. Not seek to improperly influence the decision.

Gifts, Benefits and Hospitality

Councillors must declare at meetings any gift, benefit or hospitality with an estimated value (or cumulative value if a series of gifts etc.) of £25 or more. You **must**, at the commencement of the meeting or when the interest becomes apparent, disclose the existence and nature of the gift, benefit or hospitality, the identity of the donor and how the business under consideration relates to that person or body. However you can stay in the meeting unless it constitutes a significant interest, in which case it should be declared as outlined above.

What if I am unsure?

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

If you need to declare an interest then please complete the declaration of [interest form](#).

CABINET

Minutes of the meeting held on 26 January 2023 at 7.00 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Present: Councillor Ash Ashbee (Chair); Councillors J Bayford, R Bayford, Kup and D Saunders

In Attendance: Councillors Austin, Everitt, Garner, Keen, M Saunders, Whitehead and Wing

887. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Pugh.

888. DECLARATIONS OF INTEREST

There were no declarations of interest.

889. MINUTES OF PREVIOUS MEETING

Councillor Ashbee proposed, Councillor Bob Bayford seconded and Members agreed the minutes as a correct record of the meeting held on 12 January 2023.

890. 2023/24 BUDGET & 2023-27 MEDIUM TERM FINANCIAL PLAN

Cabinet had another discussion on the Council budget proposals for 2023/24 and 2023-27 Medium Term Financial Plan that were considered by Cabinet. These were largely the same as the ones presented at the Cabinet meeting on 12 January 2023. The key points were cabinet's recommendation of net spending by £3.5million or 19% of the budget. This was a significant increase at a time when the Council was facing the same cost increases as everyone else on fuel transport and pay. This decision was also being made in an economic environment where inflation was at a 40 year high. Cabinet was pleased to note that the proposals presented contributed to a balanced Council budget.

Cabinet also considered the recommendation from the Overview and Scrutiny Panel that came from their meeting held on 17 January 2023. The recommendation was asking Cabinet to "consider recommending to Council the inclusion in the 2023/24 General Fund Revenue Budget of a £35,000 allocation the appointment of a 3rd officer for the home energy services team who will provide a cold buster service, to be wholly funded from our existing Better Care Fund allocation."

Cabinet was asked by the finance Portfolio Holder to agree option 3 in the Cabinet report which advised Members to defer making a definitive decision on the matter until a further report was brought back to a future Cabinet meeting. This was because this issue had not been raised during the budget making process which saw 19 Star Camber sessions being held where various priorities were presented for consideration.

Councillor Yates spoke under Council Procedure Rule 20.1.

Councillor David Saunders proposed, Councillor Jill Bayford seconded and Cabinet agreed the following:

To defer any decision about the Cold Buster Service, until an assessment of the broad options for the use of the Better Care Fund is considered within a separate report to a subsequent Cabinet meeting. This will result in the budget being presented in its current form for approval to Full Council at its meeting on 9 February 2023.

891. PUBLIC SPACES PROTECTION ORDER - (THANET DISTRICT COUNCIL) NO. 5 (ATHELSTAN & ETHELBERG ROAD)

Cabinet considered the report on the proposed Public Spaces Protection Order and noted that Thanet District Council was committed to improving the environment and improving community safety. Directly relating to this commitment was the Council's ability to address anti-social behaviour and related complaints. A remedy to reducing the impact of behaviours affecting communities was the implementation of a Public Spaces Protection Order (PSPO). A PSPO was an order made by the Local Authority if it was satisfied on reasonable grounds that two conditions were met. These were:

1. That activities being carried out within a public place have had a detrimental effect on the quality of life of those in the locality or it is likely they will;
2. That the effect, or likely effect, of these activities is, or is likely to be, of a persistent or continuing nature, such as to make the activities unreasonable.

The proposed PSPO area covering Athelstan & Ethelbert roads, including the 195 metre alleyway between the two had been responsible for 7% of all fly-tips in Thanet (from December 2020 to December 2021 data), and 32% of all FPNs issued in Thanet were in relation to offences on Athelstan Road. The PSPO seeks to ensure that households, landlords and agents take equal responsibility for the placement of waste, to reduce anti-social noise and to close off the alleyway between the two roads with gates.

During the public consultation on the proposal, of the 80 people from the community who responded 92% agreed or strongly agreed with the proposals for this PSPO. It was being proposed that this order gives discretion and flexibility to officers to exercise enforcement of these provisions where it was believed to be having a detrimental effect. This PSPO (the 5th in the district) would be in place for a maximum 3 years as per the law, but would be reviewed to ensure it was effective in its approach in tackling issues that affect businesses and the public.

Councillor Keen and Councillor Austin spoke under Council Procedure Rule 20.1.

Councillor Kup proposed, Councillor Bob Bayford seconded and Cabinet agreed to:

1. Exercise its powers under the Anti-Social Behaviour, Crime and Policing Act 2014 to introduce a Public Space Protection Order;
2. Delegate any minor amendment of the PSPO to a Service Director.

892. NOTICE OF MOTION REGARDING WATER SUPPLY AND TREATMENT

Cabinet discussed the notice of motion and Members were advised that the quality of bathing waters around Thanet was a critical part of the district's appeal to visitors and tourists and an essential part of the local visitor economy. There were 13 designated bathing waters in Thanet and data about water quality was last published in

November 2022. The results were published against raised standards for two bacteria types and showed that Thanet has 8 beaches rated as excellent.

Cabinet noted that the notice of motion presented to Council was fundamentally flawed in that the evidence demonstrates that over the last few years bathing water quality had been improving. That said, Members also noted that there were still instances of sewerage release, mainly as a result of an ageing network of combined sewers, combined with periods of heavy rain. During these incidents approximately 90% of the content was rainwater and surface water run-off.

Members acknowledged that there was always room for further improvement. Therefore, although the report was recommending to Cabinet that the motion be rejected, Cabinet would continue to work with statutory partners to drive through improvement. For example, Cabinet was already working with Southern Water and KCC to improve drainage within the district. The project at George Park in Westbrook was a successful example of this and further projects were planned, including at Dane Park in Margate to remove surface water from the network.

The following Members spoke under Council Procedure Rule 20.1:

Councillor Garner;
Councillor Everitt;
Councillor Wing;
Councillor Austin.

Councillor Ashbee proposed, Councillor David Saunders seconded and Cabinet agreed to:

1. Reject the Notice of Motion; and
2. Support the specific responses to the details of the Notice of Motion as set out in section 2.10, 2.11 and 2.12 to the Cabinet report.

893. NOTICE OF MOTION REGARDING TEMPORARY ACCOMMODATION

Members considered the notice of motion that was referred to Cabinet by Full Council on 13 October 2022. Cabinet confirmed the Council's duty to provide good quality temporary accommodation was clear whilst managing the cost of this. Cabinet agreed that it was essential to ensure provision of the best possible service to homeless households. It was for these reasons that Cabinet had already supported the conversion of Foy House in Margate to provide temporary accommodation for 8 households and had proposed a budget including an additional capital allocation of £2.2m, which incorporated the council's 2023/24 allocation of new Homes Bonus, for a further temporary accommodation project in the Council's budget proposals for 2023/24.

The council had also invested in an expanded homelessness prevention service and recommended additional resources for homelessness for 2023/24 to help respond to the growing pressures as a result of the cost of living crises and the increasing costs and difficulty in accessing the private rented sector. Preventing homelessness was both more cost effective and ensured a better outcome for households at risk of losing their home. Cabinet had also reaffirmed its commitment to continuing the council's programme of building new council homes for rent, investing over £8m each year over the coming 10 years. The answer to the pressures on temporary accommodation was not more temporary accommodation, but more permanent

affordable homes. It was for this reason that Cabinet was asked to reject the notice of motion.

Councillor Whitehead and Councillor Austin spoke under Council Procedure Rule 20.1.

Councillor Jill Bayford proposed, Councillor Kup seconded and Cabinet agreed the following, to:

1. Reject the notice of motion, and
2. Support the response to the Notice of Motion on Temporary Accommodation set out in this report.

Meeting concluded: 8.02 pm

Corporate Performance Q2

Cabinet	16 March 2023
Report Author	Hannah Thorpe
Portfolio Holder	Cllr-Ash Ashbee - Leader of the Council
Status	For information
Classification:	Unrestricted
Key Decision	No
Ward:	All

Executive Summary:

It has been agreed that a six monthly report of the council's Corporate Performance will be shared with the Cabinet to provide an opportunity to more closely review the direction of travel of our key service areas. This will allow sufficient time for actions and issues to be resolved between committee meetings and as the data for the corporate performance indicators is now available to view on the website at any time.

This report identifies the data as at the end of Quarter 2 (July - September 2022).

Recommendation(s):

- To note the latest performance for Quarter 2 (July - September 2022).

Corporate Implications

Financial and Value for Money

This report does not have any direct financial implications.

Legal

This report does not have any legal implications.

Risk Management

Identify

The biggest risks and opportunities around this process are around identifying areas of performance below a level considered to be acceptable. As agreed by the Cabinet and endorsed by the Overview and Scrutiny Panel, corporate performance is no longer tracked against targets, so this will be monitored instead by direction of travel and previous performance. It will initially be for members of the Corporate Management Team to identify

what is considered to be below an acceptable standard of performance, and what steps are needed to be put in place to mitigate this.

Evaluate

Measures considered to be either consistently below an acceptable level or a one off measure so far below an what is deemed to be acceptable that urgent mitigation is required, should be identified on the relevant service area risk register. Within the risk register the appropriate steps and action required will be identified.

Control and Mitigate

Risk treatment will be handled within the relevant risk registers. i

Corporate

This report monitors performance against the council's key priority areas: Growth, Communities and Environment.

Equality Act 2010 & Public Sector Equality Duty

The requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) is to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.

Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.

This report does not relate specifically to the equality duty, but should consider all of the aims of the duty.

Corporate Priorities

This report relates to the following corporate priorities: -

- *Growth*
- *Environment*
- *Communities*

1.0 Introduction and Background

- 1.1 As part of the council's corporate performance process, 39 key performance indicators are monitored to provide an indication of how the council is performing. They do not look at every aspect of the council's services and the data the council collects, but rather provide an overview of progress against the council's key

corporate priorities. Individual teams and services track other indicators at a service level which are not reported on corporately.

- 1.2 The data for most of the corporate indicators is now available to view live on our website at any time. Although this information is available on an ongoing basis, each quarter, progress is reviewed by the Corporate Management Team and shared with the Cabinet informally, to get a general view on the direction of travel. This is to understand the areas where the council is performing at a high level and to understand any areas where there is a lower level of performance. Service areas help to provide an understanding of the wider context and to agree on any action required to improve.
- 1.3 It has been agreed that the Overview and Scrutiny Panel will also review progress of the corporate indicators on a six monthly basis and any comments from the Panel will be shared with Cabinet.
- 1.4 The measures included within this report were identified and agreed on by the Cabinet and reviewed by the Overview and Scrutiny Panel.

2.0 The Current Situation

- 2.1 The majority of the council's corporate performance indicators are now live on the [Thanet Gov website](#) and cover the three corporate priorities: growth, communities and environment. A fourth area, efficiency is also included. This is to demonstrate how the council is working. It is labelled as efficiency as every year we ask residents how they want the council to be, and each year efficient has been at the top of the list.
- 2.2 As a result of justifiably redirecting resources to support the council's response to the global pandemic, a number of business as usual activities were impacted. This has meant that in some instances where new measures were introduced to the council's corporate performance indicators, data is not yet available. This includes the following measures:
 - TDC Greenhouse emissions (annual, new measure) - data is available for 2019-20. The data for 2020-21 and 2021-22 is currently being calculated.
 - Community Services Survey (annual, new measure) - the survey is being undertaken shortly.
 - A new methodology for capturing performance regarding street cleanliness has been introduced. The data is now being collected and will be available to share in the next report. This is the data for the indicator 'percentage of randomly inspected sites which are mainly free from litter'.
- 2.3 Taking onboard feedback from the Cabinet, the way we present progress against the key corporate indicators has changed and is set out below.
- 2.4 Within this report, each performance indicator includes:
 - A name which summarises the indicator

- A maximum figure (the highest the data has been within the reporting period), a minimum figure (the lowest the figure has been) and a starting figure - which is the first reported figure. This is to provide greater context of how previous performance has looked for the council.
- A line graph which identifies the direction of travel over a long period of time.
- The latest statistic - to represent the position as at each month/quarter/year - depending on the frequency of the indicator.
- A tick or cross covering the past 5 times the data was captured. A tick indicates whether the indicator has either maintained or improved performance since the last time the data was monitored. A cross denotes whether the indicator has declined in performance since the last point of reporting. The ticks and crosses are either captured monthly, quarterly or annually based on the frequency of reporting for each indicator.
- A description of whether a higher or lower figure denotes good performance.
- The corporate priority the indicator relates to, either growth, communities, environment or efficiency.

2.5 This summary is in addition to the more detailed graphs which are available to view on our website and are also included within Annex 1 for ease.

2.6 Growth

There are six indicators monitored against the corporate priority growth. Five of these measures are contextual, which means they are outside of the direct scope of the council. There is one measure 'collection of business rates' which the council is directly responsible for.

In terms of direction of travel this quarter, four measures have improved; wages (both in terms of earnings by place of residence and by workplace) and unemployment has also improved this quarter - figures are now at pre-pandemic levels. The number of licensed premises renewals and food businesses have both reduced slightly.

2.7 Summary table of performance for indicators tracking the corporate priority, 'growth':

Frequency	Latest Figures	Re = Measures	Max	Min	Start	Rolling year	Latest	Last 5 periods	Good performance is:
Quarterly	Jun-2022 16	Unemployment	7.3%	4.1%	7.3%		4.1%	✗✓✗✓✓	A low figure is better
Annually	Dec-2021 17	Wages - Earnings by place of Residence	£560	£344	£353		£560	✓✓✗✓✓	A high figure is better
Monthly	Sep-2022 29	% Business rates collected	59%	48%	58%		56%	✓✗✗✗✓	A high figure is better
Monthly	Sep-2022 35	Food Businesses - renewals and new business	42	18	35		21	✗✗✓✓✗	A high figure is better
Monthly	Sep-2022 36	Licensed Premises renewals and new licensed premises	80	60	75		70	✓✗✓✗✗	A high figure is better
Annually	Dec-2021 38	Wages - Earnings by workplace	£613	£360	£360		£613	✓✓✓✗✓	A high figure is better

2.8 Communities

There are 14 indicators monitored against the corporate priority communities. One measure does not yet have data reported - this is the community services survey and one measure is contextual (outside of the direct scope of the council) - this is the number of empty homes in the district. In terms of performance, six measures have either stayed at the same level of performance or have improved and seven measures have seen reduced performance.

2.9 Summary of areas where there is a sustained or improved level of performance:

- Empty homes brought back into use - the quarterly figure is 35, maintaining the level from the previous quarter.
- The number of homes where action has been taken to improve living conditions - this indicator has improved for the past five data collection periods. This has increased slightly to 66 and the trend is continuing to move in the right direction having dropped previously as a result of the pandemic.
- The number of homeless cases prevented - the latest rolling year figure is 131.
- All new homes completed - this is an annual figure so was reported in the last CMT report. This is the highest figure we have recorded to date.
- Affordable homes completed - this has increased slightly from the previous quarter from 24 to 27 and we are expecting significant increases over the coming 18 month period.
- Planning appeals have remained consistent at 72.2% this quarter.

2.10 Summary of areas where there is a reduction in performance:

- The number of empty homes in the district has risen to 1,821 - although this is a contextual indicator which the council does not have direct control over.
- The number of households in temporary accommodation has continued to rise and is at a high of 195. (The actual figure for the quarter is 210 up from 189 in June). This is something the service area has been working hard to address and is a symptom of increased financial pressures on households following the pandemic and with the cost of living increases and of growing pressures in the local housing market.
- The average relet time for council homes has increased and is at 64, from 57 last quarter.
- Rent arrears have increased slightly up from 5.3% at the last quarter to 5.6%.
- Tenant and Leaseholder health and safety compliance is still performing well but has decreased slightly this quarter from the last quarter by 1% to 93%.
- Service requests into the Community Safety team have increased slightly for the last two months of quarter 2 and are now at a rolling year average of 40.

2.11 Summary table of performance for indicators tracking the corporate priority, 'communities'.

Frequency	Latest Figures	Re Measures	Max	Min	Start	Rolling year	Latest	Last 5 periods	Good performance is:
Quarterly	Sep-2022 01	Empty homes brought back into use	46	23	29		35	✓✓✗✗✓	A high figure is better
Quarterly	Sep-2022 02	Number of homes where action taken to improve living conditions	117	38	61		66	✓✓✓✓✓	A high figure is better
Monthly	Oct-2022 03	Number of empty homes in the district	1,821	1,362	1,362		1,821	✗✗✗✗✗	A low figure is better
Quarterly	Sep-2022 04	Number of homeless cases prevented	179	46	46		131	✗✗✗✓✓	A high figure is better
Quarterly	Sep-2022 05	Households in temporary accommodation	195	109	109		195	✗✗✗✗✗	A low figure is better
Annually	Mar-2022 06	All new homes completed	543	540	540		543	✓	A high figure is better
Quarterly	Sep-2022 07	Affordable homes completed	48	20	48		27	✗✗✓✗✓	A high figure is better
Quarterly	Sep-2022 08	Average relet time for council homes	66	56	66		64	✓✗✓✓✗	A low figure is better
Quarterly	Sep-2022 09	Rent arrears	6.2%	5.3%	6.0%		5.6%	✓✗✓✓✗	A low figure is better
Quarterly	Sep-2022 10	HRA Capital Programme Delivery	95.0%	71.8%	71.8%		92.0%	✓✗✓✓✗	A high figure is better
Quarterly	Sep-2022 11	Tenant and Leaseholder Health and Safety Compliance	95.1%	81.9%	82.4%		93.0%	✗✓✓✗✗	A high figure is better
Quarterly	Sep-2022 12	Planning Appeals	100.0%	64.3%	100.0%		72.2%	✓✓✗✓✓	A high figure is better
Monthly	Sep-2022 32	Number of Service requests - community Safety	70	40	70		40	✓✓✓✗✗	A low figure is better
Annually	34	Community Services Survey							A high figure is better

2.12 Environment

There are 12 indicators monitored against the corporate priority, environment. All of these indicators are considered to be within the direct scope of the council. Six indicators have seen performance levels either maintained or improved, three have seen a reduced level of performance and data is not yet available for three indicators within this area.

2.13 Summary of areas where there is an improved level of performance:

- The percentage of properties where bins are successfully collected has increased slightly. This data is captured weekly - when looking at rolling year average and comparing it with the same period as last year this has increased slightly from 99.5% to 99.7%.
- Having reduced over previous data collection periods, we're now seeing a continued improvement in performance with our response rate for all streetscene enforcement reports at 78%.
- The number of streetscene enforcement actions is up this quarter from 340 in quarter 1 to 368 at the end of quarter 2.
- The feedback from last year's residents' survey is still showing as an improvement for public opinion on both street cleaning and park and open spaces, however this reflects the data from the 2021 survey. (The survey data for the 2022 survey has been analysed and will be included in the next report). Even though this was showing as an improvement the figure of 27% is very low. This is an area we are continuing to focus on and the service has recently introduced new street cleansing surveys to better monitor perception versus reality.
- The number of service requests for environmental protection has reduced slightly as at the end of September.

2.14 Summary of areas where there is a decline in performance:

- Although the number of trees planted is currently showing as a reduction in performance (as it is an annual measure), the wider context is more positive as over the last three years there have been 1,600 trees planted on council land.
- Again, although public opinion of the recycling service is recorded as a reduction in performance, at 70% (4% below last year's rating) this is still the service residents rate most highly when asked how satisfied or dissatisfied they are with a number of key council services.
- The recycling rate has decreased slightly to 34.5%. This has been impacted by the overall volume/weight of waste we're collecting which has increased significantly and with this increased contaminated waste which can't then be recycled. We will continue to promote recycling through education campaigns and communications activity.

- Public opinion of the recycling service is showing as a reduction as the figure captured within the annual residents survey in 2021 had fallen slightly compared with the figure the year before. For context, this was still one of the highest areas which residents said they were satisfied with, along with the general waste collection service at 70%.

2.15 Summary table of performance for indicators tracking the corporate priority, 'environment'.

Frequency	Latest Figures	Re Measures	Max	Min	Start	Rolling year	Latest	Last 5 periods	Good performance is:
Annually	Mar-2020 13	TDC Greenhouse emissions	4,054	4,054	4,054		4,054		A low figure is better
Annually	Mar-2022 14	Trees	857	45	45		308	✗✓✓✗✗	A high figure is better
Annually	Dec-2021 15	area of open spaces managed for pollinators	638	638	638		638		A high figure is better
Monthly	Aug-2022 18	Recycling rate	36.0%	30.5%	31.5%		34.5%	✓✓✓✗✗	A high figure is better
Weekly	Oct-2022 19	% of properties where bins collected successfully	99.7%	99.5%	99.7%		99.7%	✓✓✗✗✓	A high figure is better
Monthly	20	Percentage of randomly inspected sites which are mainly free from litter	.0%	.0%	.0%		.0%		A high figure is better
Quarterly	Sep-2022 22	% response rate within timescale for all enforcement reports (Street Scene Enforcement)	89.0%	73.1%	80.8%		78.0%	✓✗✓✓✓	A high figure is better
Quarterly	Sep-2022 23	Enforcement (Street Scene Enforcement)	512	342	382		368	✗✗✗✗✓	A low figure is better
Annually	Sep-2021 24	Residents Survey - Public opinion of the Street Cleaning Service	31%	16%	25%		27%	✓✗✗✓✓	A high figure is better
Annually	Sep-2021 25	Public opinion of Parks and Open Spaces	63%	34%	39%		51%	✓✓✗✓✓	A high figure is better
Annually	Sep-2021 26	Public opinion of the Recycling Service	74%	48%	48%		70%	✓✓✓✗✗	A high figure is better
Monthly	Sep-2022 33	Number of Service requests - Environmental protection	278	202	209		202	✓✓✓✗✓	A low figure is better

2.16 Efficiency

There are six indicators monitored against this area. Three indicators have seen either performance either maintained or at an improved level and three indicators have seen a reduced level of performance.

2.17 Summary of areas where there is an improved level of performance:

- The percentage of Council Tax collected is where we would expect at this time of the year and is up to 54% - this is the same level as the end of quarter 2 in 2021.

- The number of Freedom of Information requests has fallen slightly and although the percentage of those responded to on time is showing as reduced slightly, performance in this indicator is still very high at 93%.
- The percentage of complaints handled in time has increased since quarter 1 (47%) up to 64% which is a positive step.

2.18 Summary of areas where there is a decline performance:

- Our Value for Money rating dropped slightly when we asked residents to rate this within the 2021 annual survey, at 37%. The feedback to the 2022 survey will be provided in the next performance report.
- The number of complaints has increased and is now at a rolling year average of 113.
- The percentage of FOIs processed in time is still slightly below performance in quarter 1, however performance overall is significantly improved on where this was a couple of years ago and remains very high, over 90%.

2.19 Summary table of performance for indicators tracking the corporate priority, 'efficiency'.

Frequency	Latest Figures	Re Measures	Max	Min	Start	Rolling year	Latest	Last 5 periods	Good performance is:
Annually	Sep-2021 27	Public opinion of whether the council provides Value for Money	44%	15%	23%		37%	✓✗✗✗✓✗	A high figure is better
Monthly	Sep-2022 28	% Council Tax collected	57%	54%	56%		54%	✗✗✗✗✓✓	A high figure is better
Monthly	Oct-2022 30	Complaints	113	11	45		113	✓✗✗✗✗✗	A low figure is better
Monthly	Sep-2022 31	Freedom of information Requests	88	74	88		74	✓✗✗✗✓✓	A low figure is better
Monthly	Sep-2022 37	% of complaints processed in time	97%	46%	83%		64%	✗✓✓✓✓✓	A high figure is better
Monthly	Sep-2022 39	% of Freedom of information Request processed in time	94%	56%	61%		93%	✓✗✓✓✗✗	A high figure is better

3.0 Recommendation

Cabinet is asked to note the report.

4.0 Next Steps

- 4.1 An updated corporate performance report outlining the status as at end of Quarter 4 will be shared.

Contact Officer: Nathaniel Fisher, Cloud and Data Developer
Reporting to: Hannah Thorpe, Director of Communications and Digital Transformation

Annex List

Annex 1: Graphs showing rolling year averages for every indicator where this data is available [Corporate Performance Q2 Annex 1 - The Charts](#)

Background Papers

Corporate Consultation

Finance: Chris Blundell, Acting Deputy Chief Executive and Section 151 Officer

Legal: Sameera Khan, Interim Head of Legal and Monitoring Officer

Corporate Performance Q2

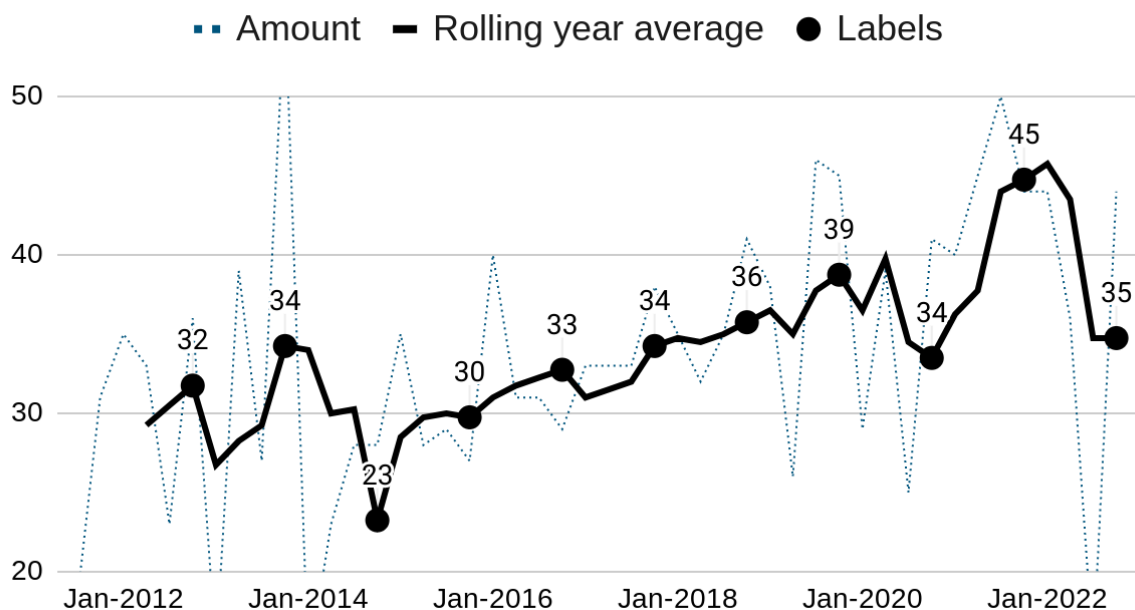
Communities	2
01 Empty homes brought back into use	2
02 Number of homes where action taken to improve living conditions	3
03 Number of empty homes in the district	4
04 Number of homeless cases prevented	5
05 Households in temporary accommodation	5
06 All new homes completed	6
07 Affordable homes completed	6
08 Average relet time for council homes	7
09 Rent arrears	7
10 HRA Capital Programme Delivery	8
11 Tenant and Leaseholder Health and Safety Compliance	8
12 Planning Appeals	9
32 Number of Service requests - community Safety	9
34 Community Services Survey	10
20 Percentage of randomly inspected sites which are mainly free from litter or refuse	10
Environment	11
24 Residents Survey - Public opinion of the Street Cleaning Service	11
25 Public opinion of Parks and Open Spaces	11
26 Public opinion of the Recycling Service	12
13 TDC Greenhouse emissions	12
14 Trees	13
15 area of open spaces managed for pollinators	13
21 Residents (customers of the service) survey to ask if they are happy with the service for enforcement.	14
22 % response rate within timescale for all enforcement reports (Street Scene Enforcement)	14
23 Enforcement (Street Scene Enforcement)	15
33 Number of Service requests - Environmental protection	15
18 Recycling rate	16
19 % of properties where bins collected successfully	16

Growth	16
29 % Business rates collected	17
35 Food Businesses - renewals and new business	17
36 Licensed Premises renewals and new licensed premises	18
16 Unemployment	18
17 Wages - Earnings by place of Residence	19
38 Wages - Earnings by workplace	19
Efficiency	19
30 Complaints	20
37 % of complaints processed in time	20
27 Public opinion of whether the council provides Value for Money	21
28 % Council Tax collected	21
31 Freedom of information Requests	22
39 % of Freedom of information Request processed in time	22

Communities

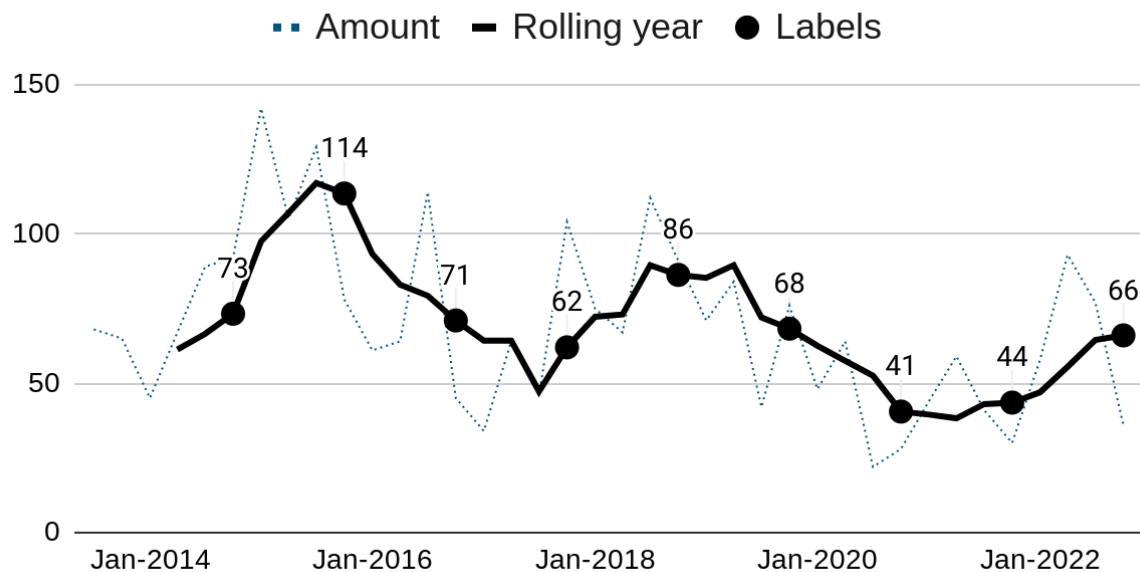
01 Empty homes brought back into use

Empty properties bought back into use



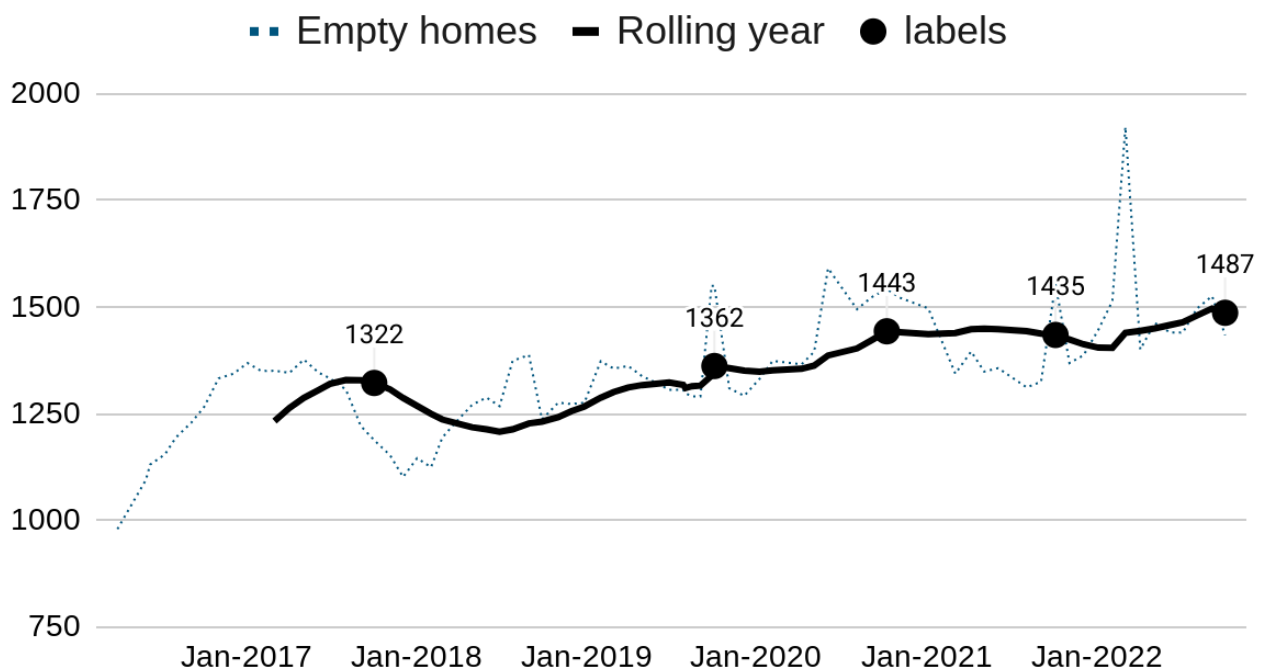
02 Number of homes where action taken to improve living conditions

Number of homes where action taken to improve living conditions



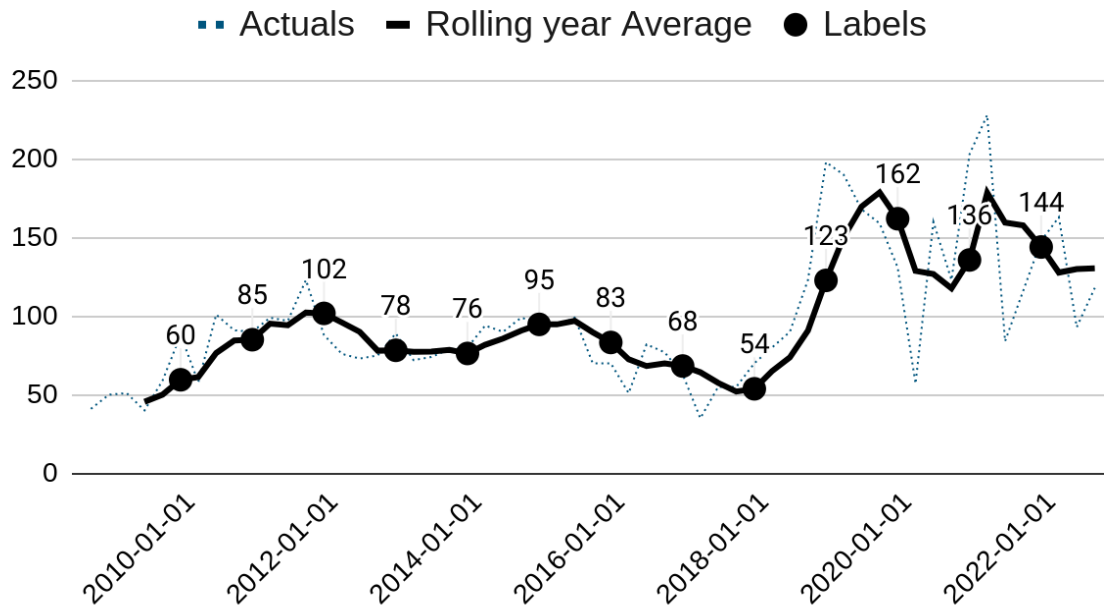
03 Number of empty homes in the district

Number of empty homes in the district



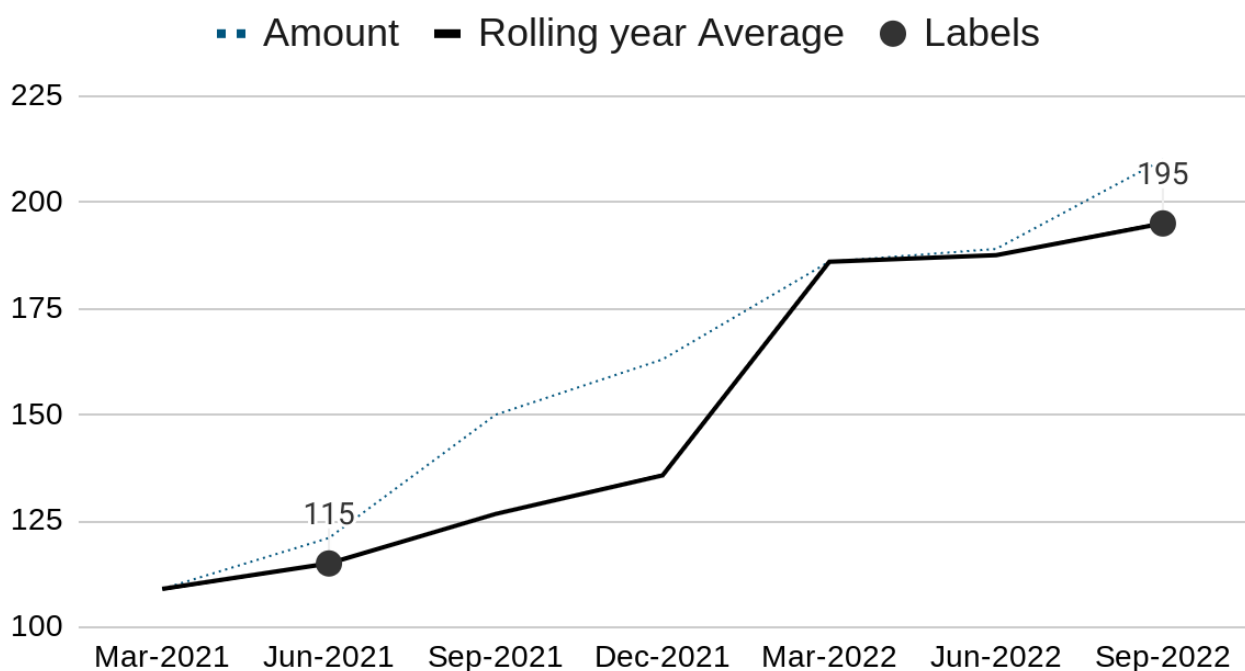
04 Number of homeless cases prevented

Number of homeless cases prevented



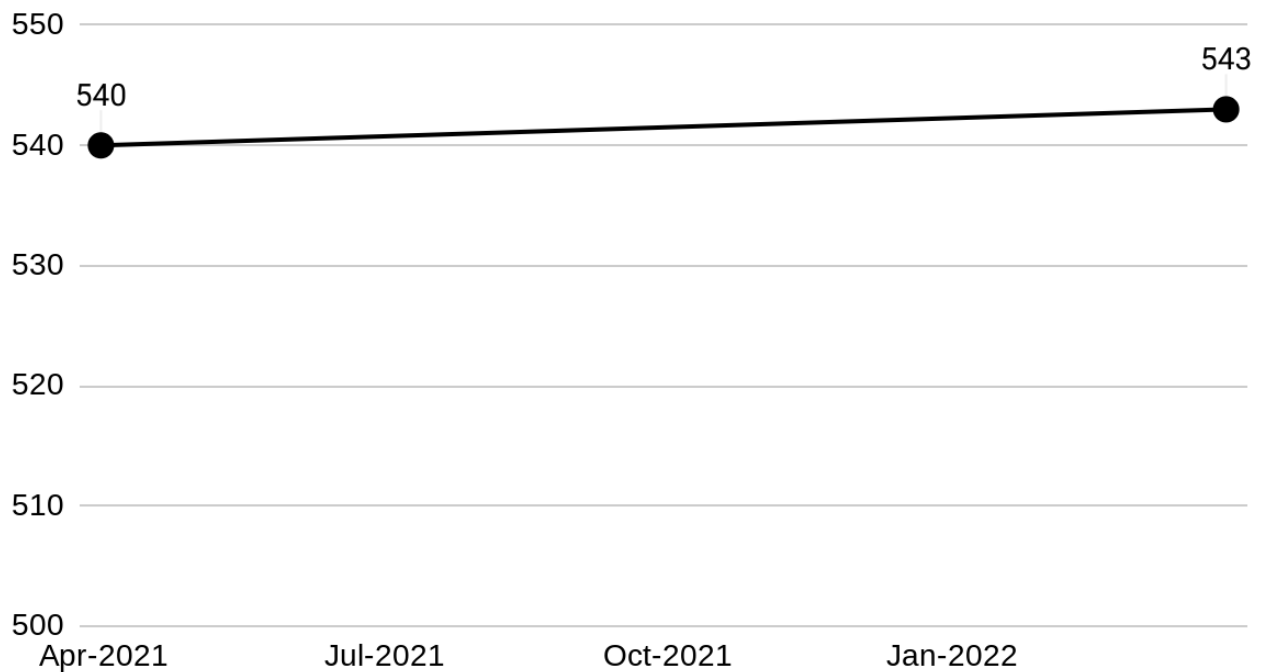
05 Households in temporary accommodation

Households in temporary accommodation



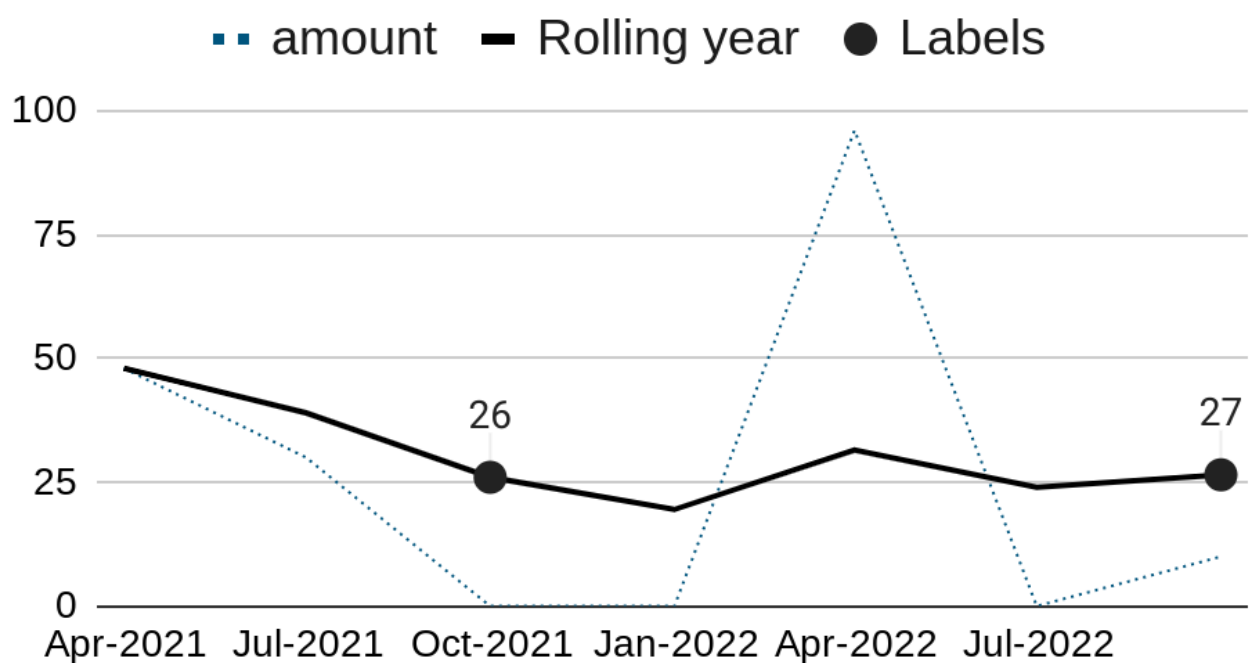
06 All new homes completed

All new homes completed



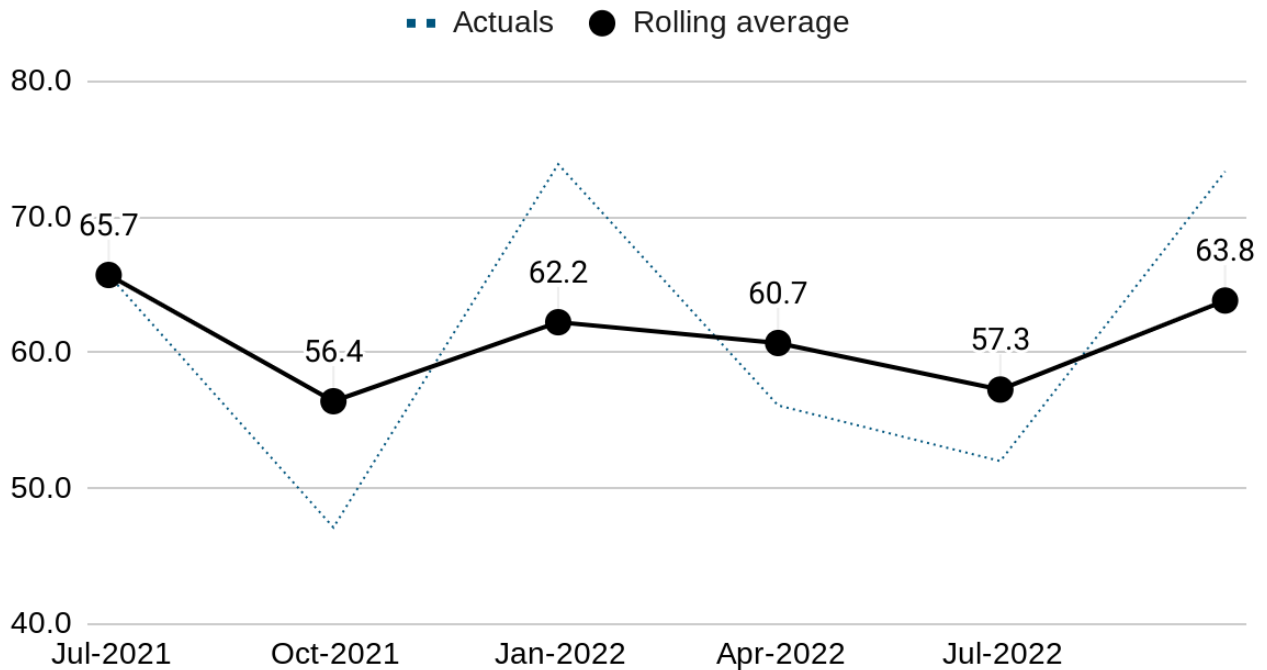
07 Affordable homes completed

Affordable homes completed



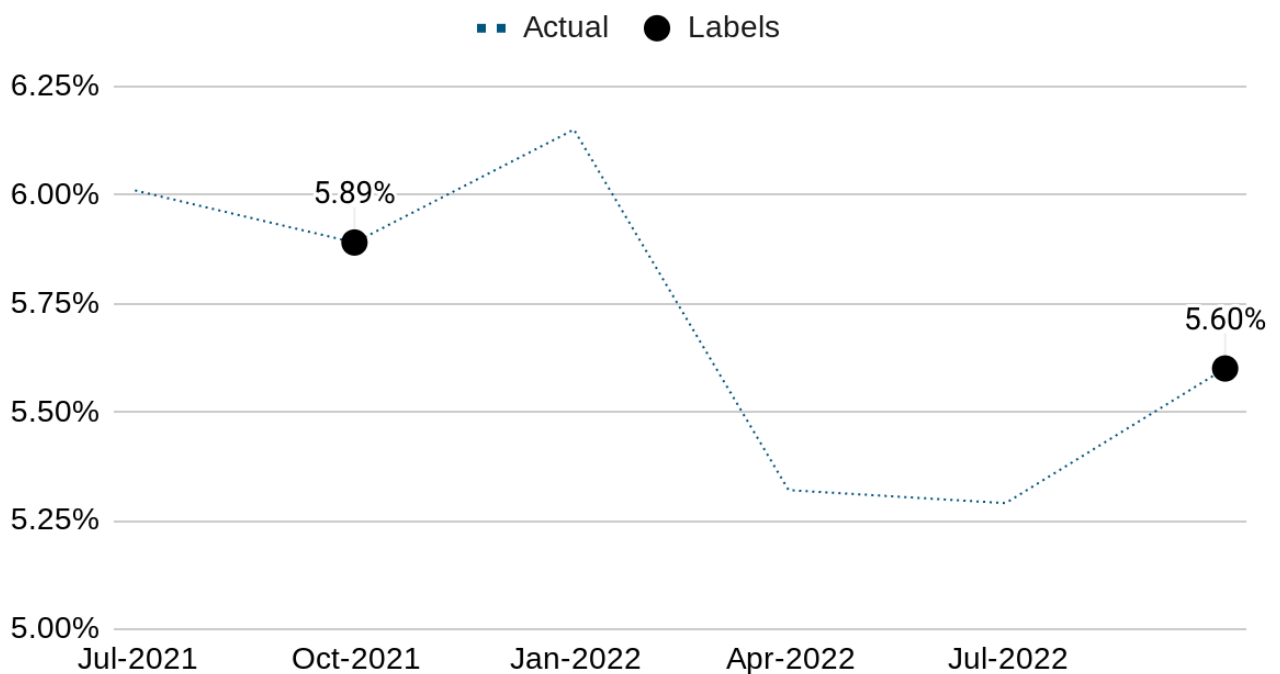
08 Average relet time for council homes

Average relet time for council homes



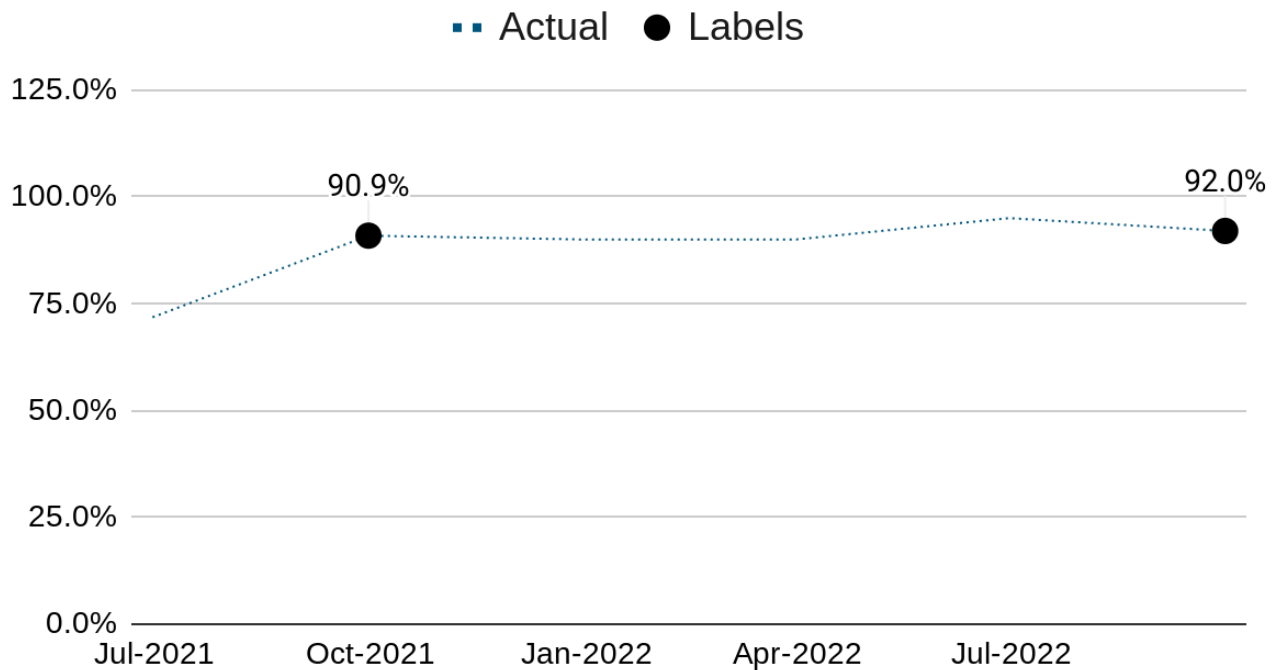
09 Rent arrears

Rent arrears



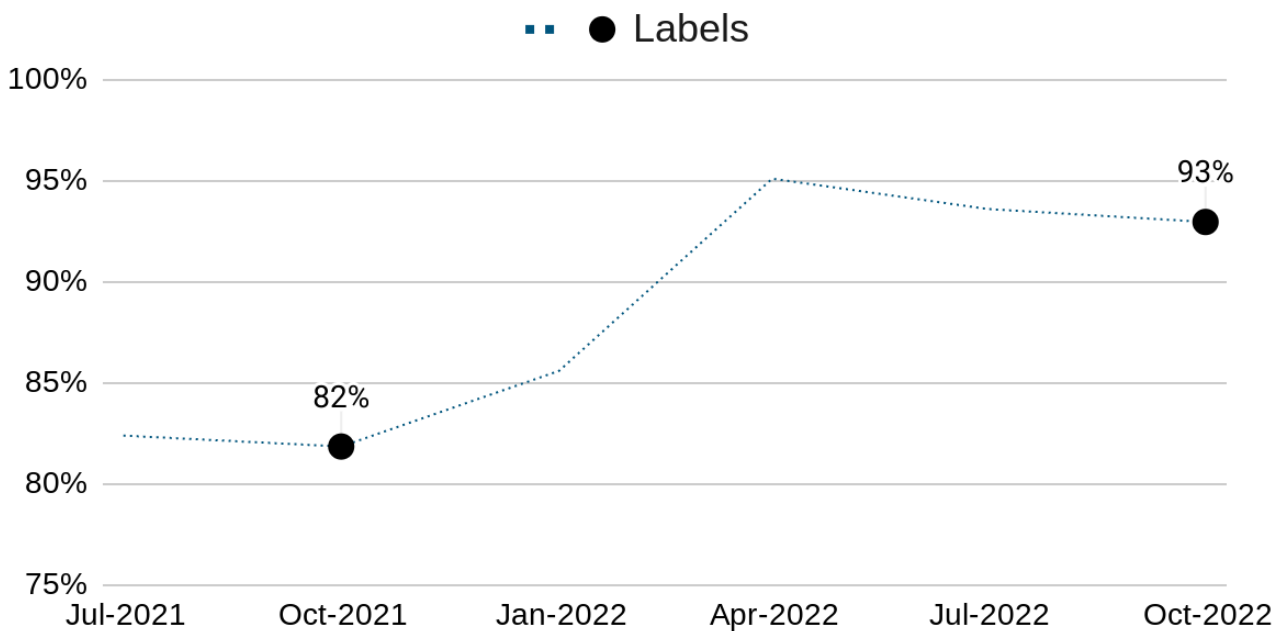
10 HRA Capital Programme Delivery

HRA Capital Programme Delivery



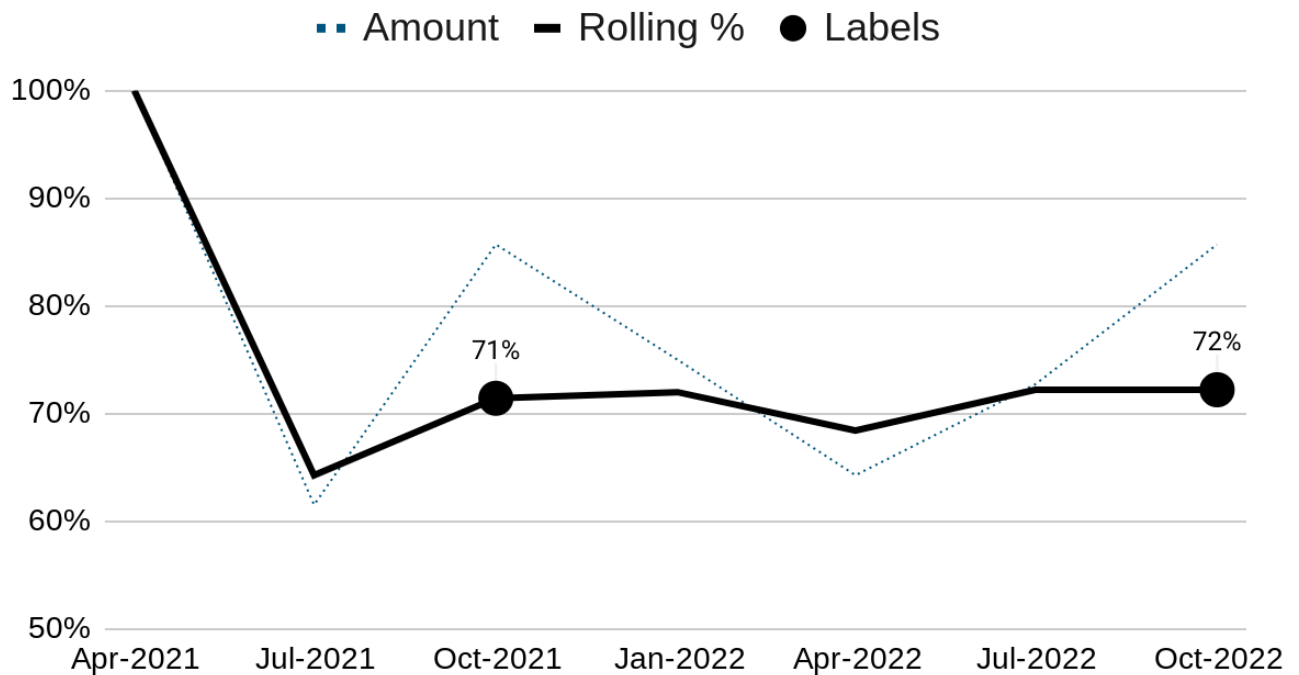
11 Tenant and Leaseholder Health and Safety Compliance

Tenant and Leaseholder Health and Safety Compliance



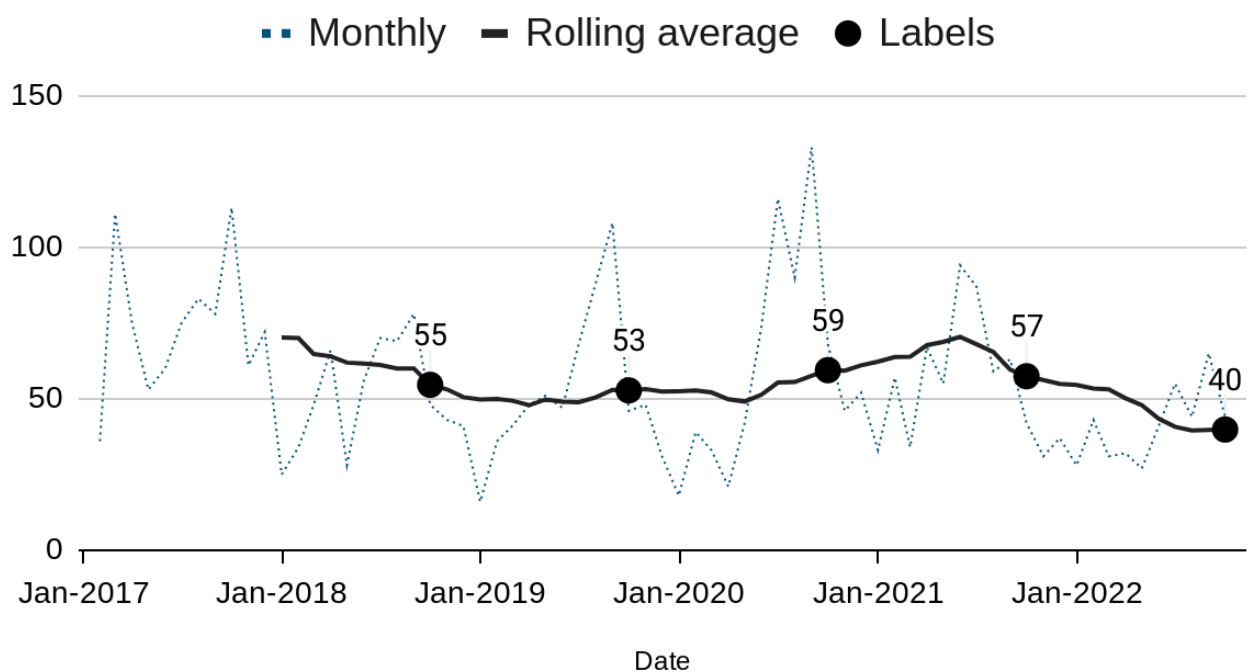
12 Planning Appeals

Planning Appeals



32 Number of Service requests - community Safety

Number of Service requests - community Safety



34 Community Services Survey

No data

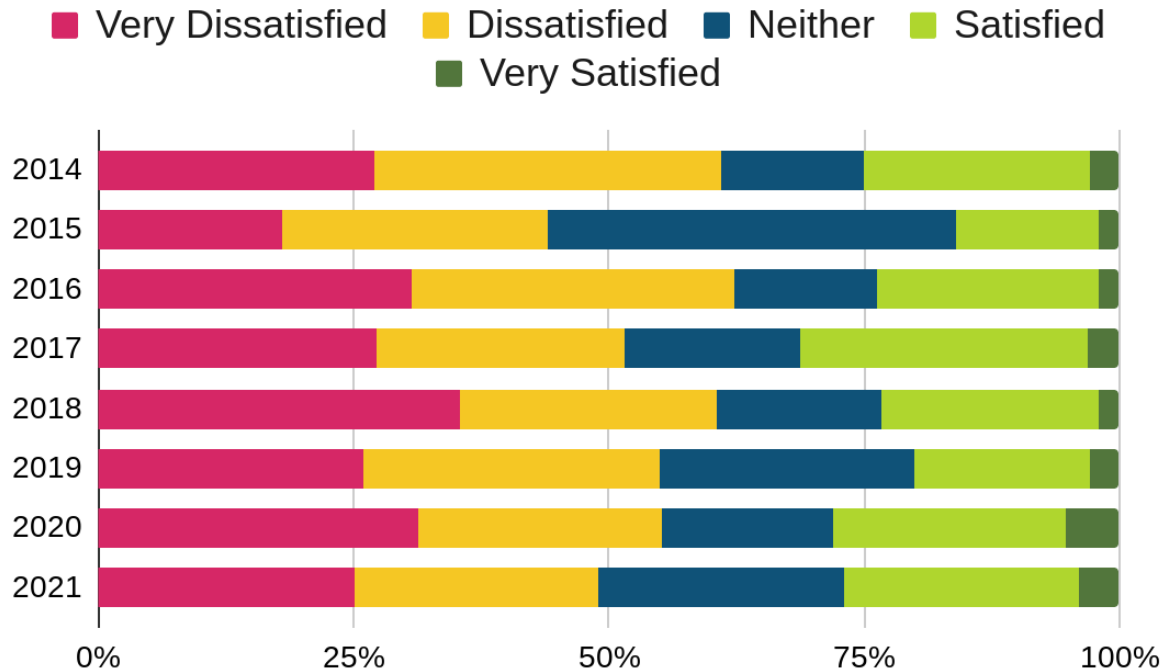
20 Percentage of randomly inspected sites which are mainly free from litter or refuse

See annex 1

Environment

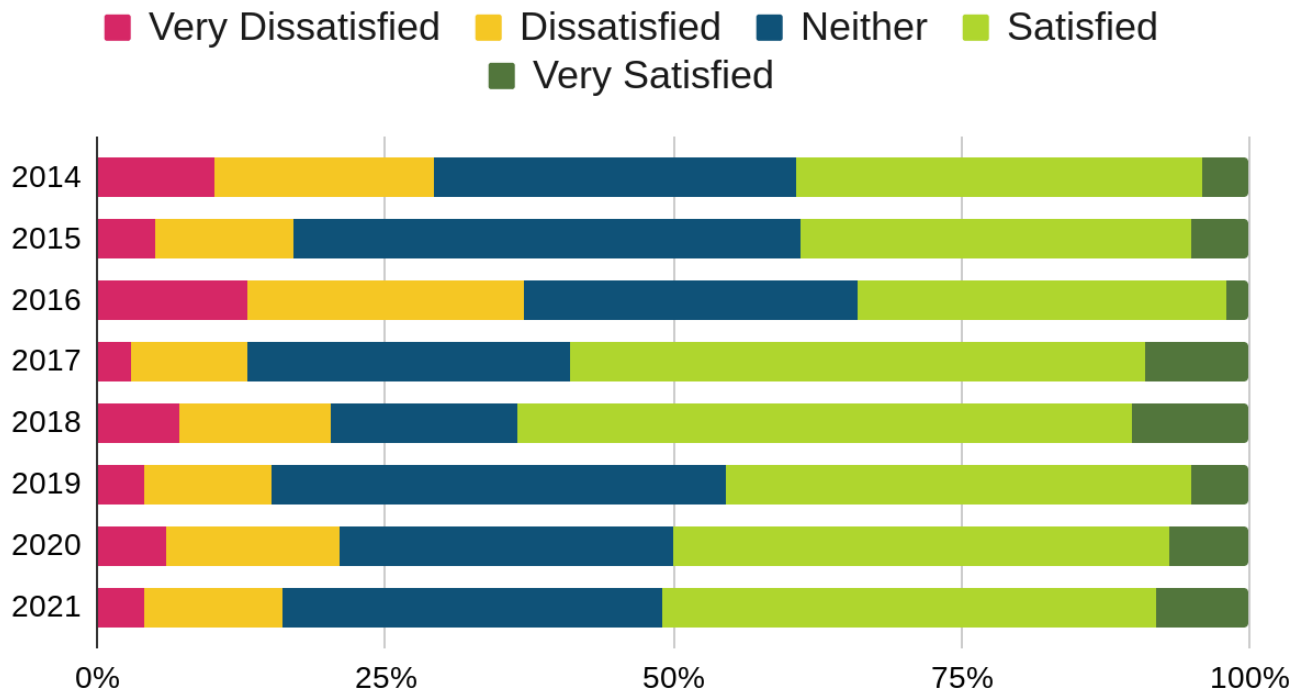
24 Residents Survey - Public opinion of the Street Cleaning Service

Public opinion of the Street Cleaning Service



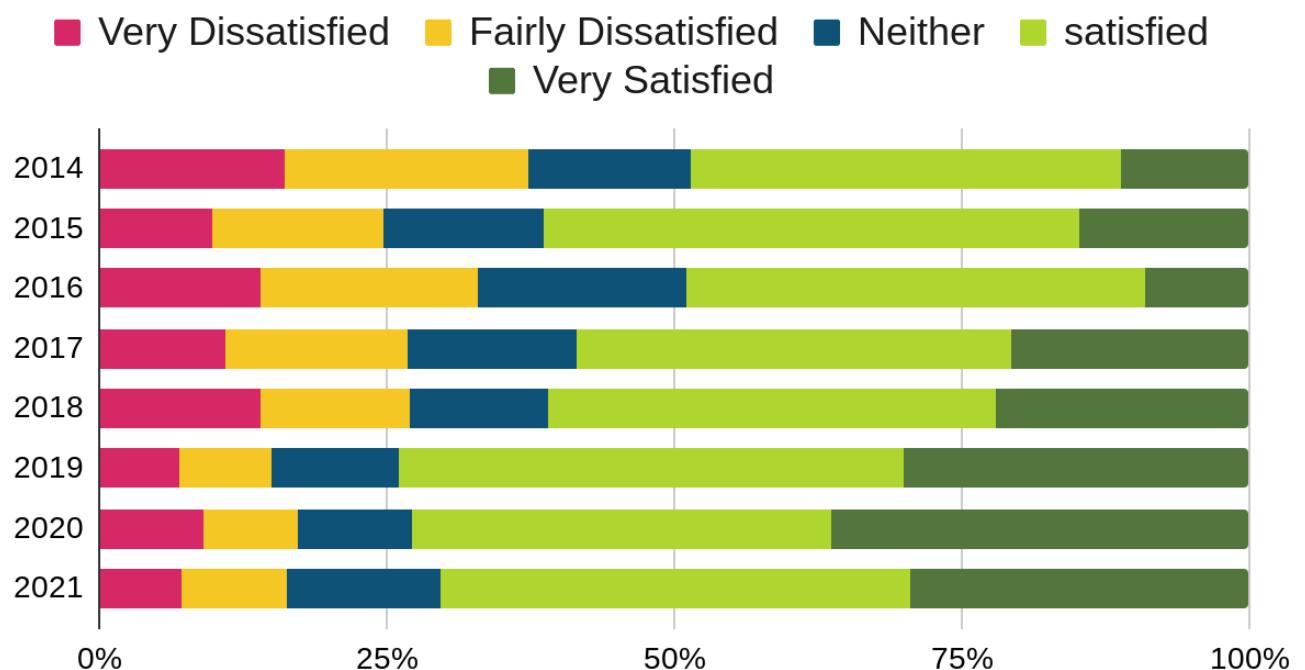
25 Public opinion of Parks and Open Spaces

Public opinion of Parks and Open Spaces



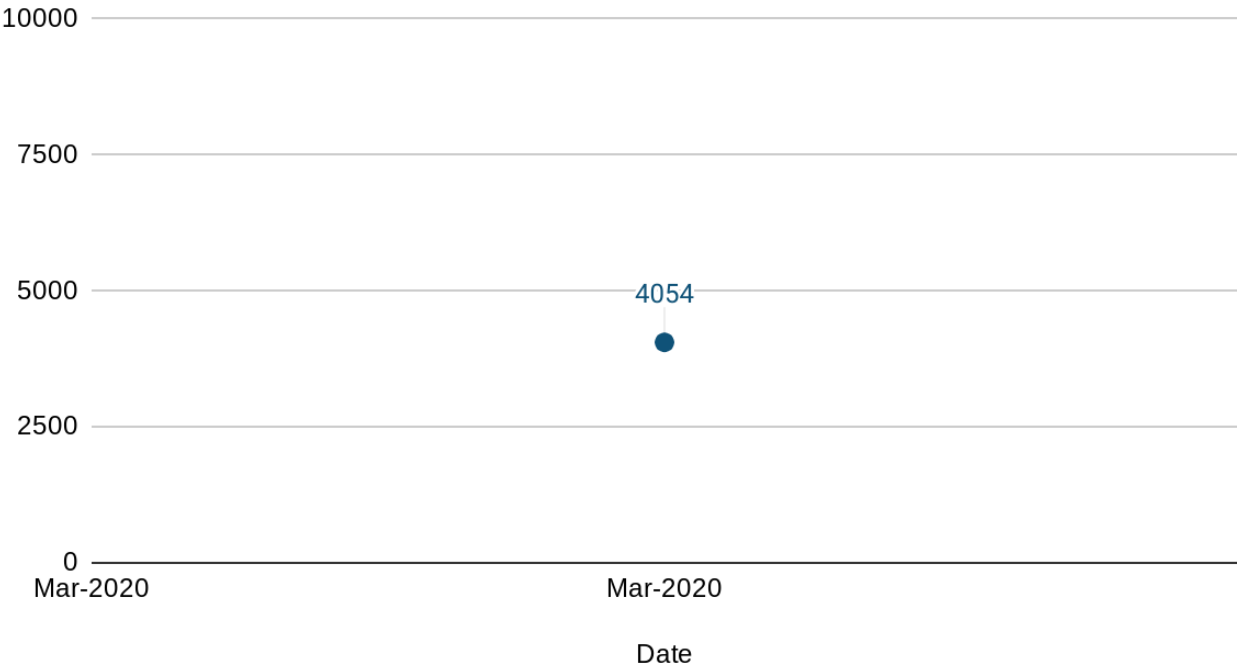
26 Public opinion of the Recycling Service

Public opinion of the Recycling Service



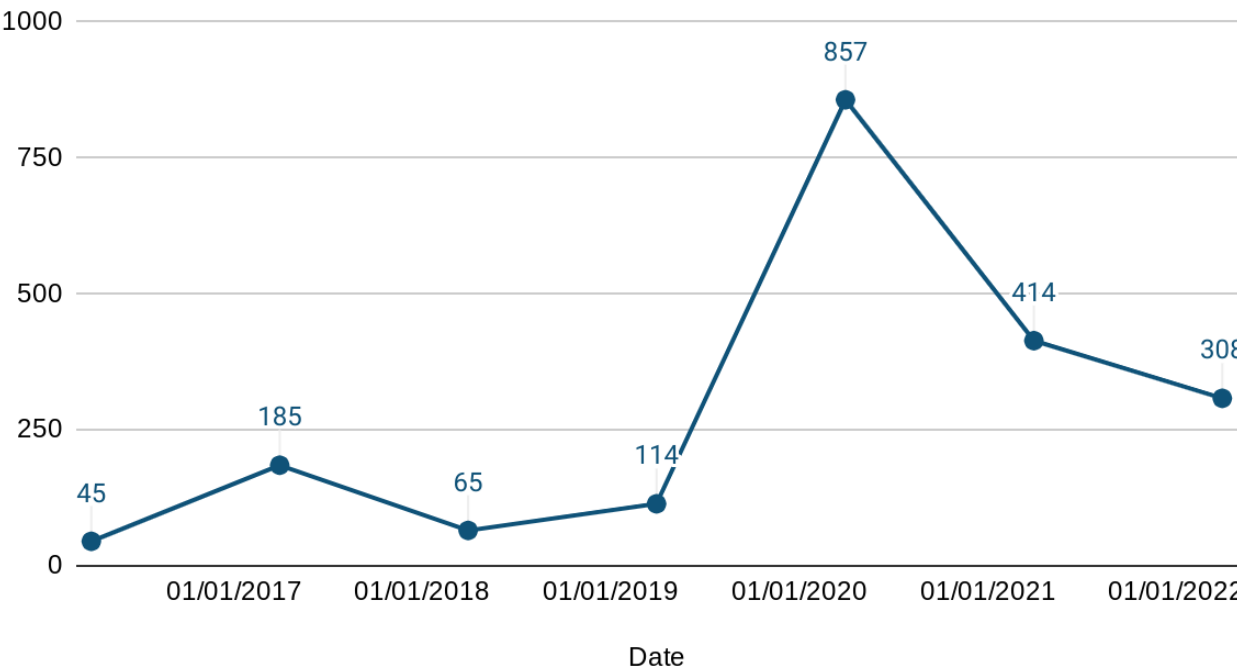
13 TDC Greenhouse emissions

TDC Greenhouse emissions



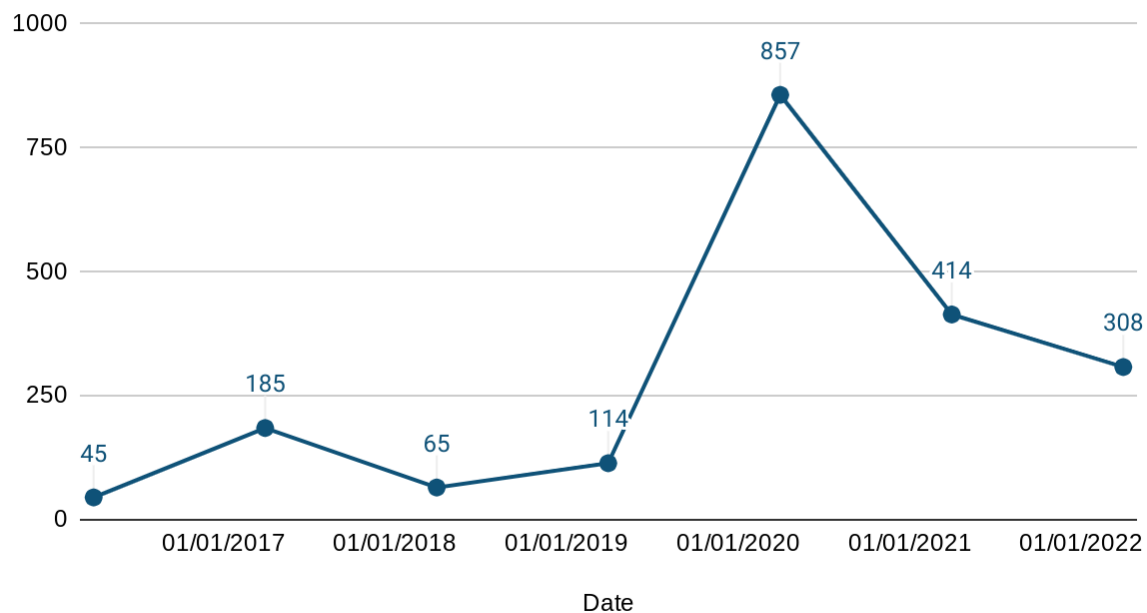
14 Trees

Trees



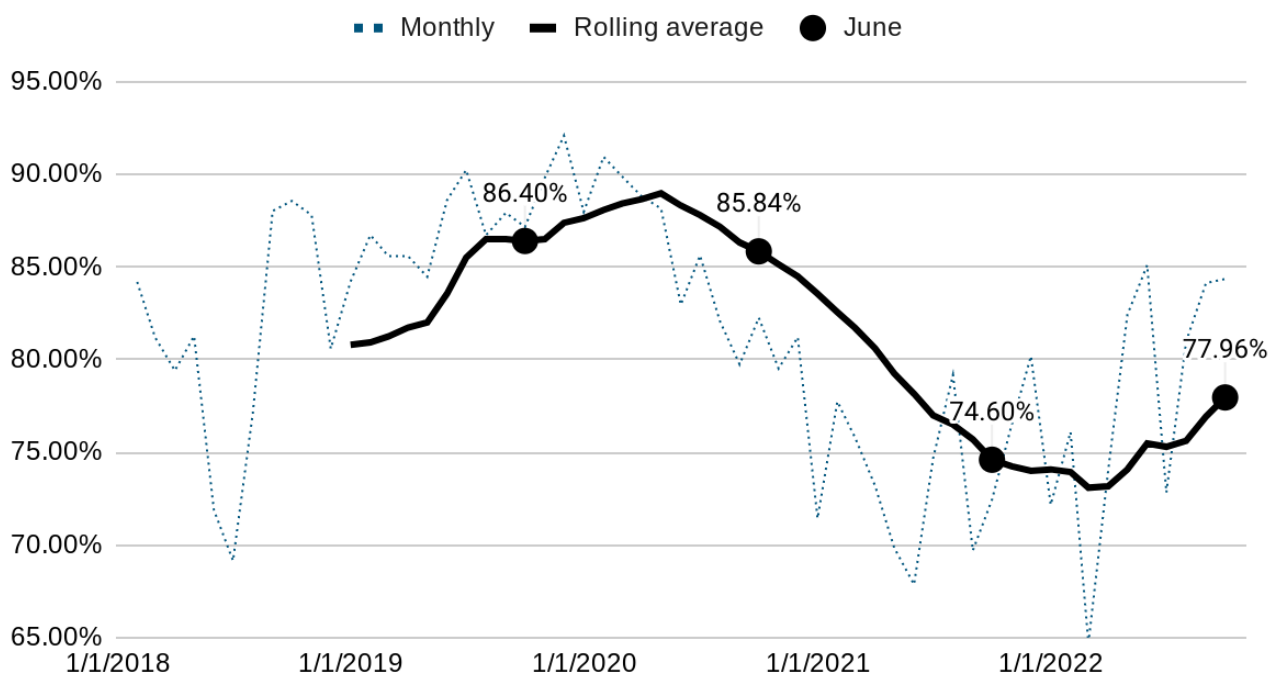
15 area of open spaces managed for pollinators

Trees



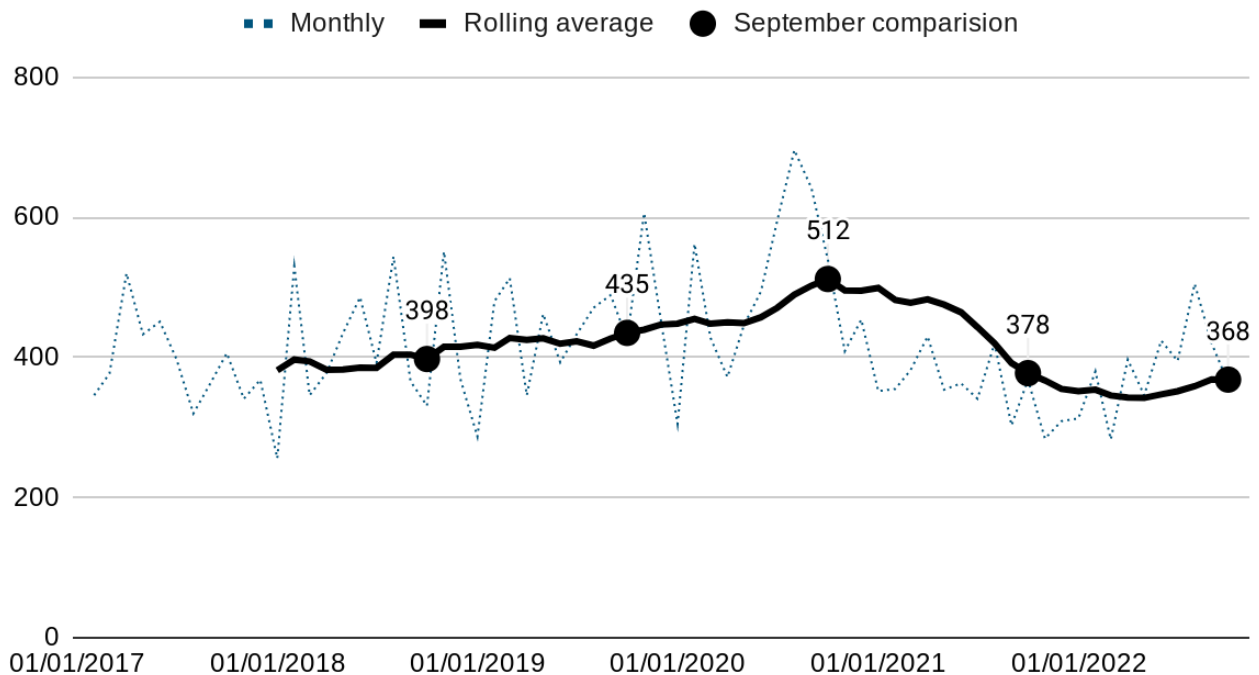
22 % response rate within timescale for all enforcement reports (Street Scene Enforcement)

Enforcement First responses in time



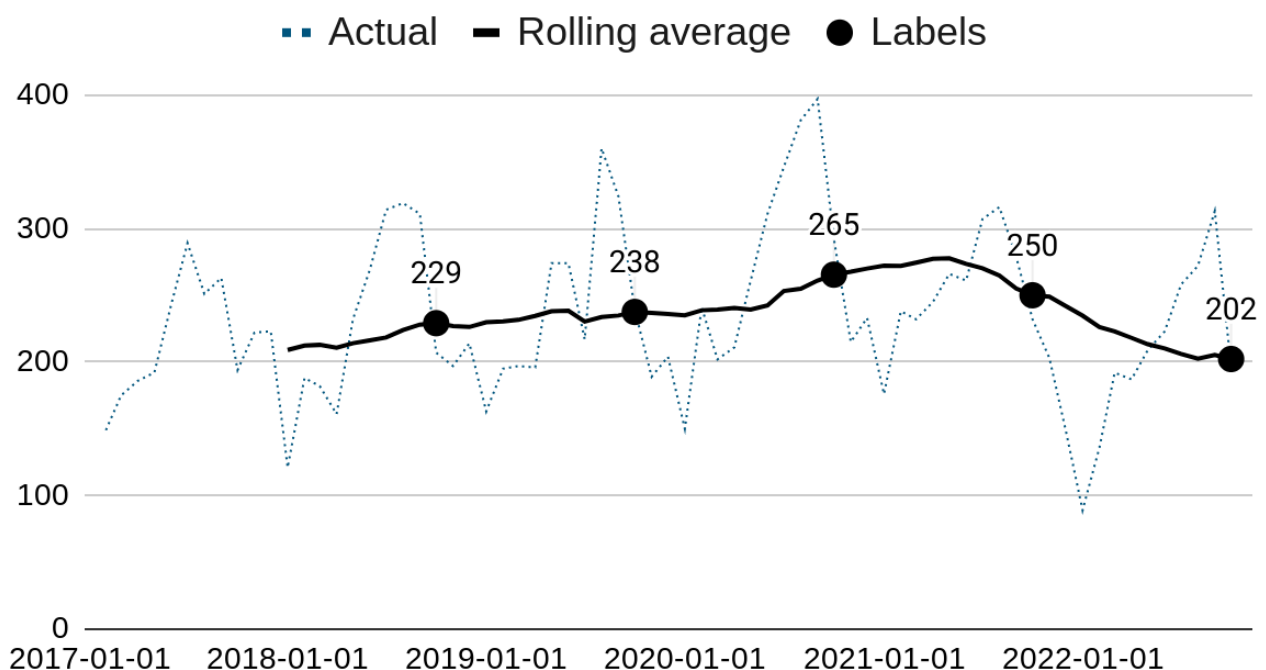
23 Enforcement (Street Scene Enforcement)

Enforcement Actions



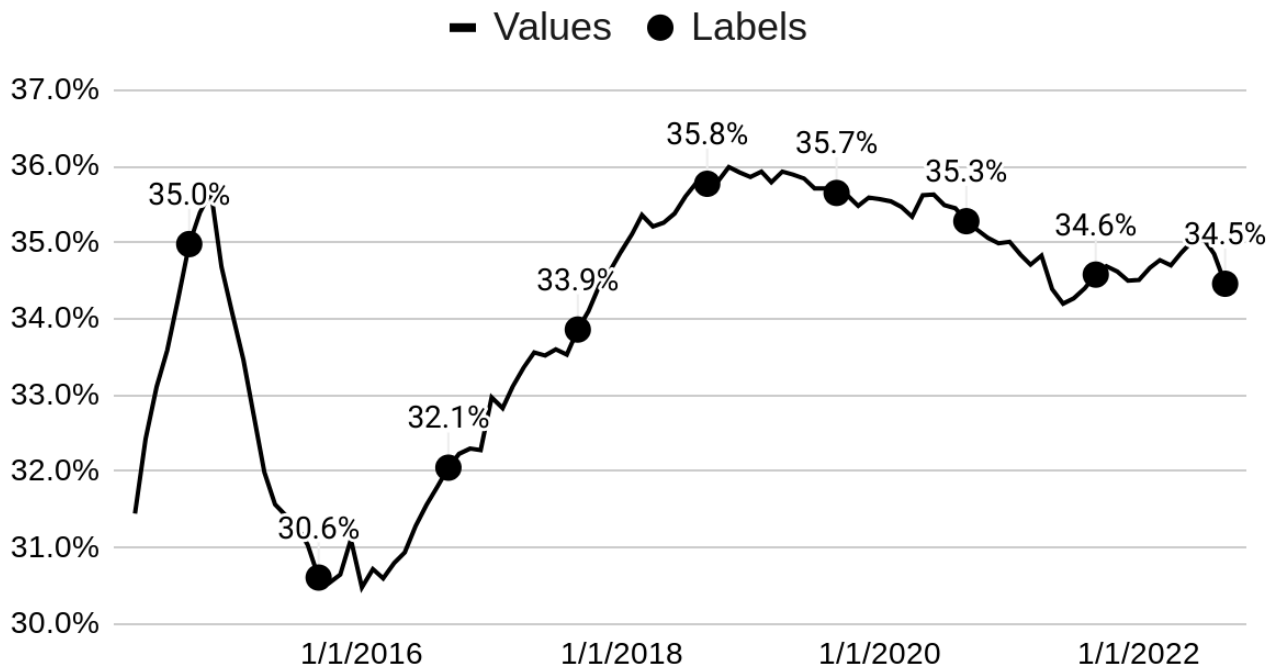
33 Number of Service requests - Environmental protection

Number of Service requests - Environmental protection



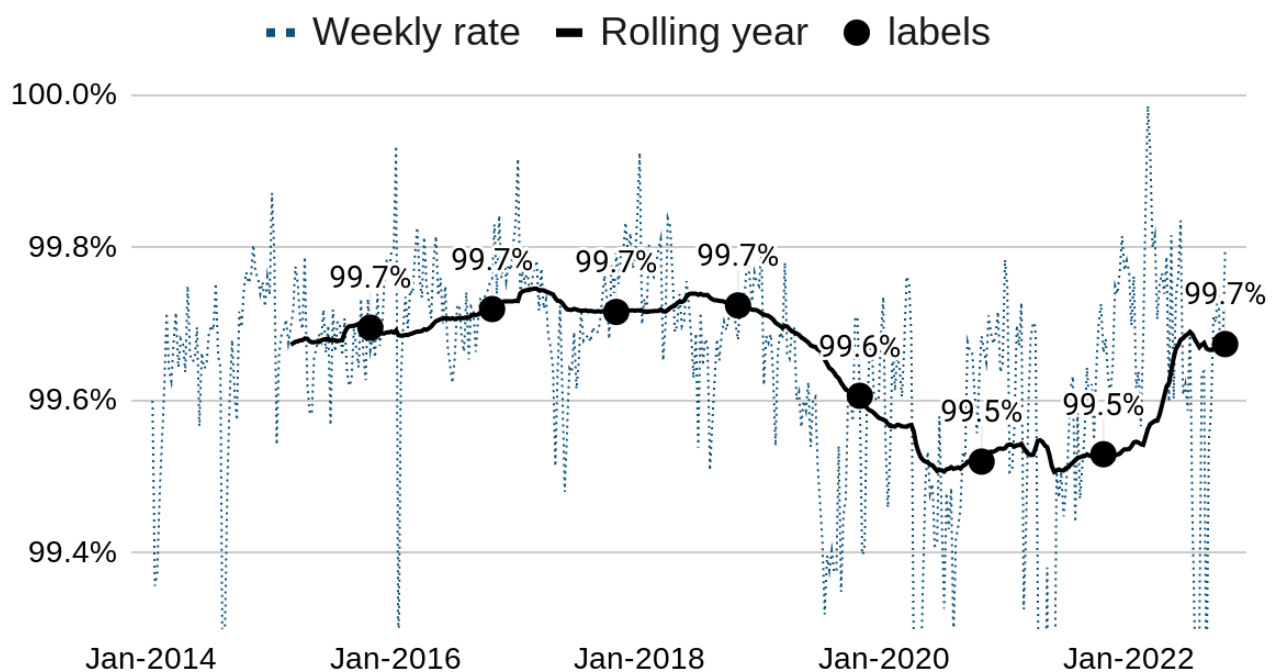
18 Recycling rate

Recycling Rate



19 % of properties where bins collected successfully

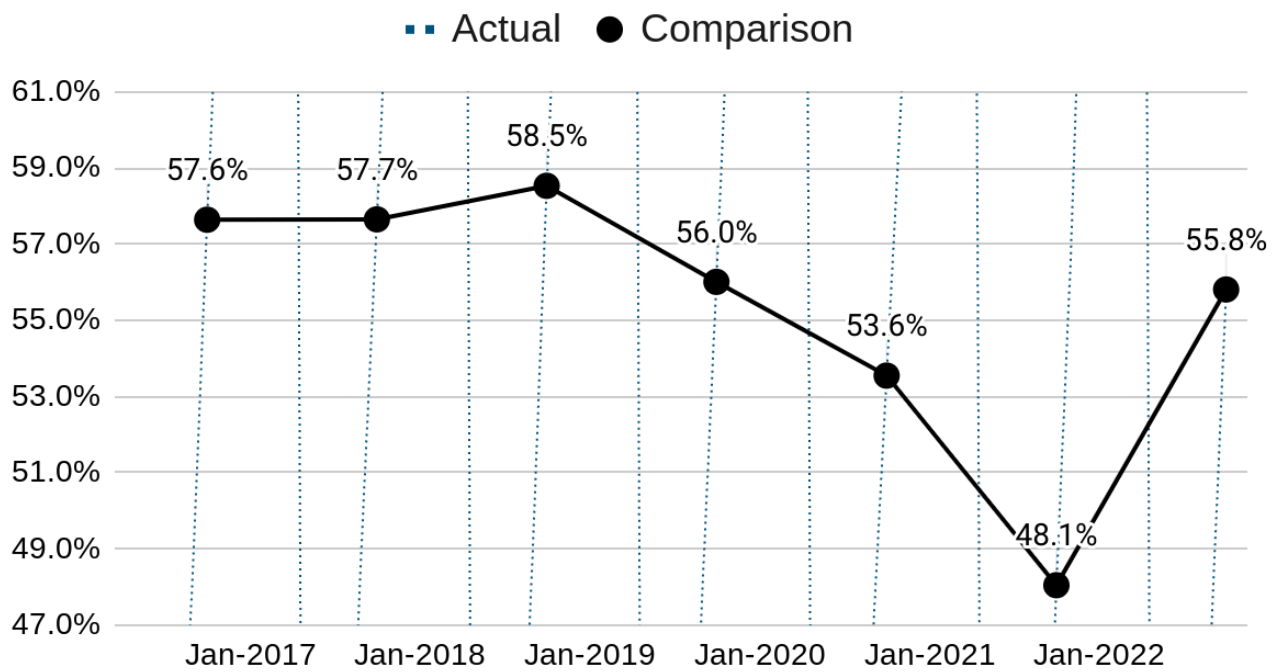
% of bins collected



Growth

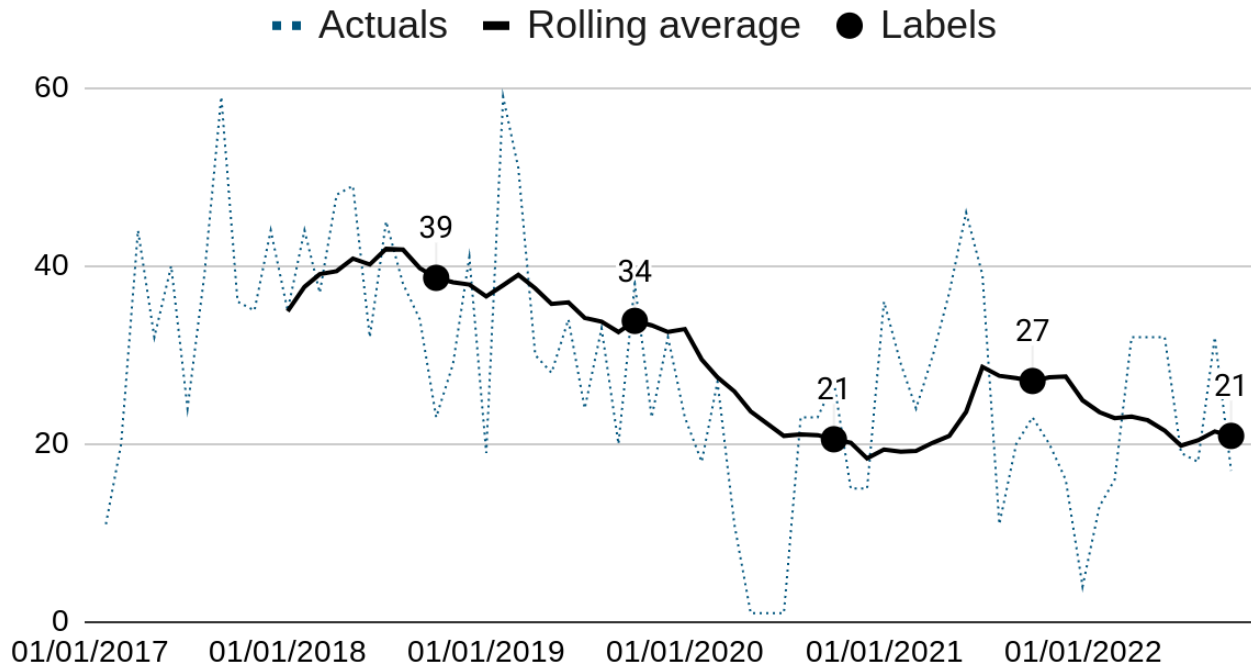
29 % Business rates collected

% Business rates collected



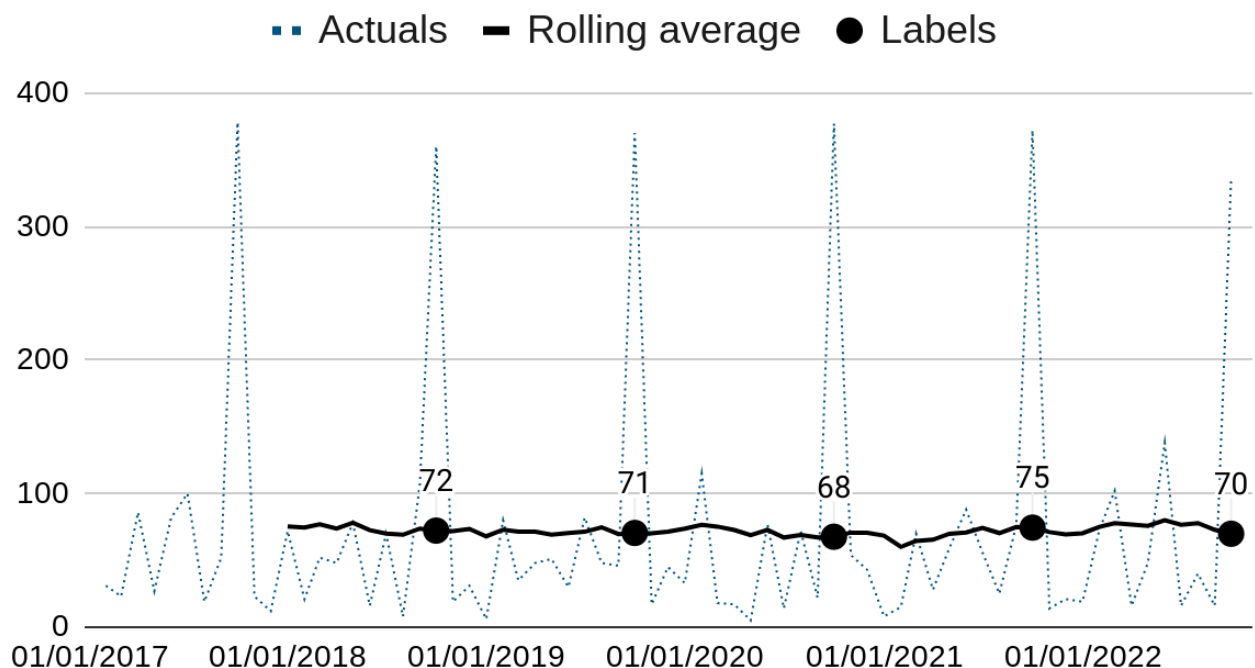
35 Food Businesses - renewals and new business

New Food Businesses



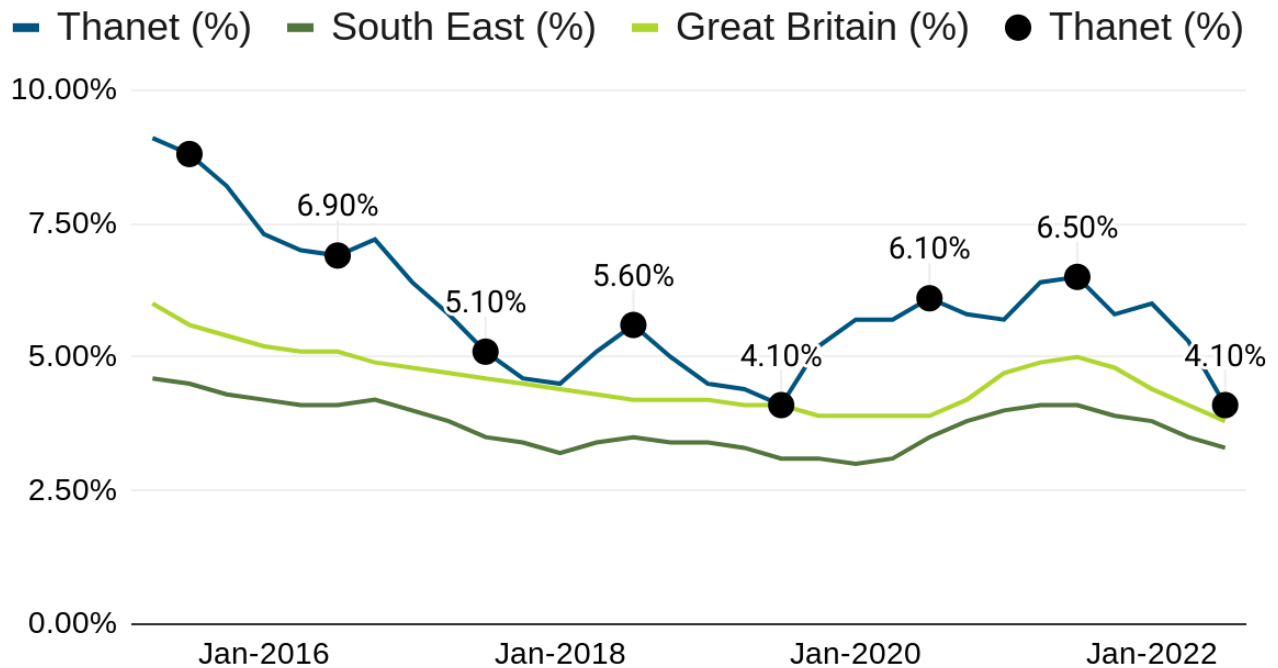
36 Licensed Premises renewals and new licensed premises

New Licensed Premises



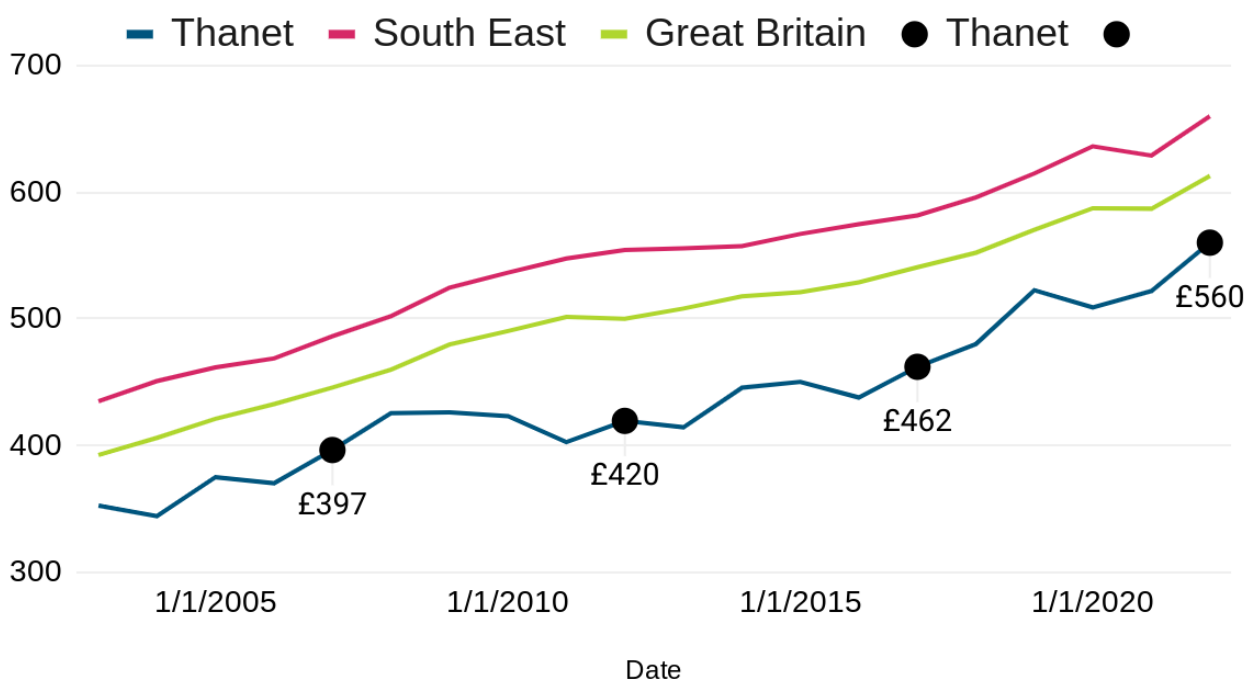
16 Unemployment

Unemployment Rate



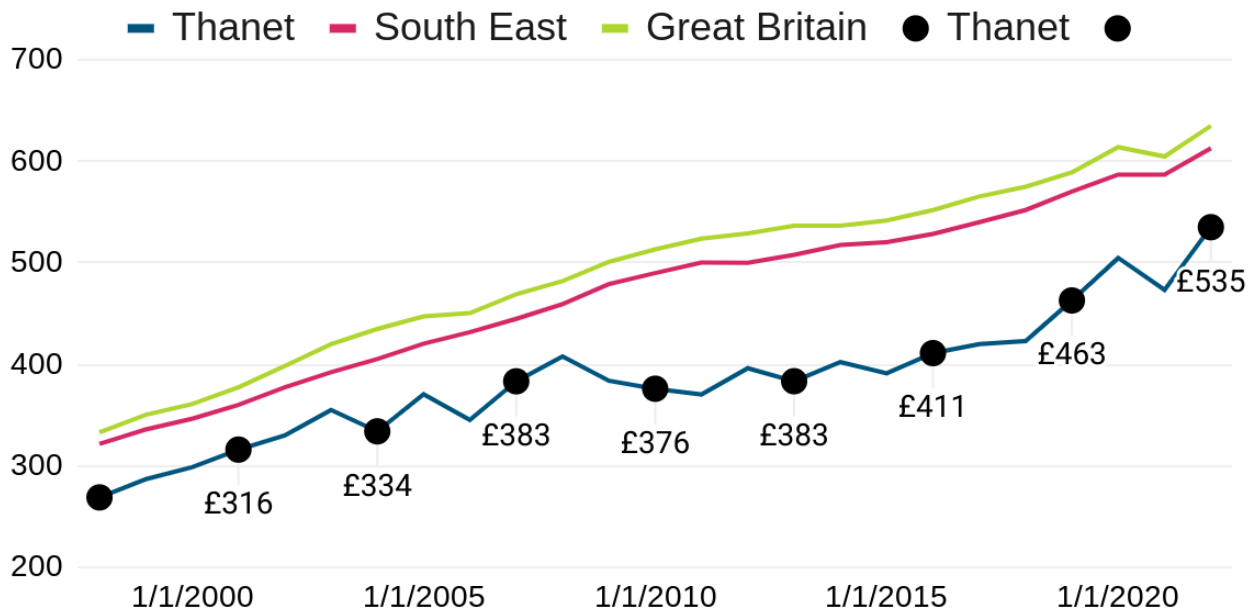
17 Wages - Earnings by place of Residence

Wages - Earnings by place of residence



38 Wages - Earnings by workplace

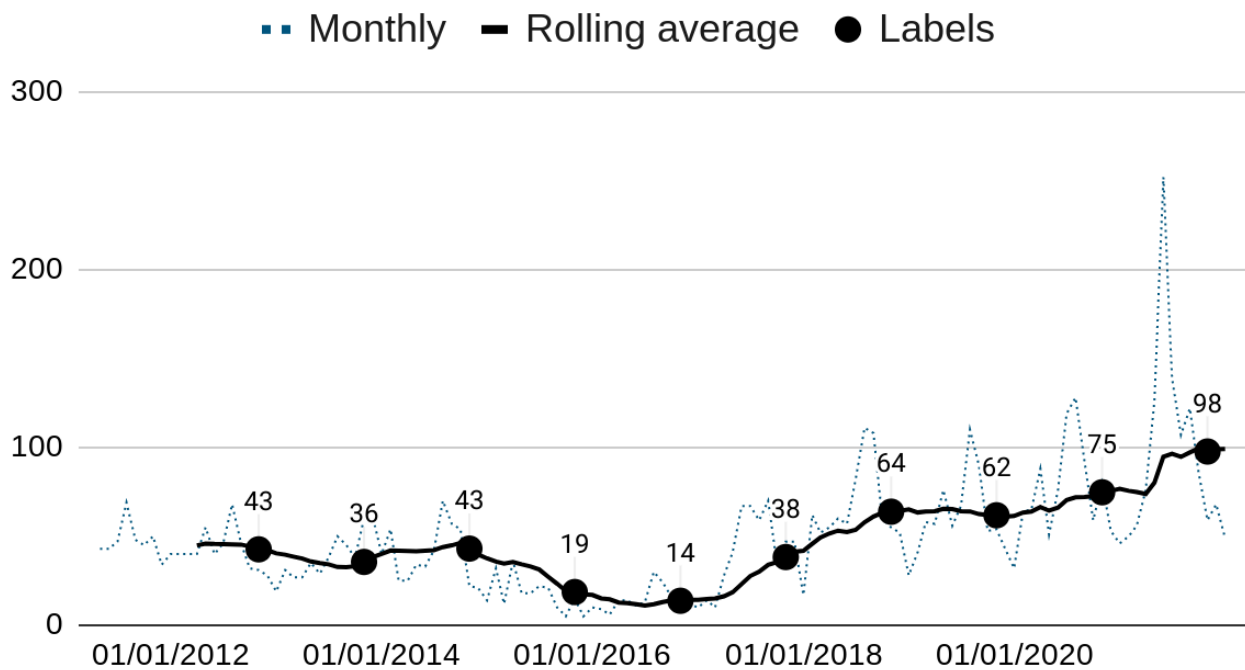
Wages - Earnings by Workplace



Efficiency

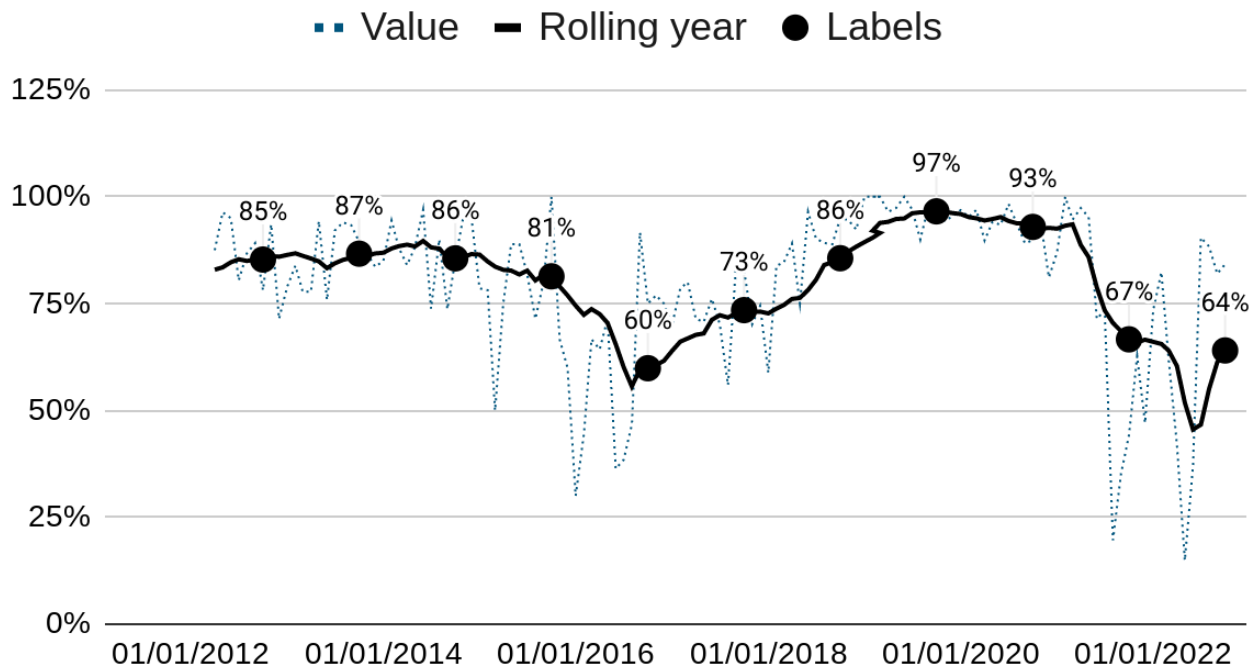
30 Complaints

Complaints



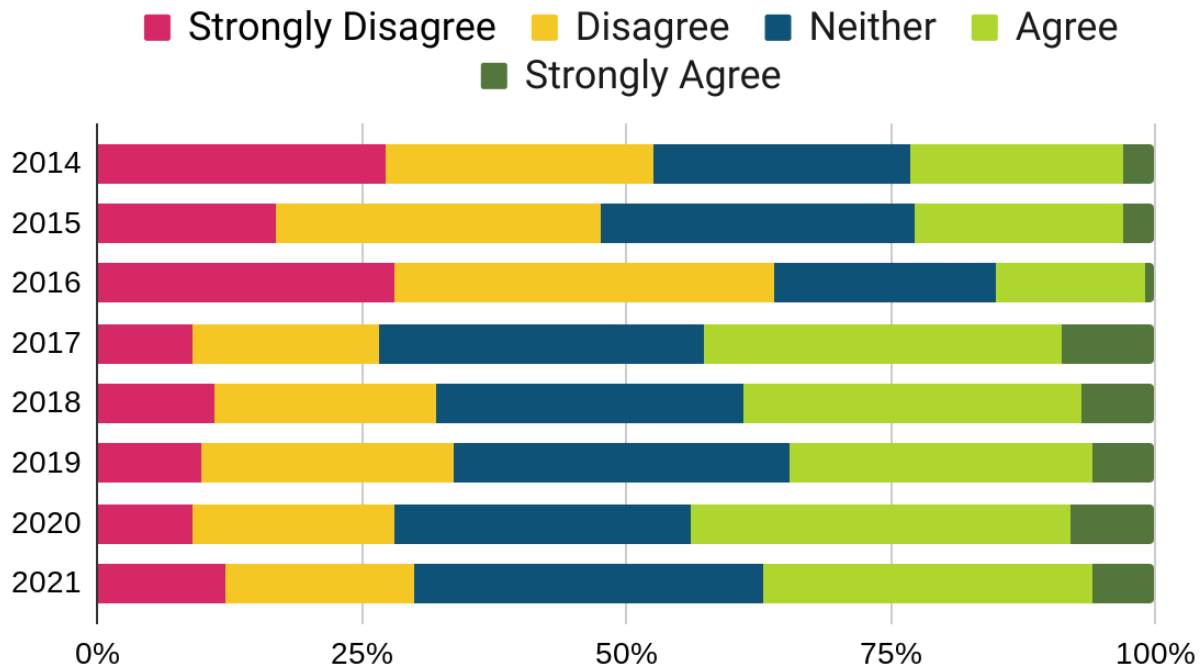
37 % of complaints processed in time

% of complaints processed in time



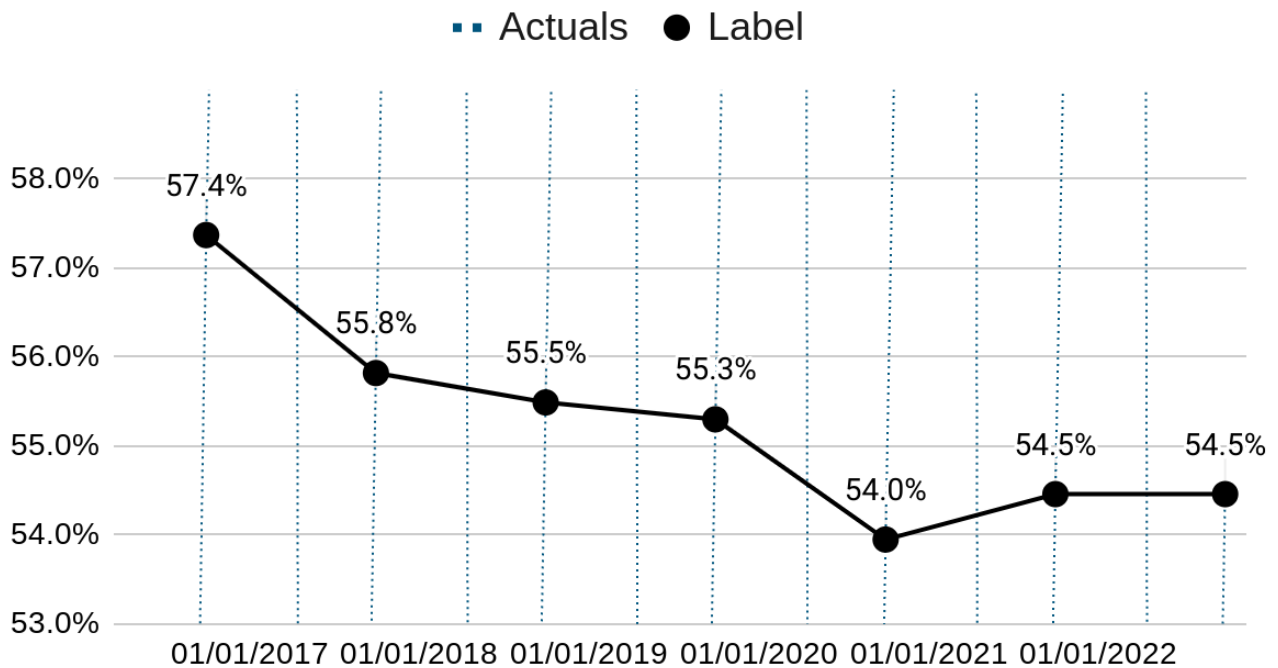
27 Public opinion of whether the council provides Value for Money

Public opinion of whether the council provides value for money



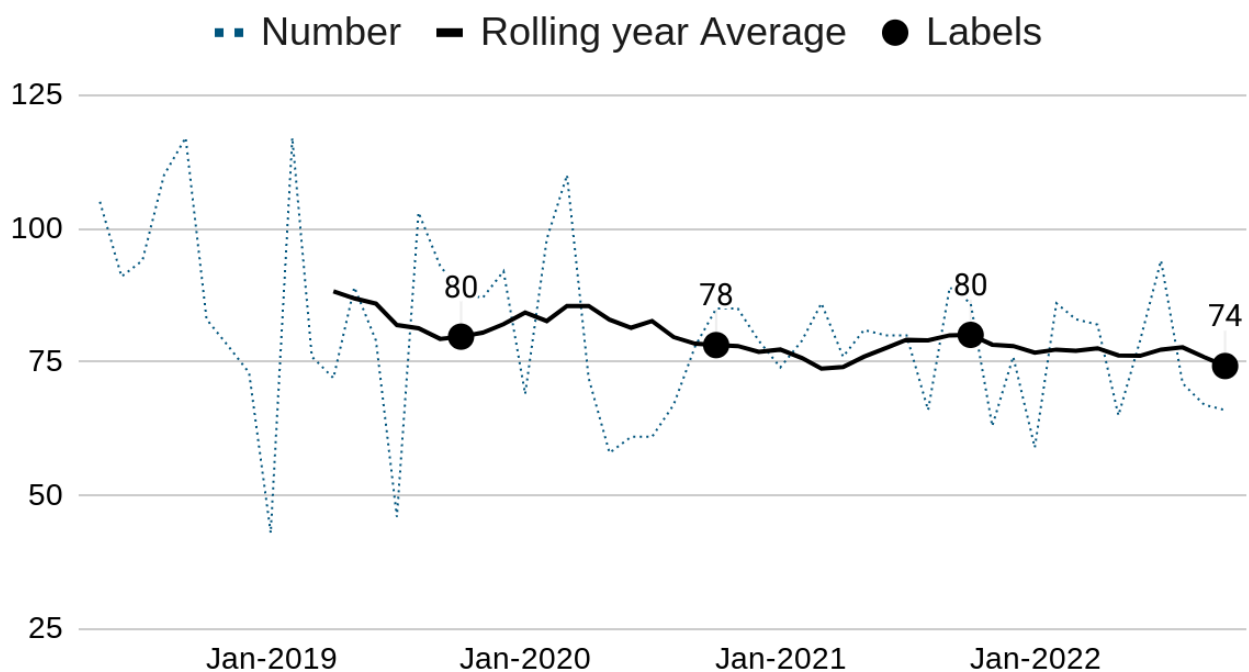
28 % Council Tax collected

% Council Tax collected



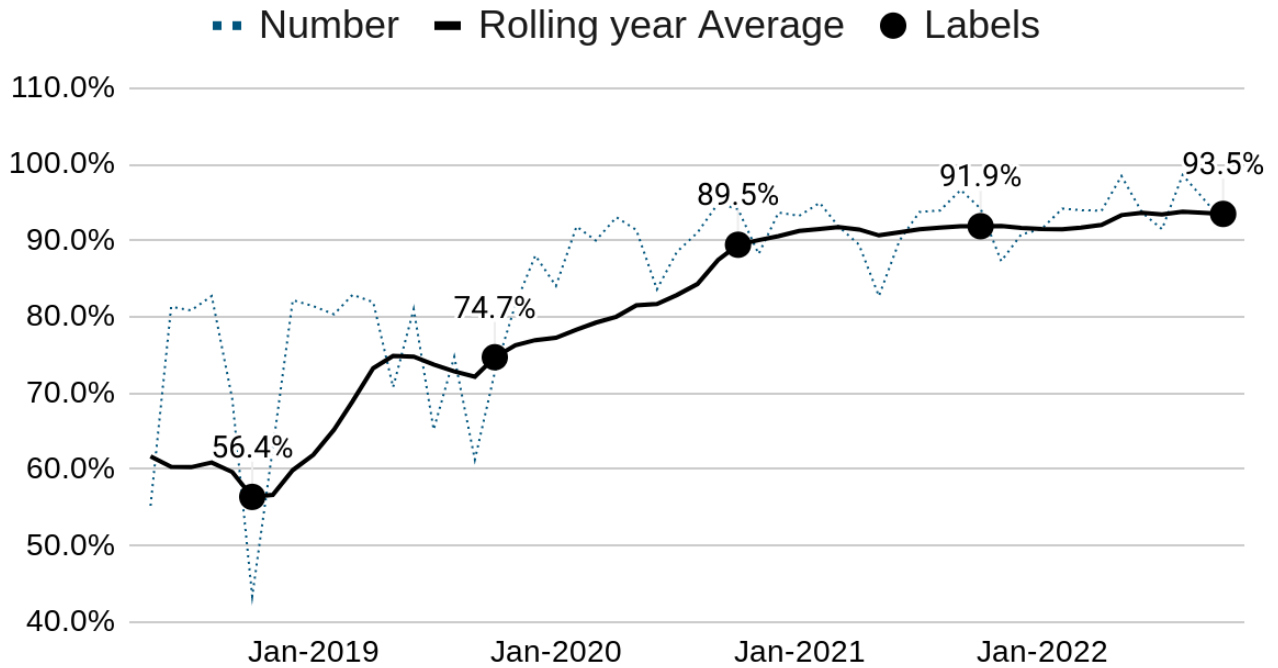
31 Freedom of information Requests

Freedom of information Requests



39 % of Freedom of information Request processed in time

Freedom of information Requests processed in time



TLS KPI Q2 - Housing Performance report

Cabinet:	16 March 2023
Report Author:	Sally O'Sullivan, Tenant and Leaseholder Services Manager
Portfolio Holder:	Cllr Jill Bayford, Cabinet Member for Housing
Status:	For Information
Classification:	Unrestricted
Key Decision:	No
Reasons for Key:	N/A
Ward:	Thanet wide

Executive Summary:

This report provides members of the Cabinet with a review of the performance of the council's tenant and leaseholder service (TLS) for quarter 2 2022/23.

The report includes performance information relating to 2 areas of TLS. These are:

- Operational performance against key indicators for the period from 1 July 2022 to 30 September 2022.
- The management of tenant and leaseholder health and safety as of 30 September 2022.

Recommendation(s):

Cabinet is asked to:

1. Note the contents of the report.

Corporate Implications

Financial and Value for Money

Although the performance of the TLS has a direct impact on both finance and value for money, this report does not result in any specific financial implications.

Legal

There are no direct legal implications arising from this report.

Corporate

The council's agreed Corporate Statement includes a priority to improve the standards and safety in homes across all tenures.

The council's adopted tenant and leaseholder health and safety policies also include a specific commitment to report health and safety compliance information to members on a quarterly basis.

Risk Management

The regulations, by which a social housing provider must be compliant, tell us we must have good governance in place to manage landlord health and safety obligations and performance. As a Council, we look to Members to scrutinise and challenge the performance of the Tenant and Leaseholder Service.

The presentation of Quarterly performance reports to Cabinet and OSP mitigates the risk of becoming non compliant and put under notice by the Regulator for Social Housing

Equality Act 2010 & Public Sector Equality Duty

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.

Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.

This report relates to the following aim of the equality duty: -

- To advance equality of opportunity between people who share a protected characteristic and people who do not share it.

There are not considered to be any adverse impacts for people with protected characteristics directly arising from this report. However TLS provides services to tenants and leaseholders with a range of protected characteristics and vulnerabilities.

CORPORATE PRIORITIES

This report relates to the following corporate priorities:

- *Communities*

1.0 Introduction and Background

- 1.1. The council's tenant and leaseholder service (TLS) provides tenancy management and maintenance services to tenants and leaseholders of Thanet District Council.
- 1.2. TLS provides quarterly reports on their operational performance against a range of key indicators, attached is the data summary and performance report for quarter 2 2022/23.

- 1.3. TLS reviews tenant and leaseholder compliance performance on a monthly basis. To compliment the quarterly performance reports, the compliance performance for September 2022 is submitted for review.

Contact Officer: Sally O'Sullivan, (Tenant and Leaseholder Services Manager)

Reporting to: Bob Porter (Acting Corporate Director of Place)

Annex List

Annex 1 - Compliance report

Annex 2 - Compliance data summary

Annex 3 - Rate of progress graph

Annex 4 - Performance data Summary

Annex 5 - Performance report

Background Papers

N/A

Corporate Consultation

Finance: Chris Blundell (Acting Deputy Chief Executive)

Legal: Sameera Khan (Interim Head of Legal & Monitoring Officer)

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Thanet District Council
Tenant and Leaseholder Service
Monthly Service Compliance Report

Meeting:	Monthly Monitoring Report to Service Management Team
Date:	09th November 2022
Monitoring Period	September 2022
Author:	Claire Pryce (Asset Manager)
Summary:	<p>This report covers health and safety compliance areas relating to Thanet District Council' housing stock, both for individual properties and for communal services and locations.</p> <p>A summary of the metrics is provided in annex 2 The rate of progress is shown in annex 3. (graph)</p>
Recommendations:	<p>That the director for housing and planning scrutinise the data contained within this report and escalate any exceptional positions to the council's Corporate Management Team and relevant Cabinet Member, in line with agreed policy.</p> <p>Quarterly reports to be escalated formally to Cabinet</p>

Table of Contents

3 - TDC Housing Stock

3 - Lifts

4 - Water

5 - Fire Risk Assessments

7 - Asbestos

8 - Electrical

8 - Gas

TDC Housing Stock

Type	No.	Comments
Domestic	3046	
Communal	274	
Garages	354	
Garages block	34	Harbour Towers car park included here
Commercial	3	Under lease: Brunswick community Centre and Newington community Centre, Managed: Millmead Hall

Lifts

Compliance with written examination schemes for lift plant	14 (100%) One lift currently under refurbishment (Harbour Towers due to be handed over Nov 22)
Number of Entrapments - month and year to date	Entrapments this month 0 (from Mears) from 0 Precision lifts
Current Assets - lifts / hoist / stairlifts and changes in last month	<p>Hoists belong to KCC</p> <p>Stairlifts - 84 Non Compliant - 9 89.29% Compliant</p> <p>Eight LOLERs were completed in September and Two Loler was carded due to non access.</p> <p>Through floor lifts - 17 Non Compliant - 2 88.24% Compliant</p> <p>Access is a problem, the compliance team phone and cold call the residents and hand deliver a letter where we have had no contact.</p>

Agenda Item 6

Annex 1

Defects identified by insurer inspection - month and year to date	187 Defects identified on the last LOLER reports on passenger lifts from October 2022 to October 2022
Outstanding Defect A and Defect B risk actions as identified in insurers reports	<p>Passenger lifts</p> <p>Defect A's - 0 Defect B - 27</p> <p>28 Actions closed off</p> <p>Home aids (including stairlift and Through floor)</p> <p>Defect A Stairlift - 0 Through floor - 0</p> <p>Defect B Stairlift - 7 Through Floor - 3</p> <p>3 Defect B's Completed in September</p> <p>10 Remaining Defect B's being chased with the contractor, of which 5 were added in September</p>
RIDDOR Notices issued in relation to lift safety	None

Water

Properties with a valid in date LRA as a number and overall percentage	<p>30</p> <p>100% Compliant</p>
Properties which are due to be inspected and tested within the next 30 days - this is the early warning system	0
Number of follow up works / actions arising from risk assessments and inspections - completed / in time and overdue	<p>High Risk - 0</p> <p>Medium - 13</p> <p>Low - 0</p>

Agenda Item 6

Annex 1

Current Position	There has been no movement on the remedial work for the water in September, despite calls to residents being made to chase. Compliance Officer has carried out another letter drop to these residents asking them to get in contact to arrange an appointment
Corrective Action required	Legal have confirmed we can use a forced entry process to any actions where it puts risk on the whole block. This currently does not cover the outstanding actions.
Anticipated impact of corrective action	To complete outstanding actions as soon as possible

Fire Risk Assessment

Properties with a valid in date FRA. This is the level of compliance as a number and overall percentage	167 in date 100%
Properties due for FRA within 90 days. This is the early warning system	8 FRAs (Next FRAs due December 2022)
Follow up works - total number of actions (by priority) raised in period completed and outstanding - and time outstanding	19 additional actions raised in September from the FRA programme.
Narrative, including <ul style="list-style-type: none"> Current Position Corrective Action Required 	Total actions = 111 Overdue - 67 Current - 44 45 Actions were completed in total in October 3 Actions outstanding prior to Sept21. <u>Actions closed in Sept by team:</u> Housing - closed out 19 actions Repairs- closed out 16 action Compliance- closed out 5 actions Planned works-closed out 5 actions Total 45 <i>Total of 0 = actions became overdue in</i>

Agenda Item 6

Annex 1

<ul style="list-style-type: none"> • Anticipated impact of corrective action • Progress with completion of follow up works 	<p><i>September</i></p> <p>Overdue 67</p> <p>2 overdue with repairs 1 Job to replace the flat door has been put on hold, due to not being able to force entry, Anti Social Behaviour 1 Job to replace door has had one non-accesses, an appointment has been made for October, now looking to see if we can force entry.</p> <p>53 overdue with Planned Due to losing the Planned Fire Surveyor, recruitment is currently out for a new Project Surveyor who will be able to take these actions, Asset Manager is working with Fire Contractor and Mears to arrange appointments for remaining actions.</p> <p>10 overdue with Housing Housing team has been short staffed. A new housing officer started the end of September to bring resource levels back up.</p> <p><i>Weekly meetings are in place with contractors for repairs to go through line by line their actions. And update.</i></p>
<p>Additional, including; Compliance with fire safety equipment, systems and installation servicing and maintenance programmes.</p>	<p>Fire Alarms - 23 compliant 12 - Non Compliant Four - currently these are having new alarms fitted, 3 sites are having access issues, Two blocks works have started Five - Towers blocks are planned works. This is mitigated with the waking watch on site. One - Royal Cresc is part of a large project One - Has failed due to non access to the most of the flats, a joint visit has been arranged with housing, the contractor and compliance officer and asset manager to try and gain access to these flats. One Failure is being disputed with the contractor by the Asset Manager, due to them stating call points should be fitted, however this block has a stay put policy and would not require call points and the design was agreed by Kent Fire and Rescue and the FRA.</p> <p>AOV - 100%</p> <p>Emergency Lighting - 100%</p>

Agenda Item 6

Annex 1

<ul style="list-style-type: none"> Recording and reporting on property fires to identify trends and target awareness campaigns. 	<p>Fire Extinguishers - 100%</p> <p>No fires were reported in October</p>
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Asbestos

Properties with a valid in date survey / re-inspection. This is the level of compliance as a number and percentage	<p>Domestic - 1819- 61.20 %</p> <p>Communal - 110 100%</p> <p>Community buildings - 2 100%</p> <p>Garages - 25 - 7.33%</p>
Properties due to be surveyed / re-inspected in the next 90 days. This is the early warning system.	<p>Communal - 73</p> <p>All with the contractor and planned in before their due date.</p> <p>16 Booked in for October and 47 Booked in for November</p>
The number of follow up works / actions arising from surveys and the numbers 'completed,' 'in time' and 'overdue.'	<p>Works domestic:</p> <p>4 - v low 5 - low 7 - Med 0 - High</p> <p>Constant surveys coming in and works being booked in and completed with the contractor, compliance admin sending letters out for residents to get in contact where we have had non access and new appointments are being made.</p> <p>Communal -</p> <p>Zero outstanding</p>

Agenda Item 6

Annex 1

Narrative including: <ul style="list-style-type: none"> • Current Position • Corrective action required • Anticipated impact of corrective action • Progress with completion of follow up works - number of actions 'completed,' 'in time' and overdue. 	Worksteam BAU - no issues
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Electrical

Properties with a valid in date EICR	Communal - 99.38% Domestic - - 91.30%
Narrative including: <ul style="list-style-type: none"> • Current Position • Corrective action required • Anticipated impact of corrective action • Progress with completion of follow up works 	<p>In the Month of Sept:</p> <p>88 EICRs were made compliant in September and 2 were unsatisfactory due to further works where the works were unable to be completed at the time of the inspection and appointments for the follow up works have been made.</p> <p>TDC compliance team are still calling ahead to confirm appointments.</p> <p>Forced Entries are being booked in.</p> <p>We are finalising the procurement of an additional TDC Contractor to take a further 100 EICRs for the 2022-23 programme.</p>

Gas

Properties with a valid in date LGSR certification. This is the level of compliance expressed as a figure and a percentage	2793 100.00% Compliant
Properties due to be serviced in the next 30 days. This is the early warning system	7 All have booked appointments and the forced entry process has started.

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Annex 1

<p>The number of follow up works / actions arising from any tests / inspections and the numbers completed, in time and overdue</p>	<p>Our new system will provide this information, all certs have been loaded and contractors are now loading the portal. Next step is the remedial work and train contractors on this</p> <p>There is a lot of work to be done first to close down ones where there aren't actual works completed. This is still ongoing.</p>
<p>Narrative including:</p> <ul style="list-style-type: none"> ● Current Position ● Corrective action required ● Anticipated impact of corrective action ● Progress with completion of follow up works - number of actions completed, in time and overdue 	<p>Worksteam BAU - no issues</p>

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TDC COMPLIANCE METRICS

Date of Report:

Current Stock at the date of the report

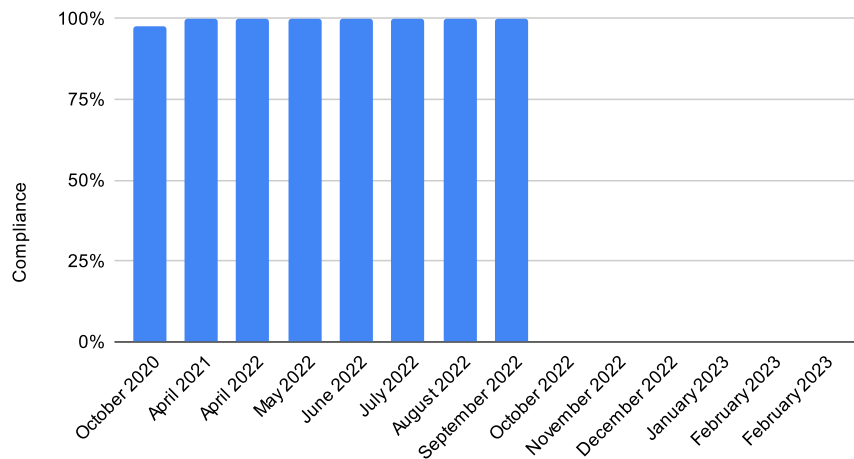
Domestic rented units	3046
Residential Blocks	274
Commercial	3
Garage blocks	34

Compliance Regime	Total Stock/Blocks	Stock/Blocks Not Applicable to work stream	Stock/Blocks/Ins tallations Applicable to work stream	Number Compliant	Number Non Compliant	Percentage	Comments
Lifts							
Lift Installations - Communal	x	x	14	14	0	100.00%	CP
Stairlifts			83	73	10	87.95%	CP 1 Stairlift removed from last month
Through Floor Lifts			17	15	2	88.24%	CP
Outstanding Risks Identified			Passenger lifts	Stairlifts	Through floor		
Defect B			40	12	6		CP
Defect A			0	0	0		CP
	Total Identified risk		40	12	6		
Water							
Legionella Risk Assessments	274	244	30	30	0	100.00%	CP
	Arising Items						
Low			0				
Medium			13	0	0	0.00%	CP
High			0				
	Total identified risks		13				

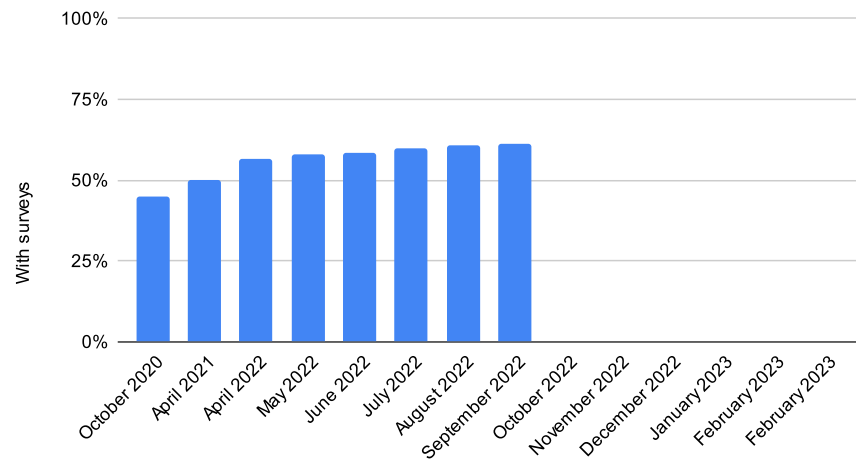
Fire							
Fire Risks Assessments req. to be undertaken	278	111	167	167	0	100.00%	CP
Trivial Risks			0				
Tolerable Risks			0				
Moderate			167				
Substantial			0				
Intolerable			0				
In Review			0				
	Total identified risks		167				
FRA works			125	50	75	40.00%	
Fire Alarms	274	243	31	19	12	61.29%	CP
Emergency Lighting	274	155	119	119	0	100.00%	CP
AOVs	274	260	14	13	1	92.86%	CP - Brunswick Court repairs Order out
Total							
Asbestos							
Communal	273	155	110	110	0	100.00%	CP
Domestic	3046	74	2972	1860	1112	62.58%	CP
Commercial	2	0	2	2	0	100.00%	CP
Garage - Communal	34	1	33	0	33	0.00%	CP
Garages - Individual	354	13	341	25	316	7.33%	CP
Electrical							
Electrical Installations - Communal	274		159	158	1	99.37%	CP
Electrical Installations - Domestic	3046		3046	2789	257	91.56%	CP
Commercial	2		2	2		100.00%	CP
Garage - Communal	1		1	1		100.00%	CP
Gas							
Gas Safety Domestic	3046	253	2793	2793	0	100.00%	CP
		Programme Total		2793			

Appendix 2: Charts

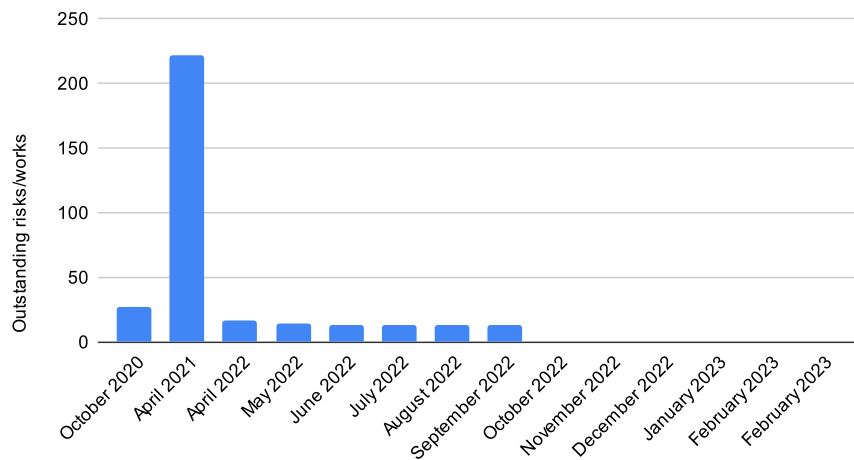
Communal Asbestos Surveys



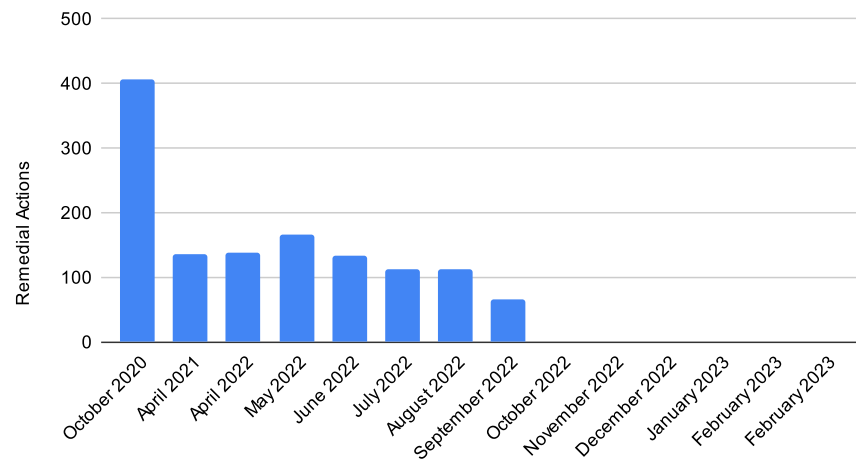
Domestic Properties with Asbestos Surveys

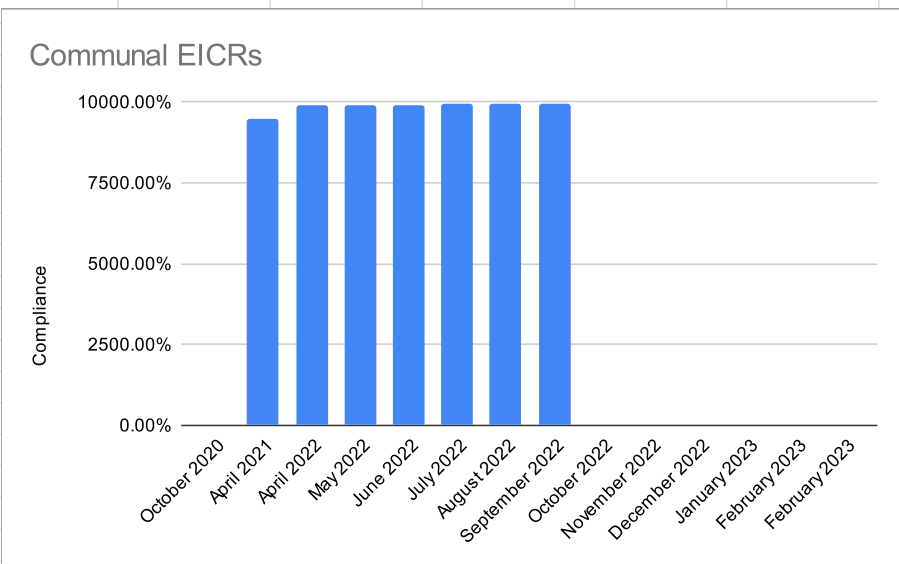
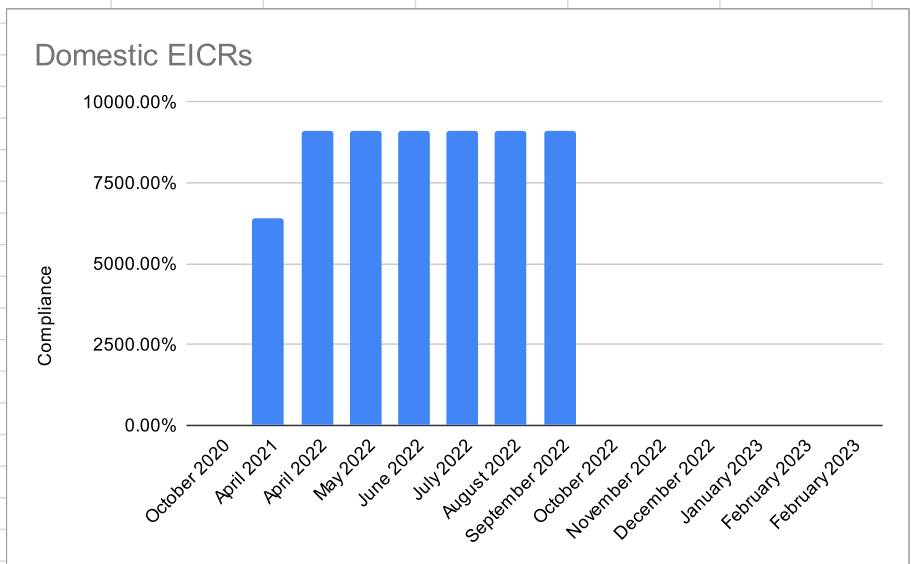
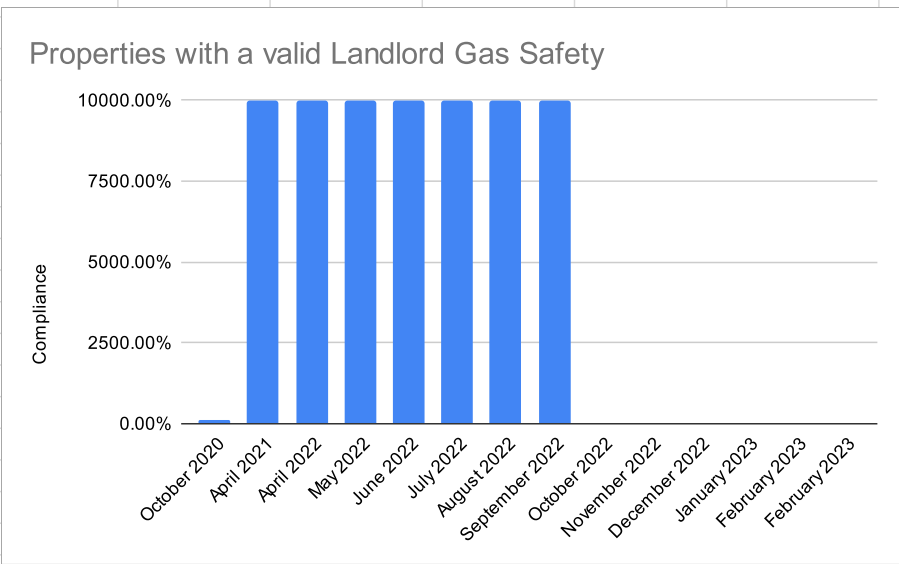
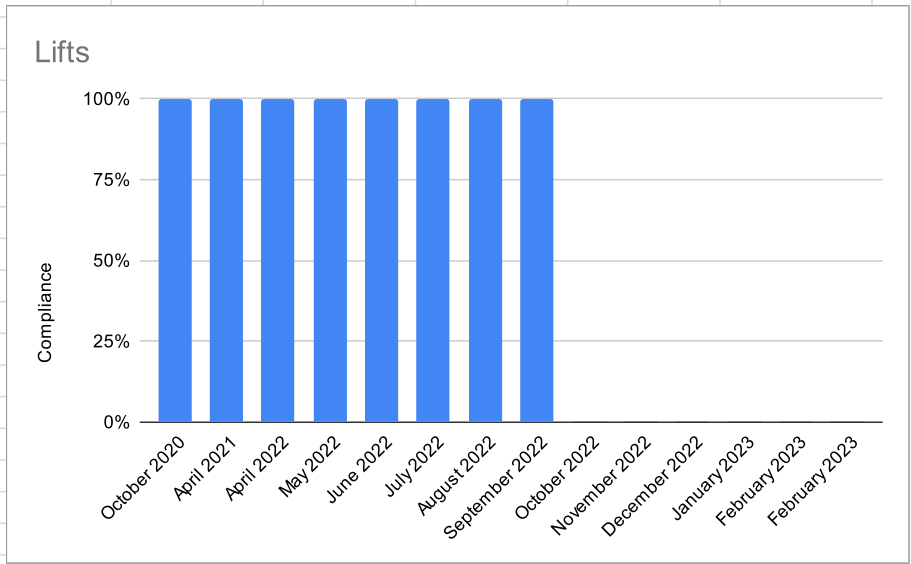


Legionella: Outstanding risks/works



Fire Safety: Outstanding Remedial Actions





Annex 1: Performance Indicators

Last updated: Oct 2022

This is a selection of the KPIs for Tenant and Leaseholder Services









Month-on-month performance is shown against the cumulative year-to-date position for 2021/22. **Traffic Light Icon** indicates whether we are on target for the month; **Short Term Trend Arrow** indicates the direction of performance from the previous month.

Key:

	On target		With 5% of target		Performance improving		Performance is the same
	Off target		No target (data only)		Performance worsening		Data is missing.

1. Assets

Gas servicing and heating repairs (Gas Call)

Code	Performance Indicator	Q3	Q4	Q1	Q2	Perf. Trend	Traffic Light Icon	Current Target
GCPI 2	% of number of appointments made by phone or letter that were kept	100%	99.9%	100%	100%			100%
GCPI 3	The % volume of repairs completed within the timescale	94%	100%	99.96%	100%			98%
GCPI 4	Total % planned installations completed in accordance with programme	100%	100%	100%	100%			100%
GCPI 5	Customer satisfaction - repairs	No data	72.2%	81%	80%			TBC

Day-to-day responsive repairs (Mears)

Code	Performance Indicator	Q3	Q4	Q1	Q2	Perf. Trend	Traffic Light Icon	Current Target
REP01	Customer Satisfaction (%)	No data	90.6%	95.4%	90.1%	↓	🔴	98%
REP02	% Emergency jobs completed on time	100%	100%	100%	100%	▬	🟢	98.5%
REP03	% Urgent Jobs Completed on Time	100%	100%	97.77%	97.02%	↓	🟡	98.5%
REP04	% All jobs completed on time	95.25%	96.41%	94.41%	96.78%	↑	🟡	98%
REP05	Average days to complete non-urgent works	22.17 days	20.65 Days	17.88 Days	17.20 Days	↑	🔴	10 working days
REP06	% Appointments made and kept	96.75%	97.01%	96.85%	97.15%	↑	🟢	96%
REP07	% Work completed in one visit	84.81%	87.32%	83.20%	80.28%	↓	🟢	80%

Day-to-day responsive repairs

Code	Performance Indicator	Q3	Q4	Q1	Q2	Perf. Trend	Traffic Light Icon	Current Target
PI1	% of post inspections	18.30%	25.65%	10.88%	12%	↑	🟢	10%

Capital Programme

Code	Performance Indicator	Q3	Q4	Q1	Q2	Perf. Trend	Traffic Light Icon	Current Target
IMP05	Percentage of capital programme spent (NB revised budget from 01 Oct)	58.75%	78.37%	22%	32.6%	N/A	🟢	
IMP06	Percentage of properties that meet decent homes standard	94.17%						

2. Housing Operations

Voids and re-lets

Code	Performance Indicator	Q3	Q4	Q1	Q2	Perf. Trend	Traffic Light Icon	Current Target
VOID01	Average days to re-let all properties excluding major works	12.45 days	15.59 Days	11.18	6.79	⬆️	🟢	16.5
VOID02	Average days to re-let all properties including major works	73.88 days	56.11 Days	52.01	73.35	⬇️	🔴	22.5

Income Management

Code	Performance Indicator	Q3	Q4	Q1	Q2	Perf. Trend	Traffic Light Icon	Current Target
ARR01	Current tenant arrears as a % of the projected annual rental income	6.15%	5.46%	5.29%	5.60%	⬇️	🟡	4.89%
ARR02	Garage arrears as a % of the projected annual rental income	0.23%	0.10%	0.10%	N/A	⬆️	🟢	1.00%
ARR03	% of rent arrears due to Universal Credit	10.42%	9.09%	8.95%	9.39%	⬇️		📈
ARR04	Former tenant arrears	£357,777.10	£248,304.67	£261,264.12	£283,285	⬇️		📈

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Thanet District Council

Tenant and Leaseholder Services Performance report Q2 2022/23

November 2022/V1/Sally O'Sullivan

Monitoring period: Quarter 2 2022/23

Author: Sally O'Sullivan

1. Summary

This report provides an overview of the performance of the Tenant and Leaseholder Services (TLS) during quarter 2.

2. Housing Performance Report: Asset Management

2.1 Gas servicing and heating repairs (Gas Call)

Performance Indicator	Q3	Q4	Q1	Q2
% of number of appointments made by phone or letter that were kept	100%	99.9%	100%	100%
The % volume of repairs completed within the timescale	94%	100%	99.96%	100%
Total % planned boiler installations completed in accordance with programme	100%	100%	100%	100%
Customer satisfaction - repairs	89.47%	72.2%	83%	80%

Our contractor, Gas Call, continues to provide a good overall service. The chart below shows the relationship between jobs raised and temperature. The trend is as we would expect, with job numbers remaining constant until the temperature drops in October where heating systems are switched on prompting increased callouts. As the temperature warms from March onwards the number of callouts reduces. It is notable that there were fewer breakdowns this year than last, so far.

Our Autumn newsletter provided tenants with advice on testing their heating systems before the cold weather sets in to help avoid a spike in calls when the temperature drops. Tenants may be inclined to use their heating less due to energy cost and we have provided information on where they can get financial support with energy bills in our newsletters too.

The Q2 customer satisfaction has dropped 3% from Q1. We do not believe this is due to a drop in quality of service, but a result of low survey returns which makes the data unstable.

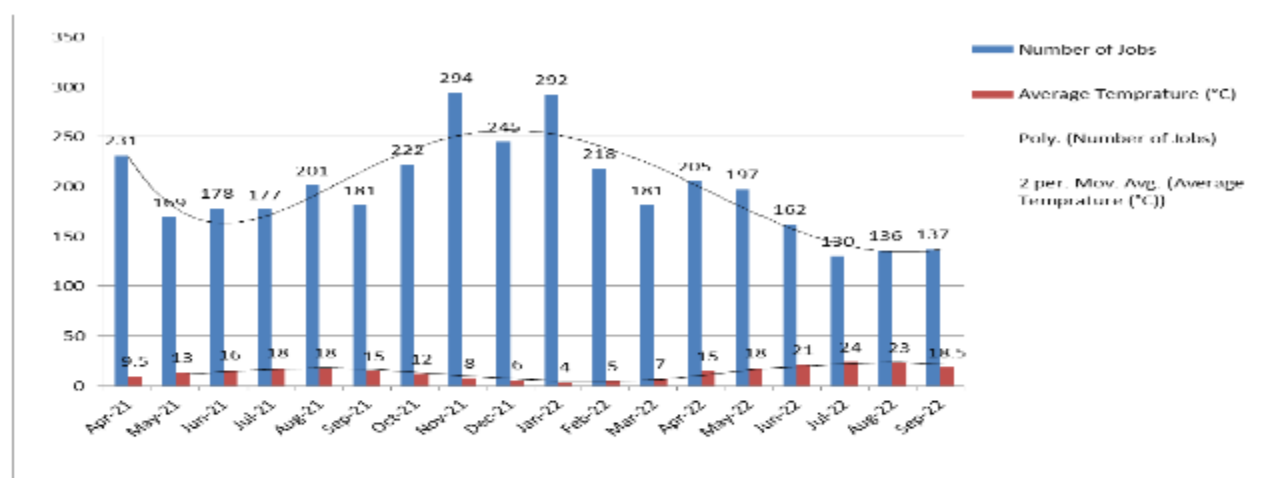
The table below breaks down the scores for Q2:

Performance Indicator	July	Aug	Sept
Customer Satisfaction - Repairs	82%	82%	73%

During September, we received 15 returns. Of these 2 were dissatisfied and 2 scored neutral (which is not classed as satisfied).

Gas Call has proven to manage seasonal demand well and we are currently preparing for winter to ensure resourcing for peak demand is sufficient once again.

Heating repairs raised vs average air temperature (18 month period)



2.2 Day-to-day responsive repairs (Mears)

Performance Indicator	Q3	Q4	Q1	Q2
Customer Satisfaction (%)	No data	90.6%	95.4%	90.1%
% Emergency jobs completed on time	100%	100%	100%	100%
% Urgent Jobs Completed on Time	100%	100%	97.77%	97.02%
% All jobs completed on time	95.25%	96.41%	94.41%	96.78%
Average days to complete non-urgent works	22.17 days	20.65 Days	17.88 Days	17.20 Days
% Appointments made and kept	96.75%	97.01%	96.85%	97.15%
% Work completed in one visit	84.81%	87.32%	83.20%	80.28%

Despite a drop in customer satisfaction Mears continue to deliver good overall performance with over 90% satisfaction from residents asked to rate their overall recent repairs experience. There has also been a reduction in average days to complete a repair and improvement in all jobs completed within time during Q2. Quality of repair performance stands at 90% for the period.

A suite of new KPIs will drive further service improvements forming part of the contract extension agreement with Mears Ltd for 24 months from 1st April 2023 until 31st March 2025.

The Thanet Tenant and Leaseholder Group (TTLG) agreed to the new suite of KPIs. Two tenants representing the TTLG attend quarterly meetings with Mears to monitor performance and bring a tenants perspective to the table.

2.3 Day to day repairs - Post Inspections

Performance Indicator	Q3	Q4	Q1	Q2
% of post inspections	18.30%	25.65%	10.88%	12%

The quality of works inspected is completed to a consistent good standard. This is evidenced by over 90% of residents reporting being satisfied with the overall quality of their recent repair in Q2.

2.4 Capital Programme

Performance Indicator	Q3	Q4	Q1	Q2
Percentage of capital programme spent (NB revised budget from 01 Oct)	58.75%	78.37%	22%	32.6%

We have good progress on the following projects:

- Product specification prepared for a wooden windows contract. We expect to be ready for procurement of this contract in Q3
- UPVC windows and doors contract procurement was concluded in Q1. The contract has now been awarded to the AD Construction Group, mobilisation and surveys are commencing.
- TDC wide Lift refurbishment programme is now completed and falls within budget.
- The Specification and associated documents for the Invicta House Lift refurbishment have now been completed and this is moving forward to procurement.
- A new Kitchen and bathroom refurbishment contractor has been identified, pending sign off and due diligence, a years contract will be assigned early within Q3.

We have encountered issues on the following projects:

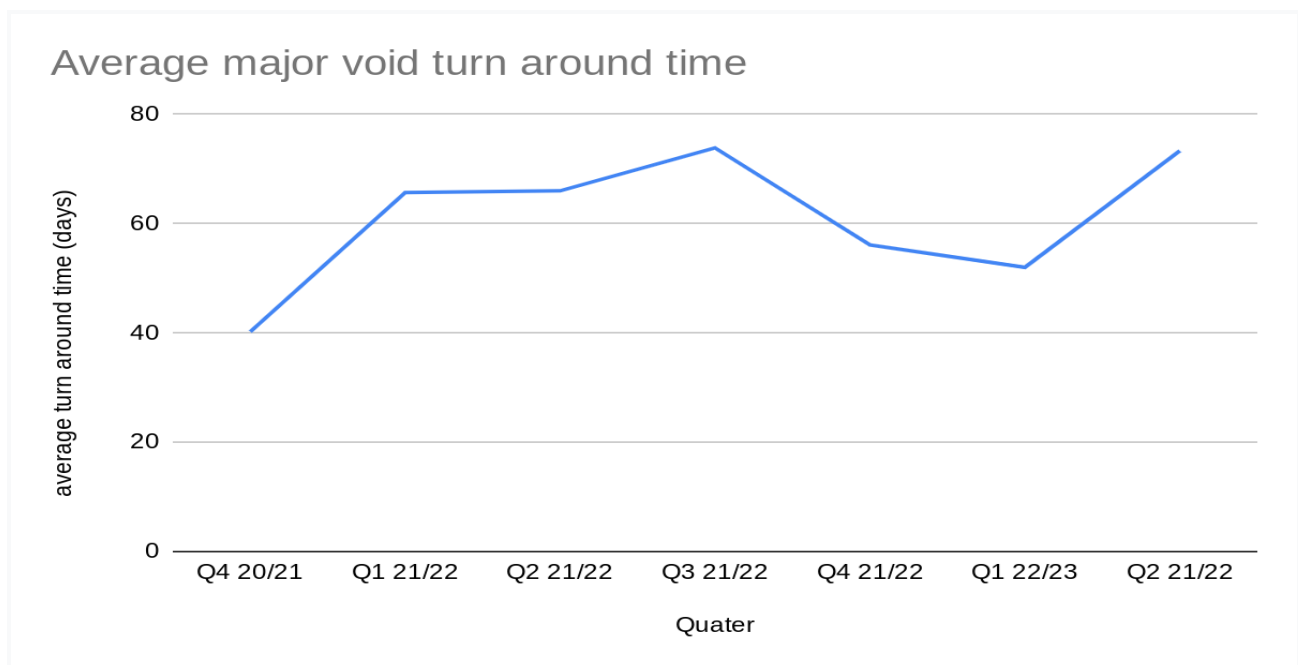
- Wooden window surveys have highlighted three properties that require structural surveys due to their age which will entail these being as separate stand alone urgent H&S projects for building repairs and then replacement wooden windows.
- The Q1 contractual problems with the external decoration programme have now been resolved and these works have restarted and will conclude in Q3 within budget.
- The Royal Crescent procurement is not ready to be released as we await some final pieces of information
- Alternative designs for the improvements at Churchfields are being completed by our consultant but this will now require some revision due to the loss of the green space due to the designated new car parking areas, which will now require a greener resolution.
- Invicta House fire alarms into individual properties are stalled as we progress legal action on properties that we cannot gain access to.
- Kitchen and bathroom refurbishment contractor went into liquidation in June 2022, meaning the programme had to be terminated.

3. Housing Performance Report: Housing Operations

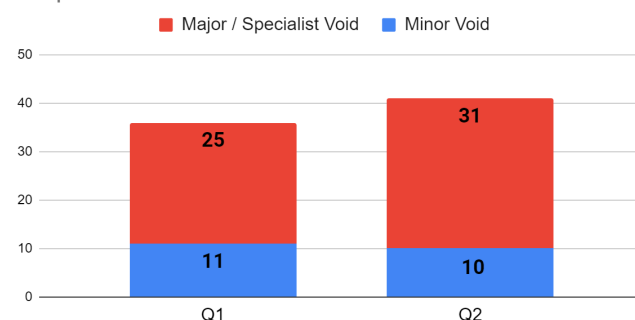
3.1 Voids and re-lets

Performance Indicator	Q3	Q4	Q1	Q2
Average days to re-let all properties excluding major works	12.45 days	15.59 Days	11.18 Days	6.79 Days
Average days to re-let all properties including major works	73.88 days	56.11 Days	52.01 Days	73.35 Days

Void turnaround performance fell in Q2, partly due to a portion of Mears resources being utilised to complete kitchen and bathroom refurbishments. This was necessary to support the planned works programme, when the contractor went into administration. Full resourcing has now returned to the voids service with Mears additionally appointed a subcontractor to help recover performance. second half of the year.



Q1 and Q2 Proportion of Minor Voids Against Major & Specialist Voids



The volume of voids returned to us requiring major and specialist works are continuing to have a significant impact on performance for Q2.

38 properties were relet in Q2, out of these 5 took over 100 days to be ready to relet due to the extensive nature of the work required.

We engaged a group of new tenants who feedback their experience of moving in and the information we provided about their new home and tenancy has helped us develop a new Letting Standard.

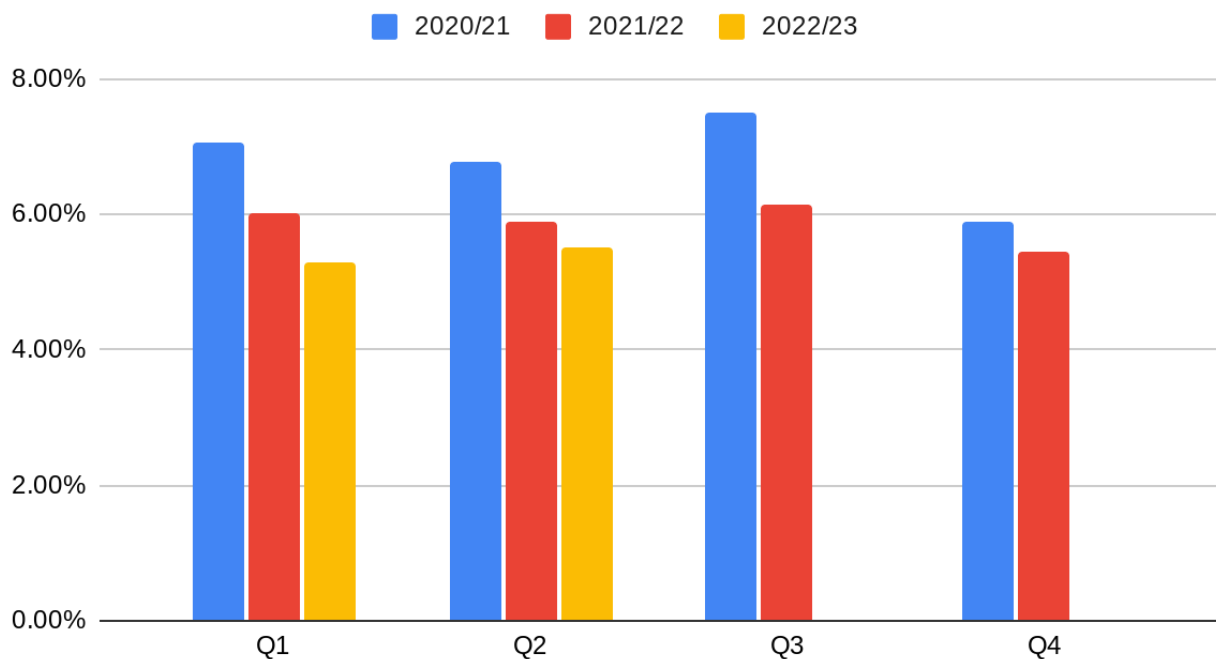
3.3 Income Management

Performance Indicator	Q3	Q4	Q1	Q2
Current tenant arrears as a % of the projected annual rental income	6.15%	5.46%	5.29%	5.60%
Garage arrears as a % of the projected annual rental income	0.23%	0.10%	0.10%	N/A
% of rent arrears due to Universal Credit	10.42%	9.09%	8.95%	9.39%
Former tenant arrears	£357,777	£248,304	£261,264	£283,285

Performance has dropped in Q2, and we now have higher arrears that we experienced at the end of Q4.

Regardless, when we compare year on year, we can see that we have improved in comparison to last year and the year before:

% of arrears for TDC tenants per quarter



A similar increase has been experienced by other local authorities that we are in contact with; and coincides with the cost of living increases. Media hype may have added to our tenants' belief that they have no money and they are then prioritising other outgoings over rent.

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We experienced the usual trend for non payment of rent during summer months (June/July/Aug), but this year it was greater than usual. We consider there to be a number of factors that support this trend:

- Council officers taking holidays means there is less output,
- Children are off school and so money is spent on activities.
- We were still one officer down in Q1 which meant the impact spilled over to Q2 as the new officer was trained up

We expect there to be an increase in arrears again in Q3. This is a trend we expect as tenants divert their spending toward family gifts and festivities over Christmas and New Year.

It is genuinely a difficult time financially for a lot of our residents, which we are aware of because the referrals to the Financial Wellbeing Team have increased. A positive trend we are noticing is that people are engaging a lot more, some are calling before they are falling into debt to ask for help and advice.

We want to encourage those tenants who are still not engaging to get in touch. We are working with a resident focus group to review and improve the standard letters sent to tenants who fall behind with their rent payments.

There have been no evictions since the transition of the service from East Kent Housing in October 2020. There are two evictions being applied for right now.

Former Tenant Arrears (FTA)

FTA has increased because there have been no write offs. There will be a reduction of FTA in Q3 as we finish the exercise to cleanse the FTA accounts from prior to transition.

Glossary

Quarter	The financial year broken down into 4 segments.
Financial Year	Year running from 1 st April to 31 st March.
HRA	Housing Revenue Account
YTD	Year to date
RAG	Red amber green (colour coding system)
TDC	Thanet District Council
TLS	Tenant and Leaseholder Services
PDA	Personal Digital Assistant (A device for collecting feedback)
Stock	The properties that are owned by the Council
Leasehold	Privately owned flats in a building the Council owns and maintains.
LGSR	Landlord's Gas Safety Record

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Annex 5

FTA	Former Tenant Arrears
Key to Key	The time between one tenant handing in keys to the next tenant receiving them for the same property.

Void	An empty property
HHRS	Housing Health and Safety Rating System
Capital Programme	Planned maintenance programmes ie kitchens, bathrooms, roofs
Income Management	Rent arrears and collection
EWS	External Wall System
Asset Management	The maintenance and upkeep of buildings
Redacted	Process of editing a document to conceal or remove confidential information before disclosure or publication.
Categories	A group of things that share similar qualities.
Themes	The main subject of a group.
Lessons Learnt	Positives and negatives taken from information and used to inform/improve.
Complaint upheld	The complaint was valid.
Complaint not upheld	The complaint was not valid.

Margate Winter Gardens update and decision

Cabinet	16 March 2023
Report Author	Bob Porter (Acting Corporate Director of Place)
Portfolio Holder	Cllr Reece Pugh, Deputy Leader and Cabinet Member for Economic Development
Status	For Decision
Classification:	Unrestricted
Key Decision	Yes
Reasons for Key	Property disposal of asset over the value of £750,000
Previously Considered by	Cabinet on 22 September 2022
Ward:	Margate Central

Executive Summary:

The Margate Winter Gardens is owned by Thanet District Council and has been a vital part of Margate's year round offer, providing space for concerts, events and community gatherings. It is a valuable asset to the council and its communities, and the council understands that it is much loved by the local community with a great deal of interest and passion about its future.

The previous report to Cabinet on 22 September 2022 reported on the Margate Town Deal allocation of £300,000 to carry out research to inform the council on the next steps for the delivery of the Margate Winter Gardens. This report updates cabinet on the work completed since 22 September 2022. This work has included commissioning an evening and night time economy study for Margate and wider Thanet looking at the role of the Winter Gardens, an updated structural survey, detailed drawings of the building and title searches.

The purpose of this work is to inform the development of a detailed marketing pack for the Winter Gardens aimed at securing a partner organisation to refurbish, improve, maintain and operate the venue.

This report recommends that activity to market the Winter Gardens to a suitable partner organisation begins, in line with the decision taken on 22 September 2022 and sets out the headlines of the brief for the appointment of a specialist agent to support the marketing. This report recommends that a further report be presented to Cabinet once marketing has been

completed, setting out the detailed recommendations for the disposal of the building by means of a long-term lease or sale.

Recommendation(s):

Cabinet is asked to agree that:

1. A specialist marketing agency is appointed, as set out in section 4.
2. The Director of Place, in consultation with the Cabinet member for Economic Development, approves the marketing particulars for the Winter Gardens and the evaluation matrix to be used to assess operator and/or JV submissions.
3. A further report be considered by Cabinet following the completion of the marketing and evaluation exercise, setting out detailed proposals.

Corporate Implications

Financial and Value for Money

The costs of appointing a specialist agent to support the marketing of the Winter Gardens are fully funded through the Margate Town Deal allocation of £300k to the project. This funding is also supporting all of the linked research, survey and legal searches work and any legal costs that may be incurred.

The financial implications of any sale or lease proposals, once a suitable delivery partner has been identified, will be fully set out in a subsequent report.

Legal

This report has no current legal implication following the Cabinet decision made on 22 September 2022.

A review of any legal implications, including the appointment of a specialist agent to support the marketing of the Winter Gardens, will take place as part of the appraisal work, given the building is a Grade II listed and a significant heritage asset.

Risk Management

The Winter Gardens is a Grade II listed building of significant heritage importance to Margate. Officers have worked closely with the council's insurers and implemented a detailed mitigation plan, agreed with the insurers, aimed at ensuring the building is properly safeguarded. This has involved extensive building security measures.

The project to find a delivery partner to bring the building back into use, does face some particular risks, not least because of the likely repair, refurbishment and improvement costs, estimated at approximately £6.19m. Submissions will need to be viable when taking into

account these likely upfront costs and demonstrate business plans that can support this level of cost over their lifetime.

Corporate

This report contributes to both the growth and communities ambitions set out in the council's Corporate Statement. The Winter Gardens is a significant heritage asset that has the potential to make a contribution to the economic growth and to the cultural, leisure and tourism offer available in the district.

The Winter Gardens is owned by the council and is currently vacant. As a vacant building, it generates holding costs related to security, insurance, utilities, maintenance and business rates.

Thanet District Council is also the accountable body for the Margate Town Deal. The Margate Town Deal supports the council's corporate priority for Growth, including encouraging the rejuvenation of our high streets and town centres, creating new opportunities to gain skills and therefore employment and continuing to support the growth of the visitor economy.

Equality Act 2010 & Public Sector Equality Duty

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.

Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.

An equality impact assessment will be completed to inform the final decision to appoint a delivery partner to purchase, lease or operate the building.

Corporate Priorities

This report relates to the following corporate priorities: -

- Growth
- Communities

1. Introduction

- 1.1 The Margate Winter Gardens was built in 1911 and is one of the finest examples of a seaside concert hall in the UK. Owned by Thanet District Council, it has been a vital part of Margate's year round offer, providing space for concerts, events and community gatherings. It is a valuable asset to the council and its communities, and the council understands that it is much loved by the local community with a great deal of interest and passion about its future.
- 1.2 Changes in the way people use entertainment venues and their expectations on what they want from a venue, and a lack of funding to be able to deliver improvements has seen the offer at the Winter Gardens decline over the years. Requiring significant investment and some repurposing of spaces to support its sustainability and viability, the council has needed to bring back the building in order to put a plan together for its future.
- 1.3 The previous report considered by Cabinet on 22 September 2022 recommended the commissioning of a series of studies to support the development of a detailed marketing pack, designed to attract an investment partner with the expertise, experience and capacity to refurbish, maintain and operate the building into the future. The studies have now all been commissioned and this report provides an update on the progress of this work in sections 2 and 3 below.
- 1.4 The Cabinet meeting of 22 September 2022 also agreed to market the leisure opportunity at the Margate Winter Gardens, in order to identify potential interest from operators and/or a commercial partner. Section 4 of this report provides a bit more detail on the proposed marketing, including:
 - A draft brief for the appointment of a specialist agency to support marketing.
 - Updated condition information to be included within the marketing information.
 - An example of potential evaluation criteria for the selection of a suitable delivery partner.
 - A red line drawing showing the extent of the building and linked land.

2. The Winter Gardens

- 2.1 The Winter Gardens is a significant heritage asset and Grade II listed building, situated on Margate seafront. The Winter Gardens is referenced in a published statement from English Heritage about Margate's Seaside Heritage. It offers two distinct event spaces Queen's Hall and the Main Hall with a combined capacity of in excess of 2,000 seats .
- 2.2 Changes in the way people use entertainment venues and their expectations on what they want from a venue, and a lack of funding to be able to deliver improvements has seen the offer at the Winter Gardens decline over the years. The building now requires significant investment and repurposing to support its sustainability and viability into the future.

- 2.3 It is currently estimated that an immediate cost of £2.5m is needed for structural , building and mechanical and electrical works. With a further £3.5m estimated over the next 10 years.Total costs circa £6.25m
- 2.4 A red line drawing showing the extent of the council's ownership is attached at annex 1. There are two further plans attached, annex 3 which shows the extent of the lease previously granted to Your Leisure, largely restricted to the building itself, and annex 4 showing an area that could be potentially offered for sale or lease, which covers the council's area of ownership but excludes the seafront access road. The final area to be included in a lease or sale is still to be determined, based upon advice from the appointed marketing agency and legal searches, and will be included within the detailed proposals presented to cabinet following marketing.

3. Margate Town Deal

- 3.1 The project for the Margate Winter Gardens in the Margate Town Deal included an allocation of £300,000 of revenue funding, to enable the Council to bring in external expertise to help complete an appraisal of the Winter Gardens, market the potential offered by the building and help secure a viable, sustainable long-term delivery model for the venue.
- 3.2 The report considered by Cabinet on 22 September 2022, sets out the next steps in the process of securing a delivery model as:
- commission experts to complete a costed structural survey of the Winter Gardens
 - commission a complete set of drawings for the site
 - identify all legal requirements in relation to the Margate Winter Gardens
 - commission a team of multi disciplinary consultants to review the night time economy in Thanet and the Winter Gardens' role in that - this will include engagement with Thanet's communities to understand the audience potential for a venue.
- 3.3 The council has so far spent or committed £97,635 of the £300,000, completing survey work, and estimates that a further £90,000 will be required to support marketing activity, leaving £112,000 for further legal costs and any other requirements for this field of work.
- 3.4 A number of surveys will be commissioned in order that the council can provide a full and informed picture of the building to its communities and the marketplace. The surveys that have been commissioned to date include:
- Unexploded ordnance risk assessment
 - Asbestos air sampling survey
 - Laser survey for measured drawings
 - Topographical survey
 - Electromagnetic and GPR survey

- Utility, and other searches

The council has also procured and commissioned an evening and night time review of Margate and Thanet to help inform decisions about the future role of The Winter Gardens. It is anticipated that this work will be completed in March 2023.

Further surveys will be commissioned throughout February and March to include:

- Detailed drainage survey
- Flood risk assessment
- Heritage report
- Energy Performance Certificate (EPC)
- Japanese Knotweed survey

3.5 Between Thursday 9 December 2022 - Sunday 8 January 2023 the public were invited to use the council's new public engagement platform - Your Voice Thanet - to share questions they would like to see answered via the updated project online FAQs. During this period users posted 130 comments or questions. In total there were 167 participants, and there were over 700 upvotes cast. The comments have all been reviewed and the questions within them extracted and grouped by theme. In total there were over 200 specific questions asked. Analysis indicates that the questions sit broadly under 15 different themes:

- £300k allocation
- Accessibility
- Communication/Engagement
- Community
- Funding
- Future usage
- Gardens/Ecology
- Interim measures
- Potential operators
- Previous leaseholder
- Profit making
- State of repair
- Timeline
- Transparency
- Venue preservation

3.6 A set of FAQ's is being put together in order to respond to the queries relating to the above themes. The ambition is to provide an update to the FAQ's on the council's website. Some of the recurring comments suggest that people believe that a decision has already been made about the future of the Winter Gardens. It is hoped that by completing this project in an open way, and by engaging a marketing specialist to take the Winter Gardens out to the market will highlight that the decision has not been made. The engagement of specialists to complete an evening and night time review identifies that the Council is interested in building an evidence base to support the future of the Winter Gardens.

- 3.7 The Winter Gardens Project webpages on the council's Margate Town Deal webpages includes a timeline for project delivery which is kept up to date to help provide information on the delivery of this project.
- 3.8 A specialist team from Counterculture has been commissioned to complete a review of Thanet's evening and night time economy (ENTE), with a focus on the role of the Winter Gardens as part of it. The team is currently putting together desk based research to consider the food and beverage, cultural, accommodation, venues, MICE (Meetings, Incentives, Conferences and Exhibitions) and the late night including events offerings in Thanet. This will help inform the market opportunity.
- 3.9 The engagement will be in a number of phases:
- One to one interviews with key stakeholders to build an initial picture of the evening and night time economy landscape in Thanet, its strengths and opportunities, challenges and areas for improvement;
 - Questionnaires sent to the council's visitor economy business database and community organisations;
 - Roundtables with a wide ranging cross section of Thanet's night time economy sector to gain a deeper understanding of the local hospitality, cultural and leisure ecosystem and how it can be supported through Thanet; and
 - Wider engagement with Thanet's communities testing the information is coming from the other forms of engagement that are helping to inform the strategy.
- 3.10 The completed surveys and searches, together with the completed Evening and Night Time Economy study, will be used to inform the approach to marketing the winter gardens and included within marketing particulars.

4. Marketing Proposals

- 4.1 Cabinet previously agreed to market the Winter Gardens to find a suitable partner organisation at its meeting on 22 September 2022. This report provides more detail about how this process will be managed and the likely timescale.
- 4.2 Selling/leasing a listed building with such high socio-economical implications for the town can be a complex and challenging process. Therefore, it is recommended that a specialist agent be appointed to support the marketing. Agents who specialise in this field will have the necessary expertise and knowledge to navigate potential issues and ensure a smooth transaction. Appointment of a marketing agency will be subject to a procurement exercise. This approach is considered to offer the best prospect of attracting the quality of organisation and submission to successfully renovate and manage the Winter Gardens in a sustainable way.
- 4.3 It is recommended that Cabinet retain an open approach to inviting proposals to come forward for a range of potential uses for the building, which could include

concert hall, theatre, event spaces or leisure and tourism uses. Retaining a wide range of potential options at this stage is considered to offer the greatest potential for a viable submission to come forward that both enhances the heritage and cultural importance of the building and contributes to the economic regeneration of Margate and the cultural, leisure, event space and/or tourism offer available in the district.

- 4.3 The procurement objectives, in appointing a specialist agent are as follows:
- To identify a suitable and experienced agent to market and find a buyer/operator for the Winter Gardens.
 - To negotiate and agree on terms and conditions that are favourable for Thanet District Council, the wider district and community.
 - To ensure that the agent has a thorough understanding of the property market in Margate and the surrounding areas.
 - To ensure that the sale/lease of the Margate Winter Gardens is completed in a timely and efficient manner.
- 4.4 The scope of services required from the agent includes, but is not limited to:
- Suggesting an advertising budget and where/how it should be spent to advertise to generate the best local and national interest.
 - Marketing and advertising the Margate Winter Gardens to potential buyers/operators, including the preparation of all marketing materials, incorporating information from the building surveys, night-time economy study and public engagement activities, once completed.
 - Arranging and accompanying viewings.
 - Setting up expressions of interest/informal tender processes.
 - Undertaking due diligence checks.
 - Providing a recommendation for the shortlist to the council of organisations with financially viable and sustainable proposals for a range of possible uses including concert space, theatre, events, leisure and tourism.
 - Providing professional advice on the value of the property and the best form of sale/lease/operating agreement.
 - Negotiating offers and contracts on behalf of the council.
 - Assisting in the transfer of ownership/management process.
 - Any other duties deemed necessary to ensure a successful outcome for the Margate Winter Gardens.

The appointed agent will also support the work of shortlisting interested parties and conducting interviews and evaluating submissions, based on a scoring matrix developed with and agreed by the council. The work to develop the evaluation matrix is not yet completed and may change as the process develops, however an example of an evaluation matrix is attached at annex 2, with 60% of the evaluation criteria based upon the quality of submissions.

- 4.5 The following evaluation criteria will be used to determine the suitability of the agent:
- Experience of marketing concert halls, theatres, event, leisure and tourist facilities and similar buildings in Kent and nationwide.

- Experience of marketing significant listed and heritage buildings.
 - Examples of previous marketing and/or feasibility work, including evaluations of existing and alternative uses.
 - Relevant experience in selling or leasing commercial properties.
 - A proven track record of successfully selling or leasing similar properties.
 - A strong understanding of the local property market in Margate and surrounding areas.
 - Ability to provide clear and concise advice and recommendations.
 - Evidence of a well-established network of potential buyers.
 - The cost of the proposed marketing and support package.
- 4.6 The contract for the marketing agents services will be awarded to the most economically advantageous offer that meets the evaluation criteria set out above, with 60% of the evaluation based upon the quality of submission.
- 4.7 The procurement process is expected to be completed by April 2023.
- 4.8 The budget for the total agent and marketing costs to include all the items in 4.4 Is budgeted and estimated at up to £90,000 plus VAT.

5. Options

- 5.1 Cabinet have the option to:
- 5.1.1 Approve the recommendations set out in this report. Approval of the recommendations will enable the council to proceed with appointing a specialist marketing agency, producing a detailed marketing information pack and launching a marketing campaign, designed to attract sustainable investment proposals from organisations with relevant experience, expertise and resourcing proposals.
 - 5.1.2 Amend or reject the proposals. The recommendations set out will enable the council to proceed with the marketing of the Winter Gardens. Amending or rejecting the proposals risks delaying this process.

6. Next Steps

- 6.1 Following completion of the surveys, searches and studies detailed in this report and the completion of a marketing campaign for the winter gardens a further report will be considered by Cabinet setting out detailed proposals for the lease or sale of the venue.

Contact Officer: *Bob Porter, Acting Corporate Director of Place*
Interim Reporting to: *Colin Carmichael (Interim Chief Executive)*

Annexes

Annex 1: Title Report site plan [Link](#)

Annex 2: Example scoring Matrix: [Link](#)

Annex 3: Site plan previously leased to Your Leisure. [Link](#)

Annex 4: Site proposed for lease/transfer. [Link](#)

Background Papers

Cabinet Paper from 22 September 2022: [Link](#)

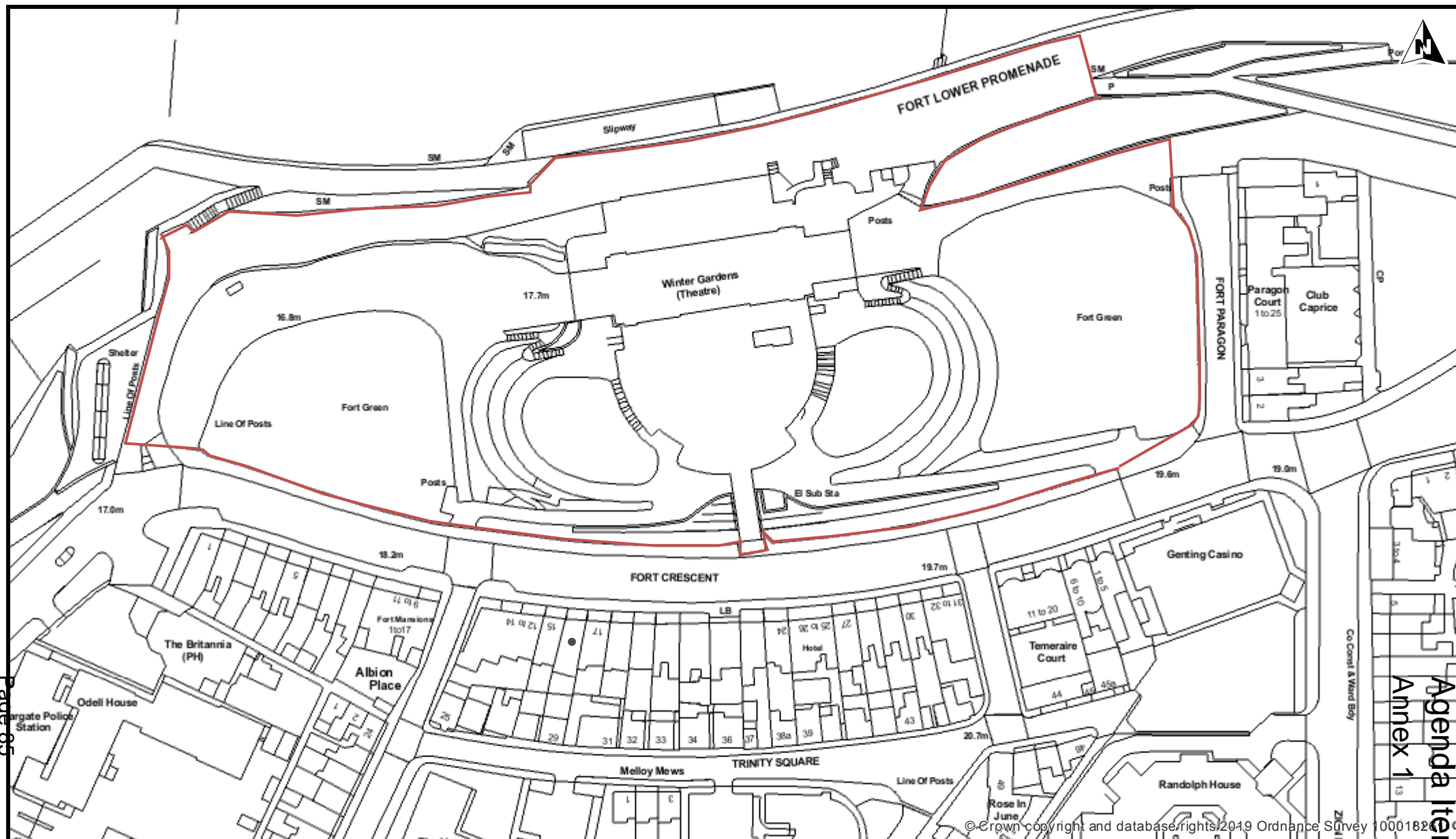
Margate Town Deal web pages: [Link](#)

Margate's Seaside Heritage, English Heritage 2007: [Link](#)

Corporate Consultation

Finance: Chris Blundell, Acting Deputy Chief Executive

Legal: Sameera Khan, Interim Head of Legal & Monitoring Officer



Title: Winter Gardens, Fort Hill, Margate.

Author: Thanet District Council

Scale 1:1,250

Date: 15/12/2022

Thanet District Council
Cecil Street
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Kent
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THANET DISTRICT COUNCIL
DESIGNATED PROPERTY DISPOSAL

EVALUATION FORM



Name of Organisation:

Property or Land address:

Business Plan/Supporting Information

	Comments	Maximum	Awarded
Financial offer: This could include the additional value to Thanet's Evening and Night-Time Economy or the local leisure and tourism offer. It also includes an assessment of the financial impact on the council, (positive or negative).	Based on financial details of submission	40	
Statement of aims and objectives of the organisation: Evidence of a mission statement/vision for the organisation.		1	
Social Impact benefits Evidence that the organisation understands their community and its current needs. Does it monitor the activities and services it delivers, formally or informally? Does it seek feedback? Is there a community profile, consultation documents or other knowledge showing an understanding of the area that benefit from the service and the numbers that use the service? How does it improve the quality of life of people in Thanet and measure its activity.		2	
Economic Impact Benefits Does the organisation measure economic impact? What additional impact will this location bring in terms of jobs both directly employed and indirectly increased as a result of this? Are there any apprentices and what opportunities for volunteers		10	

<p>Governance Arrangements Written governing document (e.g. memorandum and articles of associations) that is current, legal and matches the stated activities. If a registered charity or company the most up to date governing document should be registered with Charity commission or companies' house. Management structure, written policy covering roles and responsibilities of Trustees, Directors? AGM document governing document. Annual returns, annual report and accounts sent on time to registered body. Induction policy? Minutes of AGM? Conflict of interest policy. Data protection policy.</p>		3	
<p>Equality, Diversity, Safeguarding Evidence of equalities policy that meets the requirements of the Equalities Act of 2010. Evidence the association is open to all and fully inclusive. A code of conduct and procedure specifying standards of acceptable behaviour, outlining measures for tackling discrimination. Employment/volunteering opportunities fair and consistent good practice, selection process based on equal opportunities. Does the organisation have ways of safeguarding children and vulnerable adults? Is there a safeguarding policy and training, disclosure barring service checks when recruiting staff and or volunteers? Evidence of compliance with statutory regulations.</p>		2	
<p>Management of the Property /Land Strong property management track record, particularly with experience in maintaining heritage/listed buildings. Knowledge of property laws and regulations, including repair requirements and the ability to procure expert advice, is essential. Experience managing a lease or property and references attesting to effective management and rent payment are desirable. The candidate's management structure and knowledge of licenses and planning permissions would also be advantageous. Overall, the candidate</p>		10	

Agenda Item 7

Annex 2

must have proven property management skills and knowledge to manage the property effectively.			
Health and Safety Policy Evidence of H&S Policy and management structure, policies and processes for staff health safety and welfare. Management team, fire officers, first aiders, food hygiene, cleaning – adequate risk assessments.		2	
Insurance Arrangements Current insurance policy for employer's liability and public liability.		3	
Business Plan Viability and Sustainability Copies of financial report or statement produced for committee meetings. Copy of the most recently approved annual budget and copy of licence for street collection (if applicable). Written policy covering payment of Trustees/Directors/Management Committee Members and volunteers. Annual accounts (for three years if granting a lease or freehold transfer) annual report, audit reports. Copy of the reserves policy or minutes of meeting deciding the level of reserves policy. Copy of charging and hiring policy, tariff showing rates for charitable and non-charitable use. Copies of audited accounts. A viable financial model showing investment is available to maintain the property and where capital works are required in reasonable time frame evidence that the funding is available and or obtainable. Evidence of a stable structure and good governance around financial decision making.		20	
Marketing Arrangements Policy to reach out to new customers, attract partnerships and partnership funding (eg shared services). Evidence of growth strategy and how the property/land will support this. Ability to attract enough customers to ensure the longevity of the business running from the property.		2	

Agenda Item 7

Annex 2

Partnership Arrangements/Council Corporate Aims. How does the service deliver the Council corporate aims, is there a strategic community service gap that is being addressed. Will the goals of the local authority (well-being) be met and if so how. What support does this service give to the local authority in discharging its role. Is there any opportunity to support other community organisations and or partnership working?		3	
Environmental Impact Benefits Environmental policy and procedures, commitment to recycling, energy conservation. Is recycling measured, are there records of improvement and targets set. Ability to comply with any requirements in the EPC to improve the energy performance of the property Compliance with an energy management system (drainage, spillages, emergencies)		2	
TOTAL		100	

If further information is required from the organisation request this before making a decision.

Decision Making Panel Recommendation:

Successful applicant	
Unsuccessful applicant/s	

Panel

Name:

Role:

Name:

Role:

Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:
Name:	Role:

Date:

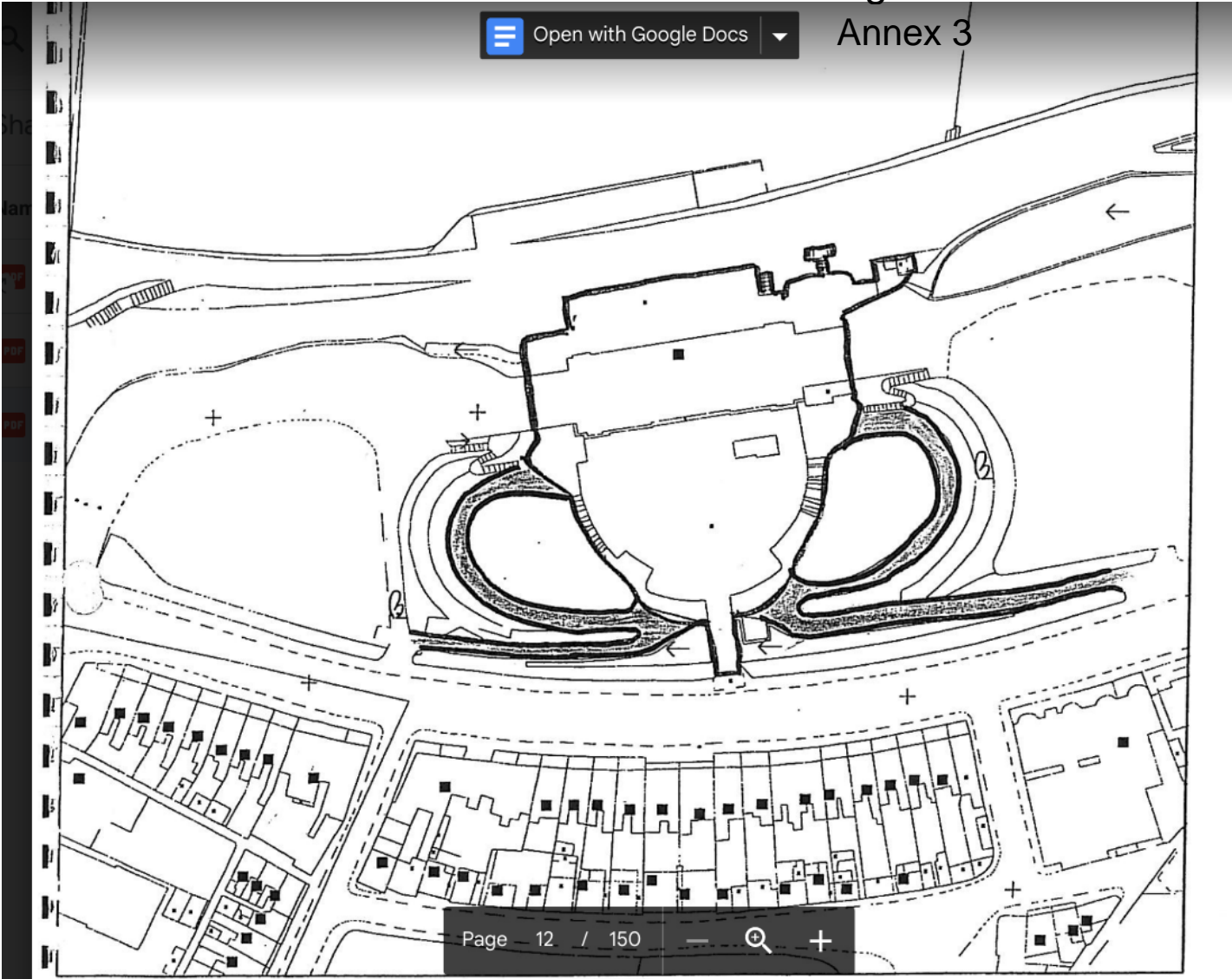
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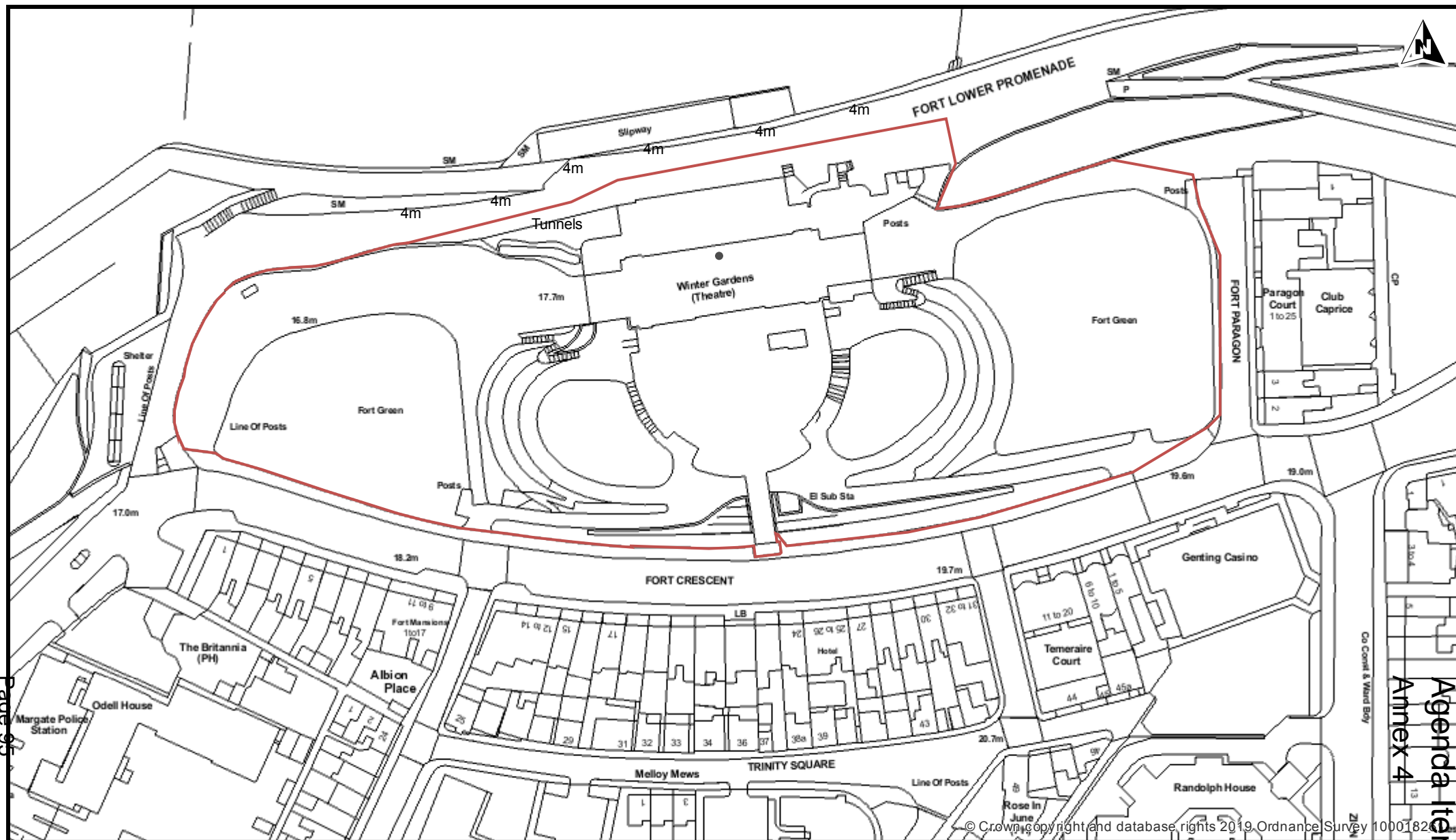
For additional information on how we use your personal information and your privacy rights, please refer to our privacy statement on our website here at:

<https://www.thanet.gov.uk/privacy-statement/>

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Title: Winter Gardens, Margate (Optimum) DRAFT

Author: Thanet District Council

Scale 1:1,250

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