



Date: 11 September 2023  
Our ref: Overview and Scrutiny Panel/Agenda  
Ask For: Charles Hungwe  
Direct Dial: (01843) 577207  
Email: charles.hungwe@officer.thanet.gov.uk

## EXTRAORDINARY OVERVIEW & SCRUTINY PANEL

19 SEPTEMBER 2023

An extraordinary meeting of the Overview & Scrutiny Panel will be held at **7.00 pm on Tuesday, 19 September 2023** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

### Membership:

Councillor Fellows (Chair); Councillors: D Green (Vice-Chair), Austin, Bright, Britcher, Currie, d'Abbro, Davis, Farooki, Kup, Paul Moore, Packman, Pope, Wing and Worrow

## AGENDA

Item  
No

Subject

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATION OF INTERESTS** (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. **BROADSTAIRS FLOOD AND COAST PROTECTION SCHEME** (Pages 5 - 16)
4. **VIKING BAY TO DUMPTON GAP SEA WALL REPAIRS SCHEME** (Pages 17 - 22)
5. **LED STREET LIGHTING CONTRACT** (Pages 23 - 26)
6. **COASTAL ZONE MAINTENANCE CONTRACT** (Pages 27 - 30)
7. **NEW CONTRACT FOR THE SUPPLY OF ELECTRICITY TO 264 SITES WITHIN TDC'S PORTFOLIO** (Pages 31 - 38)
8. **DEPARTMENT FOR LEVELLING UP, HOUSING AND COMMUNITIES FUNDING UPDATE SIMPLIFICATION PATHFINDER PILOT** (Pages 39 - 64)
9. **PUBLISHING OF THE TLS ANNUAL REPORT** (Pages 65 - 104)



Item  
No

Subject

Please scan this barcode for an electronic copy of this agenda.



## **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](#).

## Broadstairs Flood and Coast Protection Scheme

<b>Overview and Scrutiny Panel</b>	19 September 2023
<b>Report Author</b>	Luke Glover
<b>Portfolio Holder</b>	Cllr Steve Albon - Cabinet Member for Cleansing and Coastal Services
<b>Status</b>	For Decision
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	An Executive Decision that involves incurring expenditure anticipated to be £250,000 or above
<b>Ward:</b>	Viking

### Executive Summary:

Following an erosion and flood risk study focussing on the area around Broadstairs Harbour, an application for grant funding was made to the Environment Agency. A grant with a value of £880k has been secured to undertake a Flood and Coast Protection scheme. The scheme is 100% grant funded.

### Recommendation(s):

Members of the Overview and Scrutiny Panel are asked to:

1. Note and scrutinise the report and consider any representations to Cabinet in advance of its meeting on 21 September 2023.

### Corporate Implications

#### Financial and Value for Money

The scheme award has been allocated £880k for the construction phase based on fully costed estimates drawing upon recent coast protection works undertaken in Kent by the East Kent Engineering Partnership (of which the council is a member authority).

This scheme is already included in the capital programme for 2023/24.

To ensure that a competent contractor will be appointed, the scheme will be tendered utilising the East Kent Engineering Partnership Select List quality evaluation methodology, as has been the case with all major flood and coast protection works undertaken in Thanet over the last 10 years.

## **Legal**

The project will be undertaken in accordance with national conditions for Flood Defence Grant in Aid set out by the Environment Agency. The contract and tender documents for the scheme will be reviewed by the legal department

## **Risk Management**

A risk register has been developed and formed part of the grant application submission. The Risk register considers risks such as variation in project costs, financial security of the contractor, high inflation, weather disruption and environmental factors. The risk register will be maintained as a live document and will be updated as the project progresses.

## **Corporate**

This scheme is proposed under the council's permissive powers in accordance with the Coast Protection Act 1949.

The harbour area of Broadstairs is a popular coastal location requiring consideration of heritage and amenity value. The Technical Services team has consulted with conservation officers, Historic England and Natural England in designing a scheme that is low impact while providing the best possible protection against flooding and coastal erosion in the medium term.

## **Equality Act 2010 & Public Sector Equality Duty**

The proposal has limited relevance to the duty in respect of the protected characteristics. It is the officer's assessment that the duty is not engaged by this proposal.

here is a possibility of short term impacts on pedestrian and vehicular access to parts of the pier head and harbour area as a result of the works. Every effort will be made to maintain access and ensure accessibility is considered in any temporary arrangements. Such impacts will be confined to the short term during the construction and improvement works.

## **Corporate Priorities**

This report relates to the following corporate priorities: -

- Environment
- Communities

## **1.0 Introduction and Background**

1.1 Following an Environment Agency grant funded study into flood and coastal erosion risk in Broadstairs, the Environment Agency has awarded the council a grant of £880k to undertake a Flood and Coast Protection scheme at Broadstairs. The scheme is 100% grant funded.

- 1.2 The project will reduce the risk of flooding, coastal erosion and the loss of public and residential assets located in Viking Bay which are protected by the coastal defences and pier head. Primarily the works will include:
- The stabilisation of the existing sea defences (the pier head) at Viking Bay
  - new flood walls and gates to reduce the property level flood risk at the bottom of Harbour Street.
- 1.3 The project will improve resilience to wave overtopping, which is predicted to increase with climate change over the next 100 years. Currently, the existing defences are showing signs of deterioration which could eventually lead to failure of the seawall and pier head in the future with the potential consequence of the loss of Viking Bay beach and subsequent flooding and cliff erosion.
- 1.4 Planning permission for the scheme was granted in June 2023 and the work is programmed for Spring 2024 following competitive tendering. Planning 14/06/2023 F/TH/22/1628 and L/TH/22/1629

## **2.0 Current Situation and Proposed Works**

- 2.1 The sea defences at Broadstairs Harbour are in poor condition with residual life estimated at 10 years. Refurbished in the 1970s the pier head is constructed of battered concrete precast facing blocks supported by a sheet steel piled foundation and laid on an in-situ mass concrete wall which is constructed over the previous Stone/timber frame pier head.
- 2.2 The facing blocks now need to be secured and properly pointed to prevent further deterioration and erosion of the pier structure. In a do-nothing scenario the pier head could be eroded to the extent that it is a risk of catastrophic failure during a significant storm event within the next 10 years.
- 2.3 The sea wall to the North of the pier has been maintained but is more than 50 years old, there are some damaged coping stones and some loss of pointing. In a do nothing scenario the seawall condition will deteriorate leading to a loss of concrete blocks, rapid erosion of the sea wall and therefore cliff erosion will resume threatening cliff top property. In a do minimum scenario where the sea wall is repaired and maintained to a good standard the residual life can be extended to approximately 100 years with further major maintenance in the future.
- 2.4 Properties at the bottom of Harbour Street are currently protected from the sea only by the beach and a concrete slipway which provides access to the beach from Harbour Street. The beach level is maintained through beach management activities and the slipway is in good condition. However due to sea level rise and the impacts of climate change, the risk of flooding to Harbour Street is increasing with the likelihood of property level flooding becoming far more likely in the medium term.
- 2.5 The project proposes new flood walls and gates to compartmentalise the bottom of Harbour Street, protecting the road from wave overtopping from the East and inundation from the South. The scheme will provide a 1:200 year standard of defence based on 2122 sea levels.

- 2.6 Importantly the option to improve the standard of flood defence to Harbour Street does not require any works to be undertaken on the designated and protected foreshore.
- 2.7 The scheme will include the securing and repointing of the pier wall facing blocks to ensure the continued protection that the pier provides from flood and coast erosion. The pier head is a vital structure that maintains the high sand level in Viking Bay, protecting properties from flooding and cliff erosion.
- 2.8 Lastly the scheme will include works to the sea walls and the fishermans quay to the East of the pier.

## **3.0 Environmental Designations**

- 3.1 Like much of the Thanet coastline the foreshore to the east of the harbour is designated for a number of its features. Designations include:
- Site of Special Scientific Interest
  - Special Area of Conservation
  - Special protection Area
  - Marine Conservation Zone
  - RAMSAR Site
- 3.2 Following consultation with Natural England the recommended option will avoid works on the chalk foreshore to minimise any environmental impact.
- 3.3 Should any works take place over winter months (between October - March inclusive), higher impact activities will be stood down over the high tide period to minimise disruption to overwintering birds.
- 3.4 All works will be undertaken in accordance with an agreed Construction Environmental Management Plan.

## **4.0 Options**

- 4.1 Members of the Overview and Scrutiny Panel are invited to review and scrutinise this report, making any agreed recommendations to Cabinet in advance of its meeting on 21 September 2023.

## **5.0 Next Steps**

- 5.1 This proposal will be presented to the Cabinet at its meeting on 21 September 2023.



Contact Officer: Luke Glover - Deputy Technical Services Manager  
Reporting to: Mike Humber - Director of Environment

## **Annex List**

Annex 1: [Proposed Site Plan](#)

Annex 2: [Proposed Elevations](#)

Annex 3: [Proposed Flood Gate Wall and Railing Details](#)

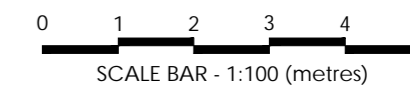
## **Corporate Consultation**

**Finance:** Matthew Sanham (Head of Finance, Procurement and Risk)

Clive Bowen (Finance Manager)

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

This page is intentionally left blank



LEGEND

- Adopted highway outline. Not TDC land.
- Level increase to fall to high point
- Outline of area not belonging to TDC land and not an adopted highway.
- Extent of new altered asphalt footpath with new kerb line.
- Concrete re-surfacing
- Proposed Harbour Office/ Boat House
- Inundation from the South

MATERIAL SCHEDULE

Flood gates: Galvanised, black/ash timber panelling to match surrounding.  
 New timber railing: to match existing colour.

A As per planner's comments. 11.01.23 NA

Rev	Description	Date	By

**Urban** Surveying & Design  
 Chartered Building Surveyors Architecture



The Old Bakery, 22 Church Street,  
 St. Peters, Broadstairs, Kent, CT10 2TT  
 Tel: 01843 867507  
 E-mail: info@urban-surveying.com  
 Website: www.urban-surveying.com

Client Details:  
 Thanet District Council  
 Engineering and Technical Services

Project Details:  
 Harbourmaster's Office The Jetty,  
 Harbour St, Broadstairs CT10 1EU

Drawing Title:  
 Proposed  
 Site Plan

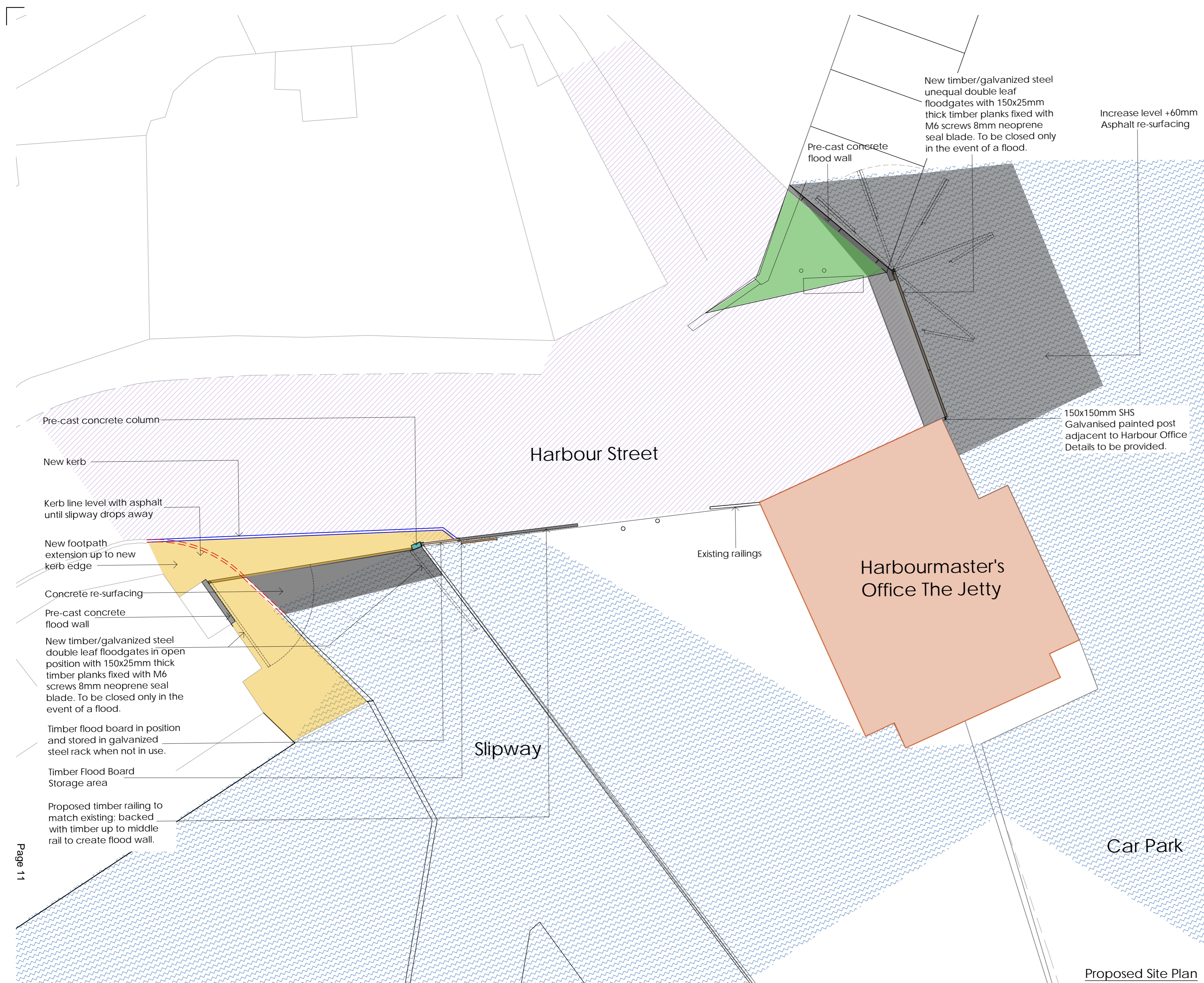
Planning Application

Scale: 1:100 @ A2	Date: Nov' 2022	Drawn By: NA
----------------------	--------------------	-----------------

Drawing No.: 22.1924.PL04	Revision: A
------------------------------	----------------

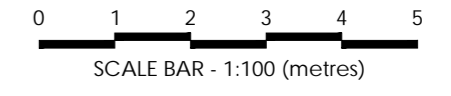
Annex 1

Agenda Item 3



Proposed Site Plan

This page is intentionally left blank



**MATERIAL SCHEDULE**  
 Flood gates: Galvanised, Black Ash timber panelling to match surrounding.  
 New timber railing: to match existing colour.



New Pre-Cast Concrete Flood wall  
 New galvanised steel double leaf floodgates with 150x25mm Black Ash timber panelling to match existing surroundings, fixed with M6 screws 8mm neoprene seal blade. To be closed only in the event of a flood.  
 Concrete Column  
 Black Ash timber flood board to match surrounding elements; in position and stored in galvanised steel rack when not in use.  
 Timber flood board storage unit  
 Proposed timber railing to match existing; backed with timber up to middle rail to create flood wall.  
 Existing Railing

Proposed North Facing Street Scene



150x150mm SHS Black Galvanised painted post adjacent to Harbour Office and behind new timber/galvanised steel unequal double leaf floodgates with 150x25mm thick timber planks fixed with M6 screws 8mm neoprene seal blade. To be closed only in the event of a flood.  
 Pre-cast concrete flood wall

Proposed West facing Street Scene (Flood Gates in closed position)



150x150mm SHS Black Galvanised painted post adjacent to Harbour Office  
 New timber&galvanised steel unequal double leaf floodgates with 150x25mm thick timber planks fixed with M6 screws 8mm neoprene seal blade. To be closed only in the event of a flood.  
 Pre-cast concrete flood wall behind

Proposed West facing Street Scene (Flood Gates in open position)

Rev	Description	Date	By
-----	-------------	------	----

**Urban** surveying & Design  
 Chartered Building Surveyors • Architecture •



The Old Bakery, 22 Church Street,  
 St. Peters, Broadstairs, Kent, CT10 2TT

Tel: 01843 867507  
 E-mail: info@urban-surveying.com  
 Website: www.urban-surveying.com

Client Details:  
 Thanet District Council  
 Engineering and Technical Services

Project Details:  
 Harbourmaster's Office The Jetty,  
 Harbour St, Broadstairs CT10 1EU

Drawing Title:  
 Proposed  
 Street Scenes

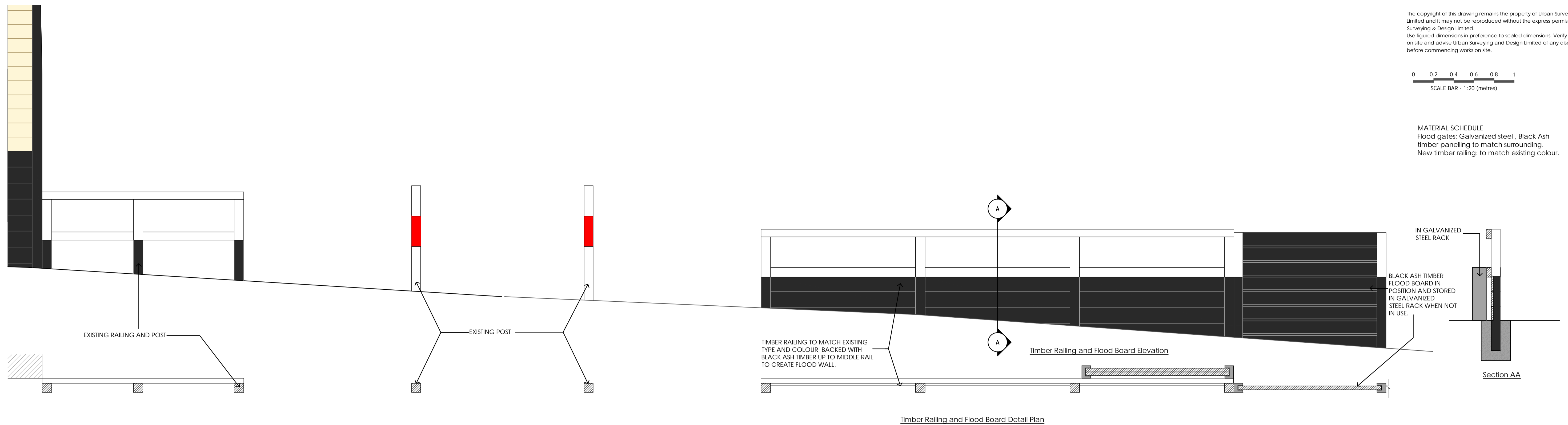
Planning Application

Scale: 1:100 @ A2	Date: Nov' 2022	Drawn By: NA
----------------------	--------------------	-----------------

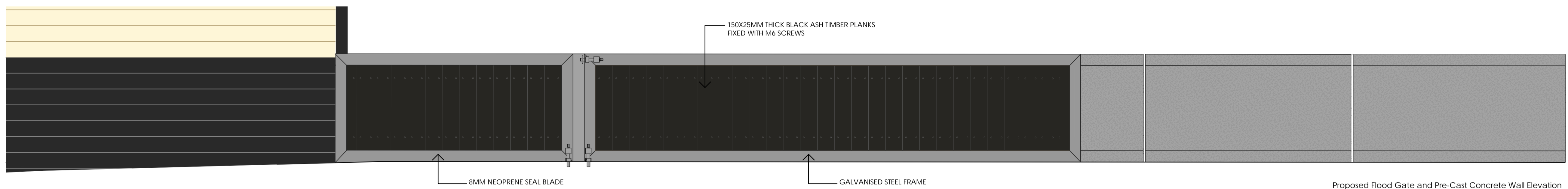
Drawing No.: 22.1924.PL06	Revision:
------------------------------	-----------

This page is intentionally left blank

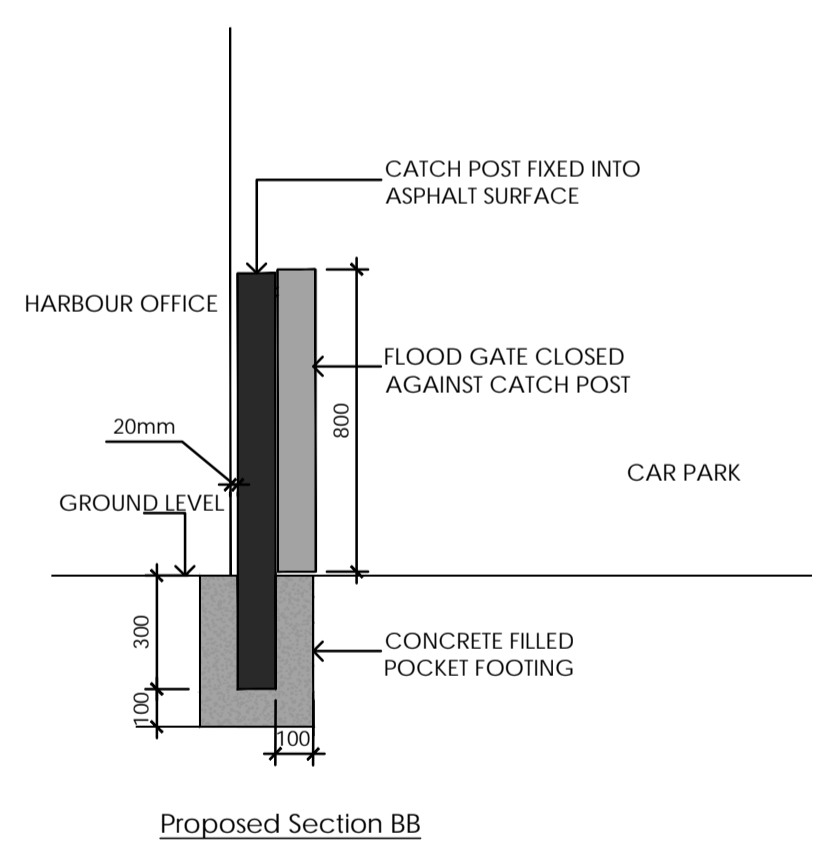
**MATERIAL SCHEDULE**  
 Flood gates: Galvanized steel, Black Ash timber panelling to match surrounding.  
 New timber railing: to match existing colour.



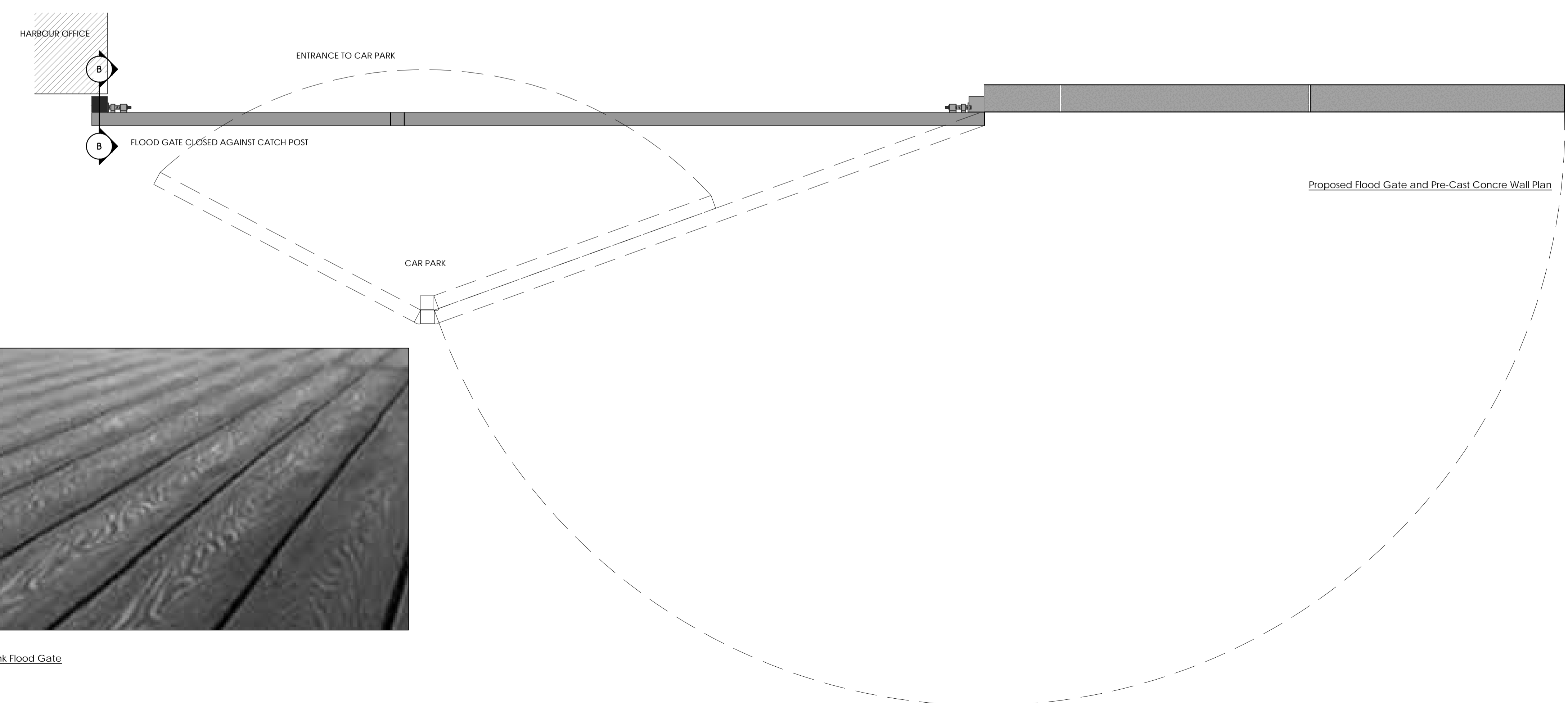
Timber Railing and Flood Board Detail Plan



Proposed Flood Gate and Pre-Cast Concrete Wall Elevation



Proposed Section BB



Proposed Flood Gate and Pre-Cast Concrete Wall Plan

Rev	Description	Date	By

**Urban** surveying & Design  
 Chartered Building Surveyors • Architecture •

**RICS**

The Old Bakery, 22 Church Street,  
 St. Peters, Broadstairs, Kent, CT10 2TT  
 Tel: 01843 867507  
 E-mail: info@urban-surveying.com  
 Website: www.urban-surveying.com

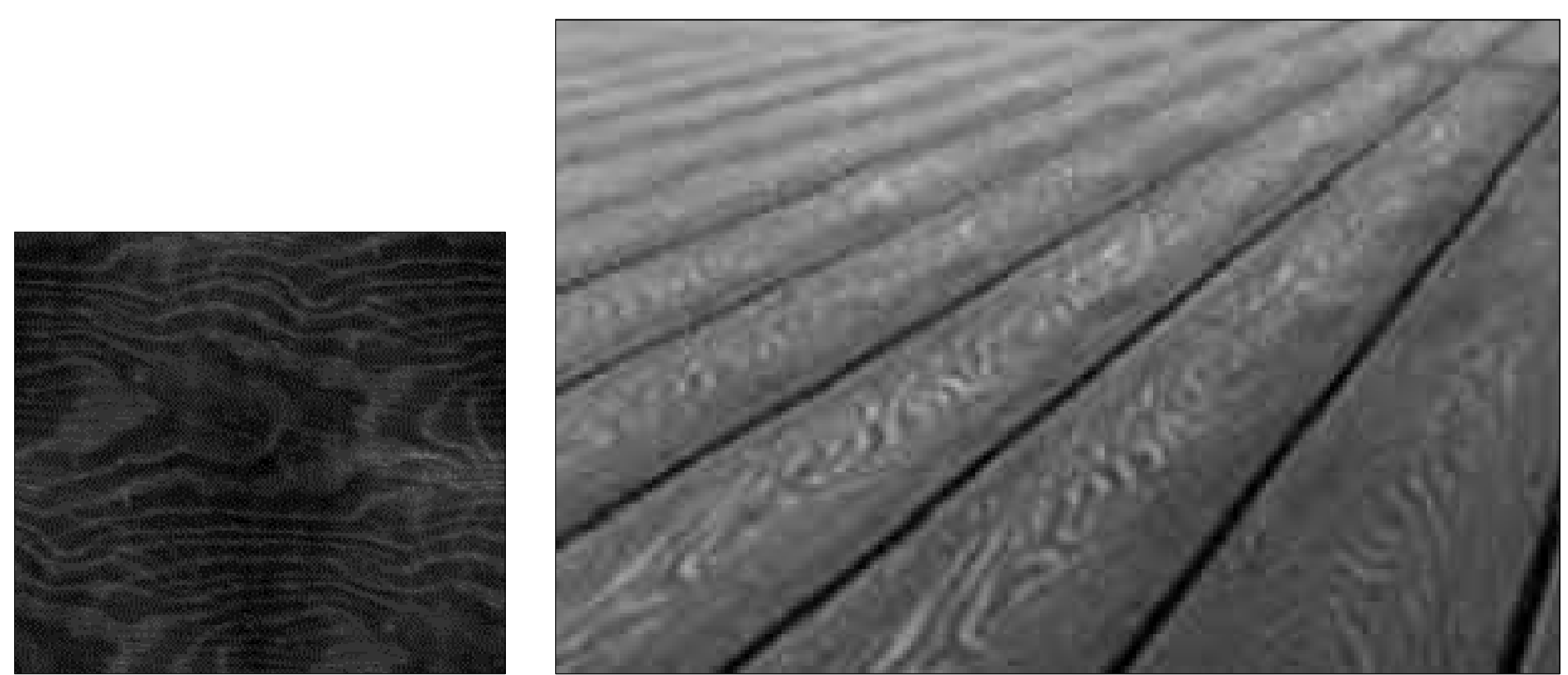
**Client Details:**  
 Thanet District Council  
 Engineering and Technical Services

**Project Details:**  
 Harbourmaster's Office The Jetty,  
 Harbour St, Broadstairs CT10 1EU

**Drawing Title:**  
 Proposed  
 Flood Gate and Wall Detail

**Planning Application**

Scale: 1:20 @ A1	Date: Nov' 2022	Drawn By: NA
Drawing No.: 22.1924.PL07		Revision:



Ref. Image 01 : Galvanised Steel & Black Ash Timber Plank Flood Gate

This page is intentionally left blank



## Viking Bay to Dumpton Gap Sea Wall Repair Scheme

<b>Overview and Scrutiny Panel</b>	19 September 2023
<b>Report Author</b>	Luke Glover
<b>Portfolio Holder</b>	Cllr Steve Albon - Cabinet Member for Cleansing and Coastal Services
<b>Status</b>	For Decision
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	An Executive Decision that involves incurring expenditure anticipated to be £250,000 or above
<b>Ward:</b>	Bradstow and Viking

### Executive Summary:

A capital maintenance project is proposed to prolong the design life of the existing sea wall between the southern headland of Viking Bay and Dumpton Gap in Broadstairs. An Environment Agency grant with a value of £406k has been secured to undertake the proposed works which will maintain the standard of defence and delay more expensive capital works for up to 50 years. The scheme is 100% grant funded.

### Recommendation(s):

Members of the Overview and Scrutiny Panel are asked to:

1. Note and scrutinise the report and consider any representations to Cabinet in advance of its meeting on 21 September 2023.

### Corporate Implications

#### Financial and Value for Money

The scheme has been allocated £406k for the construction phase based on fully costed estimates drawing upon recent coast protection works undertaken in Kent by the East Kent Engineering Partnership (of which the council is a member authority).

This expenditure is already included in the capital programme for 2023/24.

#### Legal

The project will be undertaken in accordance with national conditions for Flood Defence Grant in Aid set out by the Environment Agency. The contact and tender documents for the scheme will be reviewed by the legal department.

## **Risk Management**

A risk register has been developed and formed part of the grant application submission. The Risk register considers risks such as variation in project costs, financial security of the contractor, high inflation, weather disruption and environmental factors. The risk register will be maintained as a live document and will be updated as the project progresses.

## **Corporate**

This scheme is proposed under the council's permissive powers in accordance with the Coast Protection Act 1949.

The coastline and coastal access is important to the local economy and particularly to seasonal trade. This sea wall and coastal protection asset provides vital public amenity in the form of a coastal promenade with multiple access points to the foreshore for the benefit of beach users. The sea wall prevents erosion by the sea of the high amenity value upper promenade and greensward between Broadstairs and Dumpton. These assets are an important part of the local environment that are maintained by the council in accordance with its corporate priorities.

## **Equality Act 2010 & Public Sector Equality Duty**

The proposal has limited relevance to the duty in respect of the protected characteristics. It is the officer's assessment that the duty is not engaged by this proposal.

There is a possibility of short term impacts on pedestrian access along the promenade as a result of the works. Every effort will be made to maintain access and ensure accessibility is considered in any temporary arrangements. Such impacts will be confined to the short term during the construction and improvement works.

## **Corporate Priorities**

This report relates to the following corporate priorities: -

- Environment
- Communities

## **1.0 Introduction and Background**

1.1 The 1.1km long seawall between Viking Bay and Dumpton Gap was constructed almost 60 years ago and requires major maintenance in order to maintain the standard of protection and prevent failure in the medium term.

1.2 A capital maintenance project is proposed to prolong the design life of the existing sea wall. A grant with a value of £406k has been secured to undertake the proposed works which will delay more expensive capital works for up to 50 years. The scheme is 100% grant funded.

## 2.0 Current Situation and Proposed Works

- 2.1 The key objective of the project is to reduce the risk of coastal erosion and the loss of public and residential assets located on the chalk cliffs immediately inland of the coastal defences.
- 2.2 Currently, the existing defences are showing signs of damage which will eventually lead to failure of the seawall. As a consequence, Due to the intrinsic nature of the cliff and the defences any failure will present a significant health and safety risk and would require a permanent exclusion zone around the area. Deposition of concrete, reinforcement, and fill materials from the failed defences onto the sensitive foreshore would likely lead to environmental damage. Loss of the defences and promenade would have significant social and amenity impacts. Property at the top of the cliff will be exposed to increasing erosion risk.
- 2.3 The works will involve the replacement of some of the existing coping blocks. The berm slabs and concrete stepped sea wall units are to be refurbished and if necessary replaced.

## 3.0 Environmental Designations

- 3.1 Like much of the Thanet coastline the foreshore between Viking Bay and Dumpton Gap is designated for a number of its features. Designations include:
  - Site of Special Scientific Interest
  - Special Area of Conservation
  - Special protection Area
  - Marine Conservation Zone
  - RAMSAR Site
- 3.2 Works on the designated chalk platform and reef will not be necessary and no plant will be permitted to drive on any sensitive parts of the foreshore.
- 3.3 Should any works take place over winter months (between October - March inclusive), higher impact activities will be stood down over the high tide period to minimise disruption to overwintering birds.
- 3.4 All works will be undertaken in accordance with an agreed Construction Environmental Management Plan.

## 4.0 Options

- 4.1 Members of the Overview and Scrutiny Panel are invited to review and scrutinise this report, making any agreed recommendations to Cabinet in advance of its meeting on 21 September 2023.

## 5.0 Next Steps

5.1 This proposal will be presented to the Cabinet at its meeting on 21 September 2023.

Contact Officer: Luke Glover - Deputy Technical Services Manager  
Reporting to: Mike Humber - Director of Environment

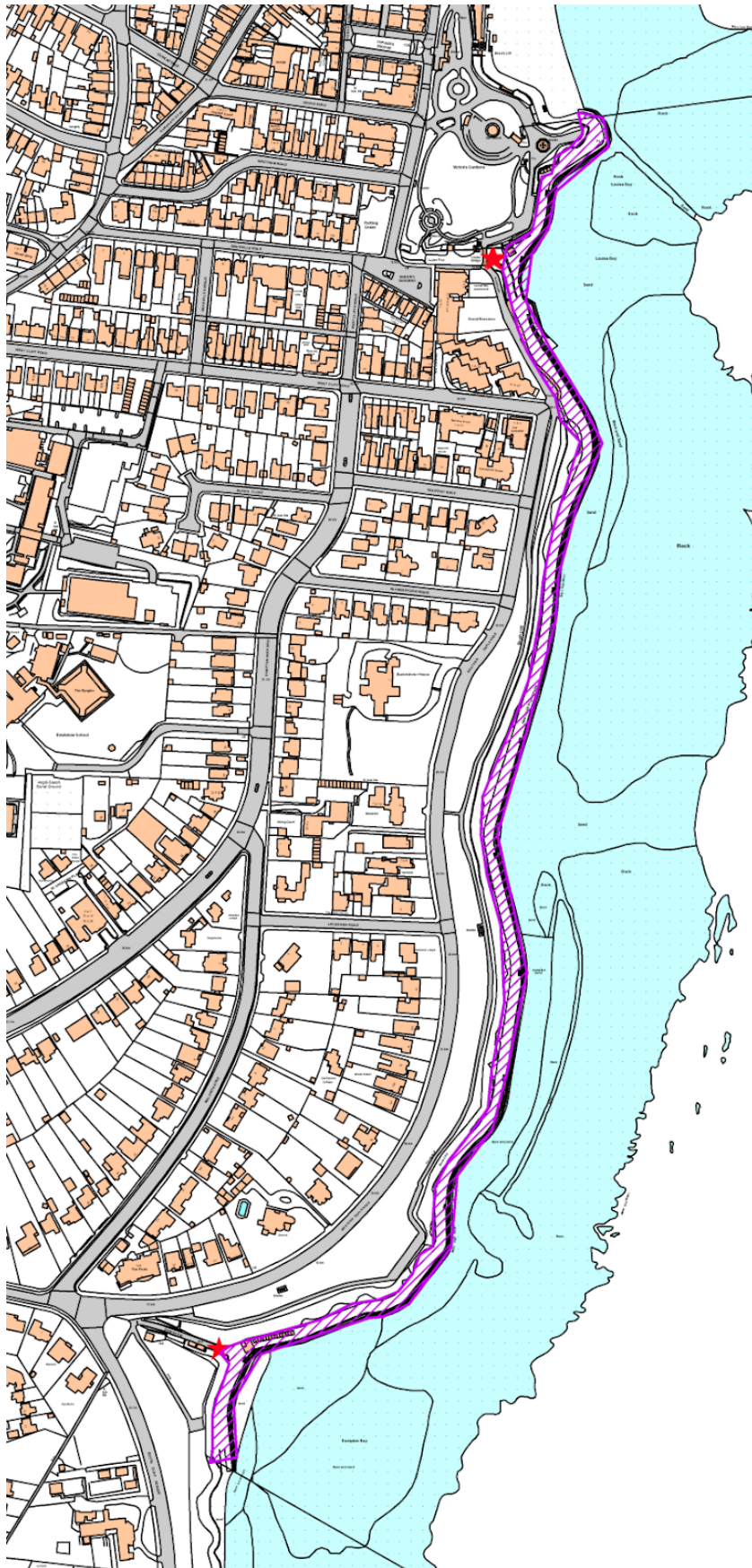
## **Annex List**

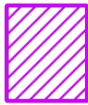

Annex 1: [Location Plan](#)

## **Corporate Consultation**

**Finance:** Matthew Sanham (Head of Finance, Procurement and Risk)

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



-  Capital Maintenance / Refurbishment
-  Access Points

This page is intentionally left blank

## LED Street Lighting Conversion Project

**Overview and Scrutiny Panel** 19 September 2023

<b>Report Author</b>	Luke Glover
<b>Portfolio Holder</b>	Cllr Steve Albon - Cabinet Member for Cleansing and Coastal Services
<b>Status</b>	For Decision
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	An Executive Decision that involves incurring expenditure anticipated to be £250,000 or above
<b>Ward:</b>	All wards

### Executive Summary:

The council is responsible for the maintenance of approximately 500 street lights across the district in locations such as car parks, open spaces, coastal promenades and paths. This report sets out the high level purpose of the project and the proposed timescale. A project is included in the 2023/24 capital programme to replace and upgrade some of the existing street lighting with newer technology energy efficient LED fittings.

### Recommendation(s):

Members of the Overview and Scrutiny Panel are asked to:

1. Note and scrutinise the report and consider any representations to Cabinet in advance of its meeting on 21 September 2023.

### Corporate Implications

#### Financial and Value for Money

A budget of £283k is allocated in the 2023/24 capital programme for the upgrade of existing lighting infrastructure including modern LED technology luminaires and where required, new lighting columns. A contribution of £50k has been approved by Broadstairs and St Peter's Town Council for the upgrade of lighting around Viking Bay in Broadstairs bringing the total budget for the proposed project to £333k.

#### Legal

The project will be competitively procured in accordance with the council's contract standing orders. The council's legal team will undertake the contract award.

## **Risk Management**

The council is responsible for approximately 500 street lights in the district. This includes the requirement to inspect and maintain the lighting infrastructure. It is important that works to modernise and replace luminaires and lighting columns continues in a planned manner to reduce the likelihood of failures with an associated increase in health and safety risk.

## **Corporate**

Sufficient and reliable lighting in public spaces such as parks, promenades and car parks is essential for the health and safety of all who use those spaces. The proposal to install new technology low energy consumption fittings is well aligned with the Council's Net Zero Strategy.

## **Equality Act 2010 & Public Sector Equality Duty**

The proposal has limited relevance to the duty in respect of the protected characteristics. It is the officer's assessment that the duty is not engaged by this proposal.

## **Corporate Priorities**

This report relates to the following corporate priorities: -

- Environment
- Communities

## **1.0 Introduction and Background**

- 1.1 The council is responsible for the maintenance of approximately 500 street lights across the district. These are generally located around car parks, open spaces, coastal promenades and paths.
- 1.2 A project is included in the 2023/24 capital programme to replace and upgrade some of the existing street lighting with newer technology energy efficient LED fittings. This will not only reduce energy consumption in line with the Council's net Zero Strategy, the fittings also have a much longer design life so will also reduce future maintained visits to replace luminaires.

## **2.0 Current Situation and Proposed Works**

- 2.1 The street lighting is the subject of routine inspection and maintenance but much of the lighting stock is in poor condition. The lighting technology is generally old with high energy consumption light fittings which are the subject of more frequent failures than modern equivalents.



# Agenda Item 5

- 2.3 It is proposed to procure a lighting contract. This will include the upgrade of luminaires to modern low consumption and low maintenance LED units. Where necessary the contract will also include the replacement of defective lighting columns on a priority basis based upon inspection and condition assessment.
- 2.4 Works are anticipated to start in January 2024 and be completed by July 2024
- 2.5 A sum of £283k remains in the 23/24 capital programme following some urgent works in 2022/23 with a value of £95k. Broadstairs and St Peter's Town Council has also approved a £50k contribution to this project for the upgrade of lighting at Viking Bay in Broadstairs.

## 3.0 Options

- 3.1 Members of the Overview and Scrutiny Panel are invited to review and scrutinise this report, making any agreed recommendations to Cabinet in advance of its meeting on 21 September 2023.

## 4.0 Next Steps

- 4.1 This proposal will be presented to the Cabinet at its meeting on 21 September 2023.

Contact Officer: Luke Glover - Deputy Technical Services Manager  
Reporting to: Mike Humber - Director of Environment

### Annex List

None

### Corporate Consultation

**Finance:** *Clive Bowen (Finance Manager) Matthew Sumner (Capital Treasury Accountant)*  
**Legal:** *Sameera Khan - Interim Head of Legal & Monitoring Officer*

This page is intentionally left blank

## Coastal Zone Term Maintenance Contract

<b>Overview and Scrutiny Panel</b>	19 September 2023
<b>Report Author</b>	Luke Glover
<b>Portfolio Holder</b>	Cllr Steve Albon - Cabinet Member for Cleansing and Coastal Services
<b>Status</b>	For Decision
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	An Executive Decision that involves incurring expenditure anticipated to be £250,000 or above
<b>Ward:</b>	All wards

### Executive Summary:

The council is responsible for the maintenance of structures along 16 miles of the authority's 19 mile coastline. Maintenance works are undertaken by a civil engineering contractor via a term contract. The current contract will expire in January 2024. It is proposed that a competitive procurement exercise takes place for a new 3 year term contract with an option to extend to 5 years.

### Recommendation(s):

Members of the Overview and Scrutiny Panel are asked to:

1. Note and scrutinise the report and consider any representations to Cabinet in advance of its meeting on 21 September 2023.

### Corporate Implications

#### Financial and Value for Money

Coastal zone maintenance is funded purely from general fund revenue budgets. Separate budgets exist for upper promenades, lower promenades, tidal pools and coastal structures such as retaining walls. The combined value of these recurring budgets is currently £244k. Other civil engineering maintenance work at or away from the coastline is sometimes delivered via this contract arrangement (where the work content is a good fit with the contract schedule) and therefore the annual contract value will be indicated as £300k per year in the proposed tender document. For the maximum 5 year duration of the contract the value could therefore be up to £1.5m.

## **Legal**

The project will be competitively procured in accordance with the council's contract standing orders. The council's legal team will undertake the contract award. The council has had similar term contracts in place for coastal zone maintenance works for in excess of 20 years and this type of maintenance contract offers relatively low legal and corporate risk.

## **Risk Management**

This is a relatively high value revenue funded contract but the delivery risk is considered low due to the nature of contract delivery. The work programme is informed by planned and ad hoc inspections by the Technical Services team. Between 100-200 Individual works orders are raised each year for coastal zone maintenance works. The value of the vast majority of works orders is between circa £100 and £8,000. The maximum works order value under the contract is £50,000. Works are supervised and inspected by a member of the Technical Services team and then paid for based on monthly valuations. The contractor is required to undertake risk assessments and plan all works to the satisfaction of the contract administrator.

## **Corporate**

The coastline and coastal access is important to the local economy and particularly to seasonal trade. This contract is vital to the continued maintenance of assets in the coastal zone. Sea walls and coastal protection assets provide important public amenity in the form of a coastal promenade with multiple access points to the foreshore for the benefit of beach users. Sea walls prevent flooding or erosion of land by wave action. These assets are an important part of the local environment that are maintained by the council in accordance with its corporate priorities.

## **Equality Act 2010 & Public Sector Equality Duty**

The proposal has limited relevance to the duty in respect of the protected characteristics. It is the officer's assessment that the duty is not engaged by this proposal.

There is a possibility of short term impacts on pedestrian access whilst maintenance works are undertaken but this will support the long term accessibility of the coastal estate.

## **Corporate Priorities**

This report relates to the following corporate priorities: -

- Environment
- Communities

## **1.0 Introduction and Background**

1.1 The council is responsible for the maintenance of structures along 16 miles of the authority's 19 mile coastline including approximately 11 miles of sea walls. The coastal zone is a harsh environment and these flood defence and coastal erosion risk

management assets which have a present day value of circa £100m, require constant maintenance.

- 1.2 Maintenance works are undertaken by a civil engineering contractor via a term contract. The current contract will expire in January 2024. It is proposed that a competitive procurement exercise takes place for a new 3 year term contract with an option to extend to 5 years.

## **2.0 Current Situation and Proposed Works**

- 2.1 The civil engineering works are primarily associated with the maintenance of coastal defence structures; the works may take the form of responsive repairs, general maintenance, or emergency works for which a 24 hour call out service will be required within a 2 hour response time.
- 2.2 Typical work orders include concrete repairs, handrail repairs, fencing, bituminous surfacing, steel works or drainage works, larger works such as the replacement of promenade berm slabs can sometimes be undertaken via the contract. The majority of the works are undertaken in the vicinity of the lower and upper promenade areas. Some of the works will also be undertaken within the tidal zone and some works may be ordered in locations away from the coastline, for example in car parks and open spaces although the primary purpose of the contract is for coastal works.
- 2.3 The duration of the contract is 3 years. Subject to the right of the council as contract administrator and at its sole discretion, the contract may be extended by up to 2 years. The maximum length of the contract will therefore be 5 years.
- 2.4 The procurement process will be undertaken on the basis of an open tender. All tenders will be accepted subject to the tenderer providing suitable responses to grounds for Mandatory and Discretionary Rejection. Evaluation will be on the basis of price and quality criteria.

## **3.0 Options**

- 3.1 Members of the Overview and Scrutiny Panel are invited to review and scrutinise this report, making any agreed recommendations to Cabinet in advance of its meeting on 21 September 2023.

## **4.0 Next Steps**

- 4.1 This proposal will be presented to the Cabinet at its meeting on 21 September 2023.

Contact Officer: Luke Glover - Deputy Technical Services Manager  
Reporting to: Mike Humber - Director of Environment

## **Annex List**

None

## **Corporate Consultation**

**Finance:** Matthew Sanham (Head of Finance, Procurement and Risk)

**Legal:** (Sameera Khan - Head of Legal & Monitoring Officer)

## TDC Electricity Supply Tender

<b>Overview and Scrutiny Cabinet</b>	19 September, 2023 21 September, 2023
<b>Report Author</b>	Zoe Harrison Financial Systems, Income and Payments Manager
<b>Portfolio Holder</b>	Councillor Rob Yates, Cabinet Member for Corporate Services
<b>Status</b>	For Recommendation
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	An executive decision that involves expenditure over £750k
<b>Ward:</b>	All

### Executive Summary:

This report invites members of the Overview and Scrutiny Panel to review the CMT Cabinet report for the Council to enter into a new contract for the supply of electricity to 264 sites within TDC's portfolio that is within the approved budget.

The Council is required to ensure best value for money when procuring its contracts and as such the Council is required to re-procure its Electricity Supply contract before the renewal date of 1st October 2023.

The value of the estimated contract is detailed in the report and exceeds £750k.

### Recommendation(s):

The Overview and Scrutiny Panel to review the following:

1. To agree to letting of the contract for electricity supply services as laid out in the report.

### Corporate Implications

#### Financial and Value for Money

The contract is estimated to cost £880k over the 1 year term. This cost is based on a submission from one supplier as at 29 August 2023. Due to the volatility of energy prices this changes on a daily basis.

LASER Energy is a trading style of Commercial Services Kent Ltd - A Company wholly owned by Kent County Council.

LASER's Procurement Team (KCC) will run a mini tender based on our current requirements under a framework containing multiple suppliers for the supply of the electricity.

## Legal

It is important that the Council maintains an electricity supply to all its 264 sites which include HRA properties, Port and Harbour and Council Offices.

Procurement of the contract will be in accordance with the Council's CSOs and will ensure that value for money is maintained.

## Risk Management

It is noted that the current contract ends 31st September 2023 - if TDC does not enter into renewed contract as from 1st October 2023 TDC will incur Out of Contract rates applied to the billing

## Corporate

The provision of electricity supplies to Thanet Council sites is an essential service to maintain the operations within the sites.

## 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 eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act.
- To advance equality of opportunity between people who share a protected characteristic and people who do not share it
- To foster good relations between people who share a protected characteristic and people who do not share it.

The required service to be procured will protect the Council and will ensure that financial interests of the Council and taxpayers are protected.



## Corporate Priorities

This report relates to the following corporate priorities: -

- Growth
- Environment
- Communities

## 1.0 Introduction and Background

- 1.1 The Council's current electricity supply contract comes to an end at the end of September 2023 and requires reprocurring to ensure ongoing value for money.
- 1.2 The Council currently maintains its utility services with a number of different suppliers and the intention is to get all sites under the one supplier.
- 1.3 Electricity supplies are vitally important to all Council owned properties which include but limited to; Council Offices, Port and Harbour sites, Housing properties including tower blocks, Toilets, Cemeteries and Crematorium, Coast Protection and Car Parks
- 1.4 Cabinet approval of key decisions are required for any expenditure that is for a contract over a number of years with an expected value in excess of £750k.
- 1.5 The letting of a contract for the Electricity supply is therefore considered a key decision.

## 2.0 The Current Situation

- 2.1 TDC's current electricity supplier for the Fixed Term Fixed Rate contract issues bills on a monthly basis. As this contract is to end 31st September TDC will be billed in October at the current rates
- 2.2 Unfortunately we are time constrained to renew the contract and TDC could potentially, post 31st September, be charged Out of Contract rates
- 2.3 LASER will inform TDC on a particular day of the current supplier prices, these have to be agreed and signed off before 14:30 on the same day
- 2.4 Cabinet Key Decision for approval is sought to ensure that the contract can be signed in timely manner

## 3.0 Options

- 3.1 Members of the Overview and Scrutiny Panel are invited to review the Cabinet report in Annex 1 making any agreed recommendations to Cabinet in advance of its meeting on 21 September 2023.

## 4.0 Next Steps

4.1 This Report will be presented to the Cabinet at its meeting on 21 September 2023.

Contact Officer: *Zoe Harrison, Financial Systems, Income and payments Manager*  
Reporting to: *Matthew Sanham (Head of Finance, Procurement and Risk)*

### **Annex List**

Annex 1: Cabinet CMT Report Electricity Supply Tender (05.09.2023)

### **Corporate Consultation**

**Finance:** *included in the Cabinet report*

**Legal:** *included in the Cabinet report*

## TDC Electricity Supply Tender

<b>Cabinet</b>	21 September 2023
<b>Report Author</b>	Matthew Sanham (Head of Finance, Procurement and Risk)
<b>Portfolio Holder</b>	Councillor Rob Yates, Cabinet Member for Corporate Services
<b>Status</b>	For Decision
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	An executive decision that involves expenditure over £750k
<b>Ward:</b>	All

### Executive Summary:

This report seeks authority for the Council to enter into a new contract for the supply of electricity to 264 sites within TDC's portfolio that is within the approved budget.

The Council is required to ensure best value for money when procuring its contracts and as such the Council is required to re-procure its Electricity Supply contract before the renewal date of 1st October 2023.

The value of the estimated contract is detailed in the report and exceeds £750k.

### Recommendation(s):

Cabinet is asked to agree to letting of the contract for electricity supply services as laid out in the report.

### Corporate Implications

#### Financial and Value for Money

The contract is estimated to cost £880k over the 1 year term. This cost is based on a submission from one supplier as at 29 August 2023. Due to the volatility of energy prices this changes on a daily basis.

LASER Energy is a trading style of Commercial Services Kent Ltd - A Company wholly owned by Kent County Council.

LASER's Procurement Team (KCC) will run a mini tender based on our current requirements under a framework containing multiple suppliers for the supply of the electricity.

### Legal

It is important that the Council maintains an electricity supply to all its 264 sites which include HRA properties, Port and Harbour and Council Offices.

Procurement of the contract will be in accordance with the Council's CSOs and will ensure that value for money is maintained.

### Corporate

The provision of electricity supplies to Thanet Council sites is an essential service to maintain the operations within the sites.

### 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 eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act.
- To advance equality of opportunity between people who share a protected characteristic and people who do not share it
- To foster good relations between people who share a protected characteristic and people who do not share it.

The required service to be procured will protect the Council and will ensure that financial interests of the Council and taxpayers are protected.

## **CORPORATE PRIORITIES**

This report relates to the following corporate priorities: -

- Growth
- Environment
- Communities

### **1.0 Introduction and Background**

- 1.1 The Council's current electricity supply contract comes to an end at the end of September 2023 and requires reprocurring to ensure ongoing value for money.
- 1.2 The Council currently maintains its utility services with a number of different suppliers and the intention is to get all sites under the one supplier.
- 1.3 Electricity supplies are vitally important to all Council owned properties which include but limited to; Council Offices, Port and Harbour sites, Housing properties including tower blocks, Toilets, Cemeteries and Crematorium, Coast Protection and Car Parks
- 1.4 Cabinet approval of key decisions are required for any expenditure that is for a contract over a number of years with an expected value in excess of £750k.
- 1.5 The letting of a contract for the Electricity supply is therefore considered a key decision.

### **2.0 Options**

- 2.1 Only two options have been considered.
  - a. To procure a new contract for the Electricity supply, with the objective of securing best value for money for the Council;
  - b. To not procure a new contract, which could mean being charged un-favourable Out of Contract rates with the current supplier.
- 2.2 To not maintain the current contract is deemed not to be an option given the risk this would pose to an increased cost to the Council.

Contact Officer: Zoe Harrison (Financial Systems, Income and Payments Manager)  
Reporting to: Matthew Sanham (Head of Finance, Procurement and Risk)

**Finance:** N/A

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

This page is intentionally left blank

## Department for Levelling Up, Housing and Communities Funding update Simplification Pathfinder Pilot

<b>Overview and Scrutiny Cabinet</b>	19 September 2023 21 September, 2023
<b>Report Author</b>	Louise Askew, Head of Regeneration and Growth
<b>Portfolio Holder</b>	Cllr Rick Everitt - Leader of the Council
<b>Status</b>	For Recommendation
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	Where the effect would be on communities living or working in the district, in an area comprising two or more wards.
<b>Ward:</b>	Margate and Ramsgate wards

### Executive Summary:

This report invites members of the Overview and Scrutiny Panel to review the Department for Levelling Up, Housing and Communities Funding update Simplification Pathfinder Pilot report prior to gaining cabinet approval.

### Recommendation(s):

The Overview and Scrutiny Panel to review the following:

1. Department for Levelling Up, Housing and Communities Funding update Simplification Pathfinder Pilot report

### Corporate Implications

#### Financial and Value for Money

There are no direct financial implications arising from this report, these are covered within the Cabinet report.

#### Legal

There are no direct legal implications arising from this report, these are covered within the Cabinet report.

#### Risk Management

There are no direct risk management implications arising from this report, these are covered within the Cabinet report.

## Corporate

The Ramsgate Future High Street Fund, Margate Town Deal, and Ramsgate and Margate Levelling Up Fund projects all support the council's corporate priority for Growth, by encouraging regeneration. It will also enhance the environment through a variety of activities including traffic management, greening activities, as well as supporting our communities through new job opportunities and providing improved wellbeing.

## 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.

It is a requirement of the Simplification Pathfinder Pilot that local authorities consider their duty on how policies, investment or decisions made within the scope of this pilot affect persons with the nine protected characteristics under the Equality Act 2010.

## Corporate Priorities

This report relates to the following corporate priorities: -

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

## 1.0 Introduction and Background

1.1 Thanet District Council has been successfully awarded capital funding from three key government programmes - Future High Street Fund, Town Deal and the Levelling Up Fund programme.

- Future High Street Funds - £2.7m - to provide a creative workspace and improved highways in Ramsgate.
- Margate Town Deal - £22.2m - to develop the creative productions and skills, enhance coastal wellbeing, create highway and public realm improvements, and to improve our heritage assets.
- Ramsgate Levelling Up Programme - £19.8m - focusing on projects to enhance the Port, Harbour and providing places for local people to engage and develop skills to access the new job opportunities being created in these areas.



- Margate Levelling Up Programme - £6.3m to deliver a digital campus in Margate high street by East Kent Colleges Group.

1.2 The projects within these programmes have been through a central government approval process and the councils own approvals where required, including the allocation of the funding into the capital programme. All the investments and costs associated with these programmes are fully funded from external grants and contributions. Clear monitoring and evaluation activities have been put in place which will ensure all expenditure relating to the projects are managed appropriately, and within the total package of funding provided, aiming to mitigate any financial risk the council.

## **2.0 The Current Situation**

2.1 The Department for Levelling Up, Housing and Communities has invited a small group of 'pathfinder' local authorities across England to pilot a simplified approach to funding delivery, of which Thanet is one. These authorities were all invited on the basis that they have a number of capital funded schemes awarded through central government programmes.

2.2 The report to Cabinet for approval on 21 September 2023 outlines what the implications are for Thanet being part of the Simplification Pathfinder Pilot and the next steps.

## **3.0 Options**

3.1 Members of the Overview and Scrutiny Panel are invited to review the Cabinet report in Annex 1 making any agreed recommendations to Cabinet in advance of its meeting on 21 September 2023.

## **4.0 Next Steps**

4.1 This Report will be presented to the Cabinet at its meeting on 21 September 2023.

Contact Officer: *Louise Askew, Head of Regeneration and Growth*  
Reporting to: *Bob Porter, Director of Place*

### **Annex List**

Annex 1: Department for Levelling Up, Housing and Communities Funding update  
Simplification Pathfinder Pilot Cabinet Report

### **Corporate Consultation**

**Finance:** *included in the Cabinet report*

**Legal:** *included in the Cabinet report*

This page is intentionally left blank

**Department for Levelling Up, Housing and Communities Funding  
update Simplification Pathfinder Pilot**

<b>Cabinet</b>	21 September, 2023
<b>Report Author</b>	Louise Askew, Head of Regeneration and Growth
<b>Portfolio Holder</b>	Cllr Rick Everitt, Leader of the Council
<b>Status</b>	For Decision
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	Yes
<b>Reasons for Key</b>	Where the effect would be on communities living or working in the district, in an area comprising two or more wards.
<b>Ward:</b>	Margate and Ramsgate wards

**Executive Summary:**

In 2019 Thanet District Council responded to central government's call out for projects as part of the Future High Street Fund. Over the following three years Thanet was successfully awarded over £50m in regeneration funding through a series of programmes from government. The ambition of the council has mirrored that of our communities, which has been taken forward through the funding applications submitted. Many of the projects aim to provide opportunities for the creation of new jobs and enabling the growth of businesses. It is an exciting time for Thanet due to this significant investment, albeit the challenges that we need to overcome linked to the increasing costs within the construction industry.

Over the time since 2019, when the council had a small capital programme the council has needed to invest in recruiting staff, bringing in specialists and developing processes and procedures in order to enable delivery of these programmes. This will help the council into the future in terms of delivering significant capital projects in Thanet. In order to manage delivery and the monitoring and evaluation processes to all external funders is not insignificant and the council is pleased to present this report on some changes in relation to these processes.

The council has formally been approached by the Department for Levelling Up, Housing and Communities (DLUHC) inviting us to be part of a Simplification Pathfinder Pilot. The Pilot relates to the reporting mechanisms for three capital programmes funded by DLUHC - Future High Street Fund, Town Deal and Levelling Up Fund.

# Agenda Item 8

## Annex 1

Guidance was provided by central government on the Pilot, which has now been published online and council officers have participated in meetings with central government leads to understand the implications of the Pilot.

The Simplification Pathfinder Pilot provides a simplified and consolidated model for the delivery of the three capital programmes, reducing the administrative burden at a local and government level. The aim is to increase local flexibility, and reduce bureaucracy and inefficiency within the delivery process.

Thanet is one of ten local authority areas that have been invited to be part of the Pilot, and although it is not mandatory, the council has accepted the invitation.

### **Recommendation(s):**

- Note the details of the submitted Investment Plan on the basis of the profile of spend and delivery against the Intervention Themes.
- Approve the disbanding of the Margate Town Deal Board in order to set-up new and relevant governance arrangements for the Simplification Pathfinder Pilot.
- Approve the recommendation to set-up a new Partnership Board with final recruitment of Board members to be in consultation with the Leader of the Council.
- Approve the projects being included and delivered through the new amalgamated Simplification Pathfinder Pilot identified in section 4.1

### **Corporate Implications**

#### **Financial and Value for Money**

The proposals within this paper have already received budget approval and have been incorporated into the council's capital programme. The projects are fully funded from external grant funding allocations.

In accordance with the council's key decision framework, further Cabinet approval will be sought before the tendering of any individual contract associated with these projects with a value of £250,000 or above.

For all the Government funded programmes, we have already received part of this funding, to commence delivery. In addition all future DLUHC funding will be drawn down in advance of any works being undertaken. The Section 151 Officer is required to scrutinise and approve regular monitoring returns to DLUHC. These returns will cover actual and forecast spend, alongside programme delivery and output metrics.

#### **Legal**

There are no direct legal implications arising directly from this report. However, specialist advice about the potential State Aid/Subsidy Control implications will be sought as required for individual projects. Whilst the UK Government has not yet formalised the new Subsidy

# Agenda Item 8

## Annex 1

Control regime following Brexit, specialist advice is likely if proposals are working alongside private sector partners and are not providing open access infrastructure for the benefit of the public.

The Simplification Pathfinder Pilot technical guidance specifically outlines that the council must consider whether any existing or new investment will be used to provide a subsidy and, if so, whether that subsidy will contravene the UK's international obligations on subsidy control, or the Subsidy Control Act 2022. This is particularly relevant if the value of a project is changing, the council will need to conduct a subsidy control appraisal.

### **Risk Management**

Through the development and delivery of previous regeneration projects, the council has established the apparatus and experience for reviewing and managing the various key risks of delivering large capital programmes, including those which rely on ongoing management, improving heritage buildings, and enhancing protected coastal environments.

The council is responsible for ensuring that there are effective and adequate risk management and internal control systems in place to manage the major risks to which the external funding programmes are exposed.

As part of the development of the projects robust risk registers were developed. The registers are live documents and they are updated quarterly. The Risks identified in the Risk Register as "High" are reviewed regularly, and those that provide a risk to the Council will be on the Councils corporate risk register.

Through the monitoring and evaluation process for the three programmes the most significant risks are reported back to the Department of Levelling Up, Housing and Communities on a quarterly and six monthly basis in the monitoring and evaluation reports.

### Key risks

Significant Inflation pressure c20-30% increases

- Continue to lobby central government on the impact of the increase in costs of materials and labour and the subsequent inflationary increases.
- Possible value engineering required.
- Constant reviews of other investment opportunities/funding sources.

Availability of materials and labour

- A risk/contingency allowance is included within the cost plan.
- Suitable contract terms between the client and the main contractor will be included at the point of agreeing the Main Works Contract.
- Cost/delay likelihood expected to be known far in advance of commencing on site.
- Constant reviews of the market and supply chain will be undertaken to establish lead in times and general market concerns and issues.
- Possible value engineering required.

### Commitment of private sector partners

- Continued engagement with potential private sector partners.
- Development of design proposals that are attractive to the market and can be scaled to meet changing requirements of the sector.
- Possible value engineering required.

### Unsecured financial contributions to the projects

- Early discussions with Private sector partners.
- Early discussions with 'other' funders to understand their requirements and ensure project delivery fit.
- Work ongoing to develop successful bids for financial contributions.

### Current market conditions

- Market testing will be carried throughout each design stage to ascertain cost trends.
- Early contractor engagement to ensure the supply chain is being actively managed.

### Failure or underperformance of contractors

- Use of established procurement routes, robust contracts and engagement with potential contracts early on,

### Capacity of the council to support delivery of significant spend from projects within programme timescales

- Review use of extra external resources to add capacity to existing teams within the council.
- Utilise funding for fees within the projects to add capacity.
- Hold workshops to review priorities across the council in terms of delivery.

## **Corporate**

The Ramsgate Future High Street Fund, Margate Town Deal, and Ramsgate and Margate Levelling Up Fund projects all support the council's corporate priority for Growth, by encouraging regeneration. It will also enhance the environment through a variety of activities including traffic management, greening activities, as well as supporting our communities through new job opportunities and providing improved wellbeing.

## **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.

It is a requirement of the Simplification Pathfinder Pilot that local authorities consider their duty on how policies, investment or decisions made within the scope of this pilot affect persons with the nine protected characteristics under the Equality Act 2010.

### **Corporate Priorities**

This report relates to the following corporate priorities: -

*(delete as appropriate)*

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

### **1.0 Introduction and Update**

1.1 Thanet District Council has been successfully awarded capital funding from three key government programmes - Future High Street Fund, Town Deal and the Levelling Up Fund programme.

- Future High Street Funds - £2.7m - to provide a creative workspace and improved highways in Ramsgate.
- Margate Town Deal - £22.2m - to develop the creative productions and skills, enhance coastal wellbeing, create highway and public realm improvements, and to improve our heritage assets.
- Ramsgate Levelling Up Programme - £19.8m - focusing on projects to enhance the Port, Harbour and providing places for local people to engage and develop skills to access the new job opportunities being created in these areas.
- Margate Levelling Up Programme - £6.3m to deliver a digital campus in Margate high street by East Kent Colleges Group.

1.2 The projects within these programmes have been through a central government approval process and the councils own approvals where required, including the allocation of the funding into the capital programme. All the investments and costs associated with these programmes are fully funded from external grants and contributions. Clear monitoring and evaluation activities have been put in place which will ensure all expenditure relating to the projects are managed appropriately, and within the total package of funding provided, aiming to mitigate any financial risk the council.

1.3 It is important to note however that nationally the projects within these capital programmes are financially challenged due to the macroeconomic impacts of leaving the EU and the war in the Ukraine, which saw a huge impact on cost and access to

# Agenda Item 8

## Annex 1

materials and labour. In the last year the increasing inflation has compounded the already increasing costs. These recent economic events were unknown when the projects were submitted for DLUHC funding, therefore a reasonable level of inflation and contingency was included in the project submissions, however they did not match the unprecedented levels of 20-30% cost increase that some of the projects in the district are facing. There are a number of ways in which these can be dealt with. Firstly, for a new build scheme it is relatively easy to apply a value engineering principle, either reviewing the size and scale of the building or the materials being used. However, there is more of a challenge if the building is existing, of heritage value and listed, making scope changes and value engineering much more difficult to scale. One of the projects particularly being impacted by this is the Smack Boys restaurant with rooms scheme - it has to be amended on the basis of business viability due to the increase in costs for the refurbishment and repurposing of the building.

- 1.4 Through the current development stages of the different projects the impact of cost increases and inflation is being reviewed with solutions being identified and sought out. These include looking for further external funding, from public and private sources, reviewing options for individual projects of value engineering and considering other ways in which the projects can be delivered in order to deliver the desired outputs and outcomes. This work is ongoing with the project management, cost consultants and design teams, working with relevant stakeholders and has added time in the development of these projects.
- 1.5 Funding applications are being drafted for the National Lottery Heritage Fund, Arts Council England and South East Local Enterprise Partnership. The council is also engaging with other government departments and agencies, the Thames Estuary Growth Board and private sector organisations. The Leader of the council has written to the Secretary of State for Levelling Up; Michael Gove, to highlight the challenges being faced by local authorities like Thanet District Council in picking up the macroeconomic impacts on the existing funding programmes.

## **2.0 The Simplification Pathfinder Pilot**

- 2.1 DLUHC invited a small group of 'pathfinder' local authorities across England to pilot a simplified approach to funding delivery, of which Thanet is one. These authorities were all invited on the basis that they have a number of capital funded schemes awarded through central government programmes. The Chief Executive was required to accept being part of the Simplification Pathfinder Pilot by Friday 21 July, 2023 on behalf of the council and the Executive Team.
- 2.2 The Pilot authorities have greater ability to make decisions locally about the funding and project delivery in their funding portfolio, with devolved decision-making responsibility over the three capital funding programmes, increasing local flexibility,



# Agenda Item 8

## Annex 1

and reducing bureaucracy and inefficiency within the delivery process. The delivery model that will be tested through this pilot is built around the following principles:

- A single allocation which, subject to assurance, can be managed flexibly across a portfolio of projects.
- Through an investment plan there will be a single set of outcomes and outputs, covering the full portfolio of activity that will be delivered.
- Streamlined reporting: one three-monthly RAG (Red, Amber, Green) report (focusing on spend and progress) and one six monthly delivery report.
- Change management: authorities will only need to seek approval from DLUHC if they are making a 'material change' to their investment plan
- There will be one main contact in the DLUHC area team for discussions about the pilot.

2.4 As part of the Pilot the council will no longer be required to submit individual project-level adjustment requests unless it is considered to be a "material change". A single amendment to funding plans is a "material change" if it involves moving at least £5m to a different intervention theme or moving at least £5m between projects in the same intervention theme. This provides the council with the flexibility to deliver effectively in line with local priorities, reduce the administrative burdens of agreeing all individual changes and maintain proportionate controls to ensure that funding continues to deliver good value for money. Any 'Material changes' will require views to be sought from key local stakeholders and must include MPs. The following do not constitute a material change and can be reported to DLUHC in the six monthly monitoring returns:

- Movement of funding between intervention themes below the £5m threshold.
- Movement of funding between projects in the same intervention theme below the £5m threshold.

2.5 With all of the funding programmes being amalgamated the deadlines for delivery have also been brought together with an overall deadline for all projects of March 2026, which adds an extra year onto the Levelling Up Fund and Future High Street Fund. This provides an element of comfort where there could be slippage in terms of delivery timescales, but in particular for those projects where we are seeking other funding, like the National Lottery Heritage Fund which has specific timescales for their funding programmes. The intention is to stay within current timescales, however the Levelling Up Funded projects have been slightly reprofiled in order to ensure there is time within the development phase for delivery.

2.6 There is a presumption that there will be no movement of funding between the towns of Margate and Ramsgate and any reallocation of funding would be required to be made through a Cabinet decision.

2.7 The council was required to complete an investment plan in order to be accepted into the Pilot. The plan included a summary of all of the projects within the three different programmes, including the funding allocated and the outputs and outcomes associated with these projects. These were then profiled across the updated

# Agenda Item 8

## Annex 1

intervention themes outputs and outcomes identified in the pathfinder investment framework. The indicators are capital based and already used to measure the Towns Fund and Levelling Up programmes. The intervention themes are:

- Enhancing sub-regional and regional connectivity
- Unlocking and enabling industrial and commercial development
- Strengthening the visitor and local service economy
- Improving the quality of life of residents
- Employment & education

Annex 1 provides a list of the output and outcome indicators linked to the intervention themes above and a summary of the mapping of existing projects across the Pilot intervention themes.

2.8 The original deadline for the Investment Plan was 8 August, 2023, however the final Technical Guidance was published by DLUHC on 31 July, 2023 with revised templates provided the week before the deadline. On the basis of the short timescales and resource implications due to the summer holidays the council requested an extension for submission of the Investment Plan which was provided until the second week in September.

2.9 The Investment Plan includes a mapping of each existing project within three capital programmes to the above intervention themes and comparable outputs and outcomes were identified and profiled within the investment plan. This enables central government to see the amount of funding that will be invested each year, in each of the new intervention themes. The below table outlines the funding allocated by financial year and the intervention theme that it is allocated to.

Intervention themes	Forecast spend in FY23-24 (£)	Forecast spend in FY24-25 (£)	Forecast spend in FY25-26 (£)
Enhancing sub-regional and regional connectivity	£49,891.81	£811,459.00	£1,287,960.65
Unlocking and enabling industrial, commercial, and residential development	£2,575,506.96	£8,383,891.11	£3,163,556.60
Strengthening the visitor and local service economy	£1,133,578.67	£5,258,927.27	£5,679,157.83
Improving the quality of life of residents	£486,853.61	£1,703,800.00	£1,352,157.83
Employment and education	£3,043,132.92	£10,247,842.44	£4,429,056.60
<b>Total Spend</b>	<b>£7,288,963.97</b>	<b>£24,405,919.82</b>	<b>£15,911,889.51</b>

# Agenda Item 8

## Annex 1

- 2.10 The investment plan was approved and signed off by the Section 151 Officer, Senior Responsible Officers (Chief Executive, Director of Place and Head of Regeneration and Growth) who are responsible for delivery of the funding and the Leader of the Council. It is important to note that this Simplification Pathfinder Pilot does not mean that Thanet is starting again in terms of the projects being taken forward, it is merely a revised way in which the council and relevant governance arrangements will report back to central government through a revised monitoring and evaluation framework and revised payment mechanisms.

### **3.0 Next Steps**

- 3.1 Thanet District Council remains the Accountable Body through which the funding will flow. As part of its responsibility the council is required to establish a consolidated governance structure which will oversee the total portfolio of projects. This board will have no decision-making power but will exercise strategic oversight over pilot activity. The council has the flexibility to set out how the consolidated governance arrangements will work for the district, with an overview provided of the approach in the investment plan. DLUHC advised that Town Deal Boards could be reconstituted/expanded into this consolidated governance structure if this worked for the local authority area - for example where the programmes were all being delivered within a similar geographical area. DLUHC advised that changes to the scope and membership of existing Town Deal Boards could be considered, including expanding the scope to include all projects across a broader geography or all projects in a particular locality. In relation to membership it could remain the same, with increased members for a wider geographical remit.
- 3.2 For the Thanet Simplification Pathfinder Project it is proposed that the Margate Town Deal Board be disbanded with a new Partnership Board established in order to provide strategic oversight over Pilot activity in Thanet. In order for the existing Town Deal Board to cover the required remit of the Pilot a further six-eight Ramsgate representatives would need to be added, in order to provide relevant geographic intelligence and coverage. This could create a Board double the size of the existing Town Deal Board with approximately 20 people, which was considered to be too large to facilitate its role of strategic oversight effectively.
- 3.3 A draft Terms of Reference and an outline of what the makeup of the board should look like is provided in Annex 2. The guidance sets out that the membership should include a private sector chair, the MPs representing the area, local representatives from business and community and representatives from all tiers of local government for the expanded geography. The final Partnership Board members will be approved in consultation with the Leader of the council.
- 3.4 Key Stakeholders including the MP's and any relevant Town Deal Boards or delivery partners are required to be engaged with as part of the process. The Leader of the

# Agenda Item 8

## Annex 1

council with key officers has met with the two MP's that cover Thanet. Members of the Margat Town Deal Board and any relevant delivery partners have been written to.

3.5 As long as our Investment Plan is approved and we have met the assurance criteria the payments will be as following:

- 2023-24 an aggregate payment of remaining funding will be made in the third quarter;
- 2024-25 payments will be made in the first quarter subject to satisfactory performance;
- 2025-26 payments will be made in the first quarter subject to satisfactory performance.

Where applicable, the submission of a 'credible plan' will be required if we need to re-profile any underspend from the previous year.

### 4.0 List of Projects

4.1 The projects included within the Simplification Pathfinder Pilot include:

- Future High Street Fund
  - Creative Workspace
  - Highway Improvements
- Ramsgate Levelling Up Fund - Modern Port Infrastructure
  - Green Campus
  - Port Infrastructure
- Ramsgate Levelling Up Fund - Inclusive Harbour Attractions
  - Visitor Accommodation opportunities (amended from the Smack Boys restaurant with rooms project)
  - Fishing Facilities
  - Clock House
  - Pier Yard
- Ramsgate Levelling Up Fund - Assets to Connect to Opportunity
  - Newington
  - Town Centre
- Margate Levelling Up Fund - Margate Digital Campus
- Margate Town Deal Intervention 1 - Scaling Margate's Creative Production and Skills
  - Margate Creative Land Trust including participation and engagement activities
  - Theatre Royal including participation and engagement activities

- Margate Town Deal Intervention 2 - Coastal Wellbeing
  - Access Walpole
  - Testing New Uses, participation and skills programme for wellbeing, including beach facilities
  - Improved Coastal Environment
- Margate Town Deal Intervention 3 - Active Movement and Connections
- Margate Town Deal Intervention 4 - Diversifying Heritage Assets
  - Margate Winter Gardens
  - Destination Dreamland

## 5.0 Options

### 5.1 Approve the recommendations:

- Note the details of the submitted Investment Plan on the basis of the profile of spend and delivery against the Intervention Themes.
- Approve the disbanding of the Margate Town Deal Board in order to set-up new and relevant governance arrangements for the Simplification Pathfinder Pilot.
- Approve the recommendation to set-up a new Partnership Board with final recruitment of Board members to be in consultation with the Leader of the Council.
- Approve the projects being included and delivered through the new amalgamated Simplification Pathfinder Pilot identified in section 4.1

5.2 The opportunity to form part of the Simplification Pathfinder Pilot provides the council with the opportunity to streamline governance arrangements and the monitoring and evaluation processes which will reduce the burden on officers directly delivering the schemes. If the council does not participate in the Pilot it will impact on the deliverability of the schemes, the timelines and the ability to be more flexible in relation to project adjustments. This will provide challenges for current resources and potentially have a negative reputational impact on the council. The projects are going through a robust review and those being put forward through this report are those that are considered deliverable within the funding programmes and therefore should be adopted, changing the projects or recommendations relating to that will require significant stakeholder engagement, project changes through central government and will impact on timescales and costs. It is therefore advised that the recommendations support the viability of delivery.

Contact Officer: *Louise Askew, Head of Regeneration and Growth*  
Reporting to: *Bob Porter, Director of Place*

### Annex List

Annex 1: Current projects mapped to Pathfinder Intervention Themes  
Annex 2: Draft Terms of Reference for the Partnership Board

**Background Papers**

[Margate Town Deal webpages](#)

[Ramsgate Levelling Up Fund webpages](#)

[Future High Street Fund](#)

[Margate Levelling Up Fund bid](#)

[Department for Levelling Up, Housing and Communities Simplification Pathfinder Pilot:  
Technical Guidance](#)

**Corporate Consultation**

**Finance:** *Chris Blundell - Director of Corporate Services and Section 151*

**Legal:** *Sameera Khan - Interim Head of Legal and Monitoring Officer*

## Annex 1

### Pathfinder Investment Framework: interventions, outputs and outcomes

Intervention Theme	Outputs	Outcomes
Enhancing sub-regional and regional connectivity	<ul style="list-style-type: none"> <li>- Total length of pedestrian paths improved (km)</li> <li>- Total length of new pedestrian paths (km)</li> <li>- Total length of new cycle ways (km)</li> <li>- Total length of improved cycle ways (km)</li> <li>- Total length of resurfaced / improved road (km)</li> <li>- Total length of newly built roads (km)</li> <li>- Number of alternative fuel charging/re-fuelling points (n of)</li> <li>- Amount of land made wheelchair accessible/step free (m2)</li> </ul>	<ul style="list-style-type: none"> <li>- Footfall (absolute number) (n of)</li> <li>- Cycle flow (n of)</li> <li>- Pedestrian flow (n of)</li> <li>- Vehicle flow (n of)</li> <li>- Public transport reliability (%)</li> <li>- Change in perceived / experienced accessibility (% change)</li> </ul>
Unlocking and enabling industrial and commercial development	<ul style="list-style-type: none"> <li>- Amount of rehabilitated land (sqm)</li> <li>- Number of dilapidated buildings improved (n of) OR Number of derelict buildings refurbished (n of)</li> <li>- Amount of floor space repurposed (residential, commercial, retail) (sqm)</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of adults who are satisfied with their local area as a place to live (%)</li> <li>- Number of major commercial planning applications granted (n of)</li> <li>- Number of minor commercial planning applications granted (n of)</li> </ul>
Strengthening the visitor and local service economy	<ul style="list-style-type: none"> <li>- Amount of public realm improved (sqm)</li> <li>- Number of public amenities / facilities created (n of)</li> <li>- Number of public amenities / facilities improved (n of)</li> <li>- Amount of new retail space created (sqm)</li> <li>- Amount of existing retail space improved (sqm)</li> <li>- Amount of new hospitality space created (sqm)</li> <li>- Amount of existing hospitality space improved (sqm)</li> <li>- Number of local events or activities supported (n of)</li> <li>- Number of improved community / sports centres (n of)</li> <li>- Number of neighbourhood improvements undertaken (n of)</li> <li>- Number of heritage buildings renovated/restored (n of) OR Number of buildings renovated / restored (n of)</li> <li>- Number of improved cultural facilities (n of)</li> <li>- Number of new community/sports centres (n of)</li> <li>- Number of new cultural facilities (n of)</li> </ul>	<ul style="list-style-type: none"> <li>- Number of people using a new / improved public facility (n of)</li> <li>- Vacancy rate of commercial units (%)</li> <li>- Percentage of residents who report feeling safe in their local area (%)</li> <li>- Number of crimes reported (n of)</li> <li>- Number of anti-social behaviour crimes recorded (n of)</li> <li>- Number of day visitors (n of)</li> <li>- Total consumer spending at cultural venues (£)</li> <li>- Number of visitors to cultural venues</li> <li>- Number of cultural events (n of)</li> <li>- Audience numbers for cultural events (n of)</li> </ul>
Improving the quality of life of residents	<ul style="list-style-type: none"> <li>- Number of trees planted (n of) OR Number of new trees planted (n of)</li> <li>- Amount of existing parks/greenspace/outdoor improved (sqm)</li> <li>- Amount of new parks / greenspace / outdoor space (sqm)</li> <li>- Number of properties better protected from flooding and coastal erosion (n of)</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of residents who report feeling safe in their local area (%)</li> <li>- Number of crimes reported (n of)</li> <li>- Number of anti-social behaviour crimes recorded (n of)</li> <li>- Change in number of properties better protected from flooding and coastal erosion (% change)</li> </ul>
Employment & education	<ul style="list-style-type: none"> <li>- Number of full-time equivalent (FTE) permanent jobs created directly through the projects</li> <li>- Number of full-time equivalent (FTE) permanent jobs safeguarded directly through the projects</li> <li>- Number of temporary FT jobs supported during project implementation</li> <li>- Amount of new educational space created (sqm)</li> </ul>	

Agenda Item 8  
Annex 2



## Current projects mapped to Pathfinder Intervention Themes

Project	Enhancing sub-regional and regional connectivity	Unlocking and enabling industrial and commercial development	Strengthening the visitor and local service economy	Improving the quality of life of residents	Employment and education
<b>Future High Street Fund:</b>					
Creative Workspace					
Highway Improvements					
<b>Ramsgate Levelling Up Fund:</b>					
Green Port Ramsgate					
Inclusive Harbour Attractions					
Assets to Connect to Opportunity					
<b>Margate Levelling Up Fund: Margate Digital Campus</b>					
<b>Margate Town Deal:</b>					
Intervention 1 - Scaling Margate's Creative Production and Skills Margate Creative Land Trust					
Intervention 1 - Scaling Margate's Creative Production and Skills Margate Theatre Royal					
Intervention 2 - Coastal Wellbeing					
Intervention 3 - Active Movements and Connections					
Intervention 4 - Diversifying Heritage Assets Margate Winter Gardens					
Intervention 4 - Diversifying Heritage Assets Destination Dreamland					

This page is intentionally left blank

### Annex 2

#### Proposed Terms of Reference and membership for the Regeneration Partnership Board

##### Purpose

The Regeneration Partnership Board is a partnership of key stakeholders from the public, private and third sector which have a strong presence in Thanet.

The Board will be led by Thanet District Council as the Accountable Body for a number of government funded programmes. The Board will provide the governance arrangements for the strategic oversight of delivery of the projects within the Margate Town Deal, Margate and Ramsgate Levelling Up Fund and the Future High Street Fund projects as part of the Simplification Pathfinder Pilot.

The Partnership Board will have no formal decision-making power but will exercise strategic oversight over Pilot activity.

##### The Role of the Board

- Uphold the Seven Principles of Public Life (the Nolan Principles) as detailed Code of Conduct;
- Oversee delivery of the government funded projects ensuring the accountable body is in compliance with government agreements;
- Maintain commercial confidentiality where required;
- Working together - Board Members should take collective responsibility for how they are performing, and may discuss improvement actions they could take;
- Identify additional and appropriate opportunities to service the interests of the delivery of the externally funded programmes;
- Bring other perspectives constructively to the discussion;
- Where relevant, support with their own skills and connections;
- Through their oversight mitigate any risks, particularly financial, legal and reputational; and
- Ensure all publicity rules and obligations are met including the government's requirements for branding and recognition.

##### The Role of the Accountable Body

The Board serves as an advisory function to Thanet District Council as the Accountable Body for the Towns Fund and Levelling Up Fund. The main role of all Members of the Board will be to take a district-wide perspective and to develop consensus in the best interests of the district as a whole. Members will be recognised for their contribution in bringing ideas, knowledge and expertise to the process. They are required to fulfil their role as public-private partnerships whilst ensuring robust stewardship of public resources.

The role of the Accountable Body - Thanet District Council is to:

- Uphold the Seven Principles of Public Life as set out in Code of Conduct;
- Convene robust governance arrangements for the government funded regeneration programmes, these need to align with the governance standards and policies of the Accountable Body;
- Publish the governance structure and ways of working, agenda, papers and minutes;

# Agenda Item 8

## Annex 3

- Facilitate and manage the communications and stakeholder engagement;
- Develop a delivery team, delivery arrangements and agreements;
- Engage and manage external specialist resources where funding available and appropriate;
- Ensure that decisions are made by the Board in accordance with good governance principles;
- Ensure transparency requirements are met;
- Provide updates to the Board which manage and report any identified risks and delivery outcomes;
- Undertake any required Environmental Impact Assessments or Public Sector Equalities Duties;
- Ensure a suitable local assurance process is in place;
- Receive and account for the external funding allocation;
- Monitor and evaluate, and submit monitoring reports on the delivery of the programmes;
- Ensure that the Council is not put at any financial, legal, or reputational risk by the Regeneration and Growth Board.

### **The Role of the Chair**

The role of the Chair is to lead the Board in delivering its objectives and work programme effectively. The key responsibilities of the post are to:

- Uphold the Seven Principles of Public Life as set out in Code of Conduct;
- Provide strategic and dynamic leadership for the Board;
- Ensure that all sectors on the Board are actively engaged;
- Run meetings effectively and fairly ensuring the Board adheres at all times to high standards of ethics and governance;
- Exert a casting vote in Board Decisions if circumstances so require;
- Reflect the agreed view of the Board in discussions with partners and stakeholders;
- On behalf of the Board, work with the Accountable Body to ensure there is a strong assurance framework in place for external funding programmes; and
- Ensure through engagement with the Accountable Body, that the funding programmes are not put at any financial, legal, or reputational risk.

### **Membership of the Board**

There are a number of representatives suggested by the Department for Levelling Up, Housing and Communities in their original guidance documents for some of their funding programmes. The suggested organisations include all tiers of local government and the local MP, alongside representatives from The Local Enterprise Partnership (LEP) and other anchor institutions. The Board should also include local businesses, investors and organisations that represent the community.

The Council will be looking for people who consider themselves to have the skills required to put themselves forward as potential representatives. The below table outlines the proposed membership of the Regeneration and Growth Board.

## Agenda Item 8 Annex 3

Lead Council Member	
Council Chief Executive	
Director of Place	
Chair	
County Council Member	
Ramsgate Town Council	
Margate Charter Trustees	
Margate MP	
Ramsgate MP	
Local businesses and investors - Ramsgate	
Local businesses and investors - Margate	
Community	
Community	
<b><i>Attendees - including but not limited to:</i></b>	
Head of Regeneration and Growth	
Regeneration Project Manager's	
Cities and Local Growth representatives	
Kent County Council senior officer	

### **Quorum and Decision Making**

The Chair will be appointed by Thanet District Council.

The Vice Chair will be the Chief Executive/Lead Member of the Accountable Body.

The Board shall delegate to the Chair of the Board the authority to make urgent decisions, having consulted by way of email with Board members, where a Board cannot be convened in a timely manner to consider a matter. The decision shall be published as soon as practically possible once taken.

A quorum shall be seven Members present at the meeting, including the Accountable Body.

Each member of the Board shall have one vote which may be cast on matters considered at the meeting, where voting is required.

Any decision of the Board must be a majority decision. In the case of a tie, the Chair or acting Chair will have the casting vote.

# Agenda Item 8

## Annex 3

The Board cannot make decisions that puts the Accountable Body (Thanet District Council) in any risk relating to financial, legal, or reputational matters.

### **Meetings**

The Board will meet on a quarterly basis.

The Board may meet at other times during the year as agreed between the members of the Board and may approve recommendations via written procedure. The above section regarding Quorum and Decision Making shall still apply in these situations.

Board meetings will not be open. Other persons and external advisers may be invited to attend all or part of any meeting as and when appropriate as observers and shall be entitled to speak at the meeting with the prior permission of the Chair but shall not be entitled to vote.

Meetings may be taken in person or virtually where required.

With the prior agreement of the Chair, any Board Member may participate in a meeting by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can communicate with each other. Participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and shall be entitled to vote and be counted in a quorum accordingly.

### **Communication and Reporting Arrangements**

Meetings of the Board shall be called by the Accountable Body and the Chair of the Board. The agenda shall be approved by the Chair.

Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than three business days before the date of the meeting. Any supporting reports and/or papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time.

The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by the Secretariat of the Board. Draft minutes of each meeting will be circulated promptly to all Members of the Board. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to the Board. They will then be uploaded onto the council's website.

### **Respecting Confidentiality**

On occasions the Board may wish to discuss matters where one or more members wish to retain confidentiality. This may include instances where the Board is to issue a press release or arrange an event. In such circumstances, and where specifically requested by one or more members of the Board, all Board members are expected to retain confidentiality in the context of the matters being considered.

# Agenda Item 8

## Annex 3

Matters may require more stringent levels of confidentiality due to commercial sensitivity. In these instances, the Board may consider the requirement of using non-disclosure agreements in relation to particular discussions.

Third parties reporting to the Regeneration and Growth Board may wish for their submission to remain confidential due to commercial (and other reasonable requests), these will be considered on a case by case basis.

The Board may amend these Terms of Reference where required, and they will be reviewed on an annual basis. Government may also publish further guidance on their funding programmes which impact the Terms of Reference of this group, where relevant.

### **Ancillary Matters**

#### Freedom of Information

- The Board and its activities will be subject to Freedom of Information requests, in addition to the Data Protection Act 2018 and the Environmental Information Regulations (various). Provision will be made via the Councils website, and support will be provided by Thanet District Council to manage and respond to such requests.
- It is likely that members of the public may have direct questions that relate to how the Board functions and the decisions it makes. These in the first instance will be directed to the Director of Regeneration to manage, and where appropriate engage with the Chair and/or the Board.

[A Code of Conduct will be added to the Terms of Reference - there is already one for the Margate Town Deal Board]

This page is intentionally left blank



## Tenant and Leaseholder Services Annual Report

<b>Extraordinary Overview and Scrutiny Panel</b>	19 September 2023
<b>Report Author</b>	Sally O'Sullivan, Head of Tenant and Leaseholder Service
<b>Portfolio Holder</b>	Cllr Helen Whitehead, Deputy Leader and Cabinet Member for Housing
<b>Status</b>	For Information
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	no
<b>Ward:</b>	All

### Executive Summary:

This report invites members of the Overview and Scrutiny Panel to review the Tenant and Leaseholder Services Annual Report, prior to gaining cabinet approval to publish on the Councils website.

### Recommendation(s):

The Overview and Scrutiny Panel are asked to review the The Tenant and Leaseholder Services Annual Report.

### Corporate Implications

#### Financial and Value for Money

There are no direct financial implications arising from this report.

#### Legal

There are no direct legal implications arising from this report. The regularly standards can be accessed via the link below

<https://www.gov.uk/guidance/regulatory-standards>

## **Risk Management**

The Regulator for Social Housing sets Consumer Standards that registered providers of social housing must comply with which includes having an accurate, up-to-date evidenced understanding of the condition of their homes, as well maintaining safe homes for the tenants

The Tenant Involvement and Empowerment standard further tells us we must provide timely and relevant performance information; and such provision must include the publication of an annual report.

The Tenant and Leaseholder Services need to publish an Annual Report to be compliant with the Consumer Standards as set by the Regulator for Social Housing

## **Corporate**

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

## **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.

- 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 Thanet District Council is a registered provider of social rented homes. The Tenant and Leaseholder Services (TLS) team provides tenancy management and maintenance services to the tenants of Thanet District Council.

1.2 The Regulator of Social Housing (RSH) tells us we must provide timely and relevant information to support the effective scrutiny by tenants of their landlords performance

and such provision must include the publication of an annual report. The annual report should include information on repairs and maintenance budgets.

## **2.0 Performance reporting**

- 2.1 TLS provides quarterly reports on their operational performance against a range of key indicators. The reports are scrutinised by the Thanet Tenant and Leaseholder Group (TTLG) - Sub Performance Group. Cabinet and OSP also scrutinise the reports. The reports are made available on the council's website for interested parties to view.
- 2.2 This is our second annual report.
- 2.3 The report highlights KPIs from across the financial year and includes financial data where relevant. We have brought in a human element by adding photos and case studies.

## **3.0 Access to the Annual Report**

- 3.1 The annual report will be made available to any interested parties by publishing it on the council's website.
- 3.2 The web publication will be accessible for the partially sighted, in a plain text version by using a web reader.
- 3.3 The web page will include an equalities statement that invites interested parties to request a printed document or in another format.
- 3.3 The annual report will be available to take away at community events .

## **4.0 Next Steps**

- 4.1 Following approval by Cabinet, to publish Annual Report on the councils website

Contact Officer: Sally O'Sullivan, Head of Tenant and Leaseholder Services  
Reporting to: Bob Porter Director of Place

### **Annex List**

*Annex 1-3: TLS Annual Report 2022/23*

### **Corporate Consultation**

**Finance: Chris Blundell (Director of Corporate Services - Section 151)**  
**Legal: Sameera Khan - Interim Head of Legal & Monitoring Officer**

This page is intentionally left blank

# Thanet District Council

**Tenant and Leaseholder Services**

# Annual Report 2022/23



Foreword.....	3
Our People.....	4
Vision and Values.....	4
No excuse for abuse.....	6
Our Homes.....	7
Resident Involvement.....	8
Customer Services.....	12
Repairs.....	16
Capital Programme.....	23
Garages.....	25
Landlord Compliance.....	26
Estates.....	29
Anti-social Behaviour.....	31
Income Recovery.....	31
Right to Buy.....	33
Tenancy fraud.....	33
And finally.....	34
Plans for 2023/24.....	35
Contact us.....	36

# Foreword

## Sally O’Sullivan (Head of Tenant and Leaseholder Services)



“Our Annual Report provides an overview of our performance over the last financial year.

Looking at the achievements of the team over the last year, I can see the dedication of the officers reflected in the performance. I see daily, the hard work and desire to deliver an exceptional housing service; but also humility to know that we don't always get it right and when we don't we can admit this, seek to put it right and learn from our mistakes. I feel very proud to lead this service that would not be as successful as it is without the passion of every officer in the team.”

## Helen Whitehead (Deputy Leader and Cabinet Member for Housing)

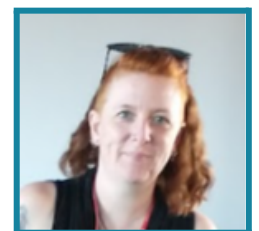


“We have come an incredibly long way since services first came back in-house, and one of the ongoing commitments we made at that point was to ensure that the voices of tenants and leaseholders would be central to the growth of our new service. I believe we are making constant and significant progress on that front, and it is evident in a more reflective and considered approach to housing provision.

“I am exceptionally proud of everyone involved in making these changes happen; the efforts of the Thanet Tenant and Leaseholder Group, officers, and all involved in delivering housing services. Together they have produced both measured and marked improvements across our service, and it is pleasing to note and see the evidence that these improvements are being felt by our tenants and leaseholders across Thanet.

“We have faced financially challenging times over the past year, but are still delivering on our aims and supporting residents. There is always further to go, but tenants, leaseholders, officers, and everyone involved in developing and feeding into our housing service can be rightly proud of the changes they have made, the improvements they have put in place, and the first class service they continue to work towards.”

## Claire Smyth (Chair of the Thanet Tenant and Leaseholder Group (TTLG))



“It is great to see the continued improvement to the services, and I look forward to seeing them improve further. This past year has seen the involvement of tenants and leaseholders gain momentum.

“It is good to see the continued safety and maintenance work to advance the quality of housing, giving tenants a further sense of trust and faith in the services provided. I have seen first hand, communication between officers, contractors and tenants become stronger and more consistent. We at the TTLG have been proud to have been part of this process and will continue our collaboration in enhancing services moving forward.”

# Our People

Our team is made up of dedicated people who care about what they are doing and the lives they affect. They constantly strive to improve the service that the Tenant and Leaseholder Services team provides.

Our people must have the knowledge and tools they require to deliver an excellent service, compliant with legislation and regulation. To do this, we ensure they have the right training. This is outlined in our visions and values and is a requirement of the Regulator of Social Housing.



# Vision and Values

Our team is dedicated to delivering the council's core business objectives: to deliver high-quality housing, safer communities and enhance the health and wellbeing of our residents.

Our Tenant and Leaseholder Services team cares about delivering the best landlord experience for our residents:

- our team is proactive, collaborative and committed to providing great landlord services
- our dedicated officers are respectful, professional and take pride in their work
- our values are at the core of our vision and guide the behaviour of our team



### **We are people-focused**

We listen to individual needs, take notice of them and treat our customers and our colleagues as we expect to be treated ourselves.

### **We are trustworthy**

We do what we say we are going to do, by taking responsibility for our actions. We act with integrity, are honest and transparent. We recognise when things go wrong and put them right.

### **We are professional**

We are professionally trained and knowledgeable in our area of expertise, with access to relevant qualifications. We are unbiased in our approach, professional and inclusive in our communication.

## **Our officers have taken part in the following training over the last year:**

Handling complaints and improving tenant experience
Landlord compliance and the Building Safety Act
How to effectively tackle anti-social behaviour (ASB)
Lone working - home visits
Equality Impact Assessments
Procedural and technical issues of Section 20
What the Social Housing (Regulation) Bill means for local authorities
Working effectively with hoarders
Case preparation for court
Condensation, damp and mould
Domestic abuse awareness
GDPR and CCTV
Safeguarding for housing teams

# No Excuse for Abuse

This year has been hard for many, including members of our team. Our residents often take out their frustrations on our officers. This has included verbal and threatening abuse directed at our Housing Officers, Maintenance Inspectors and Customer Transactions Officers.

There are no circumstances that make it acceptable to abuse someone working in a public service role. Thanet District Council is making a stand against this behaviour and launched a campaign in summer 2021 to remind the public to respect its staff as they go about their work.

When a resident abuses a council officer, Tenant and Leaseholder Services may take the following actions:

- Issuing warning letters to the resident
- Placing warning flags on our records system to make sure that all officers are aware of previous incidents
- Issuing a Community Protection Warning (CPW)
- Injunction proceedings
- Informing the Police

If a tenant continues to direct abusive behaviour or serious threats of harm to a member of staff, the action we take can ultimately lead to eviction.

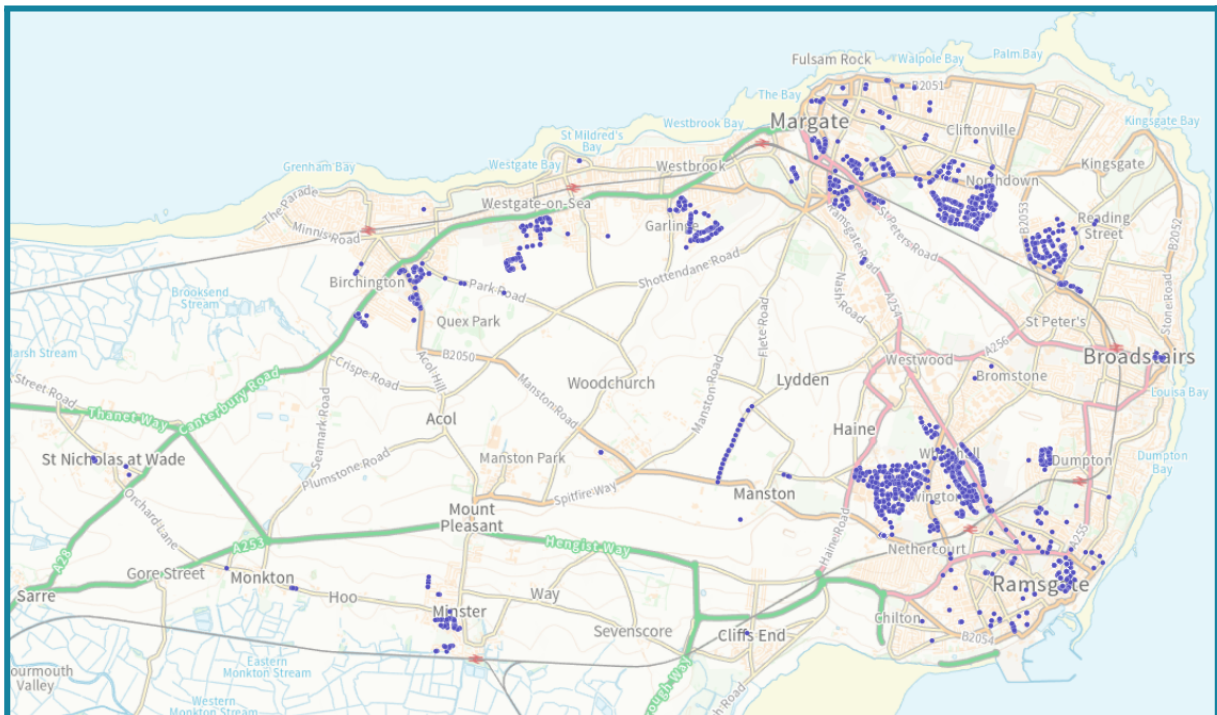


# Our Homes

## The number of homes we own and manage

Tenure type	Number of homes 2022/23
General needs	3,045
Leasehold	385
Shared ownership	11
<b>Total number of homes</b>	<b>3,441</b>

This map of Thanet shows the distribution of these properties, which are concentrated around Margate, Broadstairs and Ramsgate. We also have properties in Minster, Manston, Birchington and Westgate-on-Sea.



# Resident Involvement

Residents are at the heart of influencing service delivery and we provide a wide variety of options for them to have their say. This includes completing a survey, joining a focus group or local event or making a complaint. We listen to our residents and are delivering on many of the improvements they have recommended.



## Engagement in 2022/23

### Activity

Individual resident engagements with projects	295
Projects involved	30
Online and face to face meetings	33
Community partnership events	8
Published newsletters	19
Waste and recycling information campaigns	3

Our work together with the Thanet Tenant and Leaseholder Group (TTLG) includes:

- Developing an Estate Strategy, Policy and Service Standards for cleaning, grounds maintenance and car parking areas
- Setting a Letting Service Standard for homes
- Improving the information we provide to new tenants
- Setting a Repair Standard
- Procuring new cleaning and gas contracts.

## Tenant and Resident Engagement Conference



Tracey (TTLG member) attended the Tenant and Resident Engagement Conference in London with the Resident Involvement team in October 2022.

Here is what she had to say about the experience:

“Thank you so much for the opportunity to attend such an important event. It certainly helped cement my personal feelings that Thanet District Council no longer takes the old fashioned ‘them and us’ approach that so many of your current residents remember.

“It also reinforced my belief that Thanet District Council takes resident involvement to the very heart of their housing policy and does not engage residents as a tick box exercise.”

## Getting to know our tenants

We need to get to know our tenants better, so we contacted them all, asking them to complete a Tenant Information Form.

Number of tenant information forms sent out	2,800
Number of responses received	1,200
Number of tenant records updated	1,200
Number of contact details updated	800
Number of tenants who won £100 in our prize draw	3

This information will help us:

- shape our communications
- tailor services to meet needs
- communicate with our seldom heard groups

## Community Partnership Events 2022

Number of events held	8
Average number of of partnering contractors and agencies who attended each event	5
Average number of TLS officers who attended each event	12
Total number of residents who joined the events	114



The events included communal inspections, community litter picks as well as information and consultation sessions at our central Housing Hubs.

The feedback from conversations with residents followed these themes:

- communal repairs
- parking
- communication
- waste and recycling, rubbish, bulky waste, bin chutes and fly-tipping
- gardens and ground maintenance - unkempt grassy areas and weeds
- anti-social behaviour - neighbours, drugs, waste disposal and abandoned cars.

Residents told us: “We are seeing improvements from previous years”  
and “The HROs are making a real difference”.

Inspections of communal areas resulted in the following:

- 212 repairs to communal areas
- discovery of 56 instances of items left or stored in communal areas
- 10 issues with fly-tipping, litter and communal bins
- 28 issues with gardens and grounds.

We are seeking to improve these areas as part of our work on Estate, Strategy, Policy and Standards.

## Community litter picks

A community litter pick was carried out at each engagement event. Many residents got involved, along with their children. The photograph below features Maia (left) and her brother and sister at the Millmead event. Between them, with the help of others, they filled at least eight rubbish sacks!

Maia said: 'I'm very proud of myself for taking part and clearing lots of litter.'



## Recycling trials in Ramsgate



We trialed a paper and card recycling facility for residents living at Trove Court and Kennedy House in Ramsgate.

The trial was a huge success and the recycling service is here to stay!

Following further consultations, we are introducing recycling for residents in Royal Crescent. We are now carrying out a feasibility study to see whether a recycling service can also be introduced at Brunswick Court.

# Customer Services

Our Customer Transactions team carries out a range of tasks to ensure the smooth running of the service. This includes:

- raising purchase orders
- managing and licensing our garage stock
- managing bookings for Millmead Hall
- coordinating pest control treatments
- managing Council Tax and utility bills for our housing stock
- maintaining tenancy records.

The team is also the first point of contact for our residents:

Number of phone calls received during 2022/23	8,154
Call answer rate	93.3%

Our Customer Transactions team receives some lovely compliments from callers. Thank you to everyone who takes the time to submit a compliment, it means a lot to us!

We know we don't always get it right, and when we don't we do our best to put it right. We can improve our service in partnership with our residents, as the section below demonstrates.

## Improving our communication with residents

Residents told us we needed to improve our communication with them. These are some of the things we have done together:

Reviewed our standard letters
Created a new tenant handbook - available in 2023/24
Replaced and improved information on our communal notice boards
Improved service information on our website
Increased the opportunities for residents to access more services and information online



## Reviewing our standard letters

A big thank you to residents Terry and David who recommended that we review our standard letters. They told us our letters made them feel anxious or frustrated. Residents joined us to carry out the reviews, looking at the language and tone of the letters.

## Complaints

Complaints are a valuable tool in improving our service. The insight we gain reviewing our complaints helps us to identify possible policy and service improvements.

### Complaint statistics 2022/23

Number of stage 1 complaints received	94
Number of complaints per 1,000 properties	32
National average of complaints received per 1,000 properties* <i>HQN complaints benchmarking exercise May 2023</i>	48
Number of complaints escalated to stage 2	31
% complaints escalated to stage 2	32%
Number of complaints escalated to the Housing Ombudsman	3
Number of maladministration outcomes following Housing Ombudsman review	0

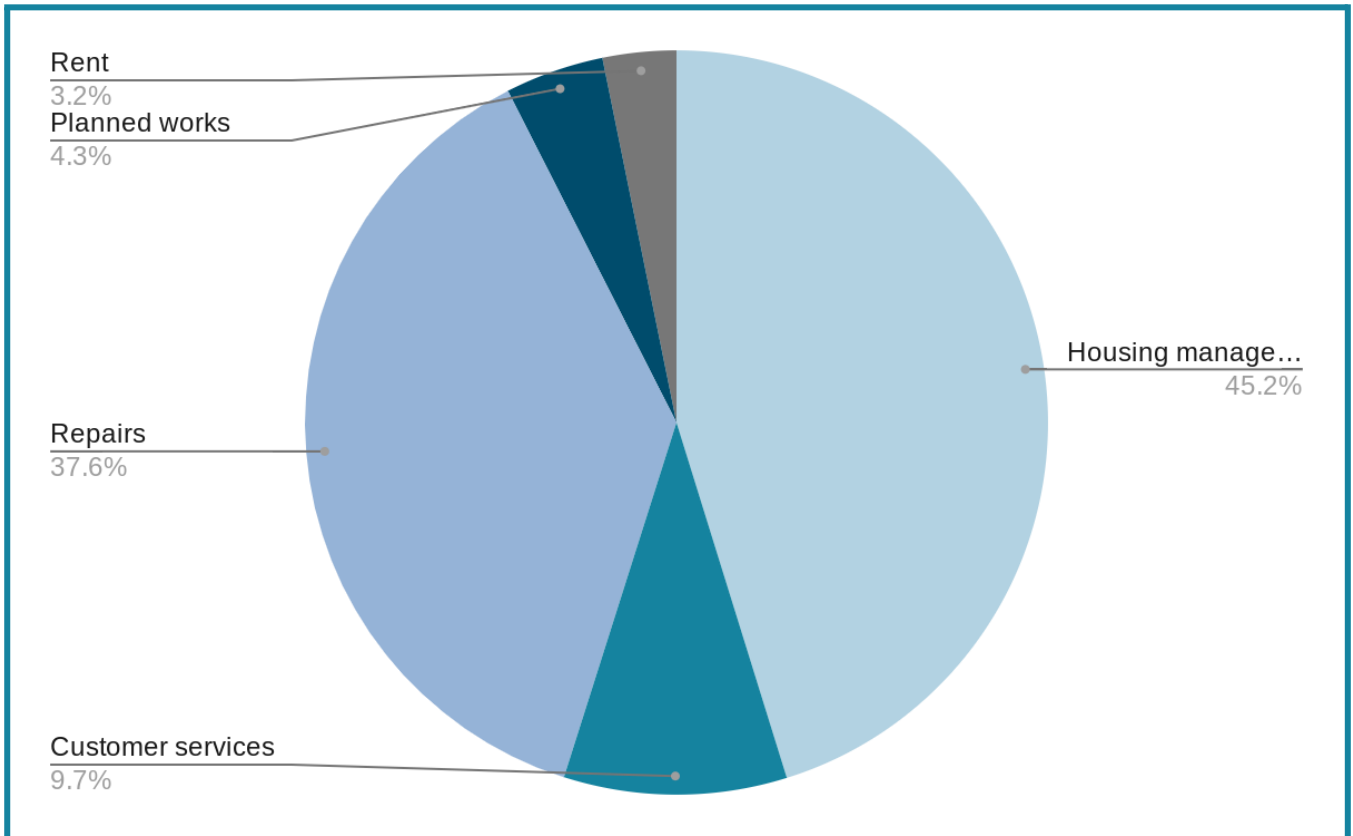
*\*This figure is provided by Housing Quality Network (HQN) and is an average across all housing associations, local authorities and Arms Length Management Organisations (ALMOs), regardless of size. For organisations with 10,000 homes or less, the average number of complaints per 1,000 properties is 37.3.*

It is possible that we receive fewer complaints than the average because our tenants do not know how to make a complaint or do not feel confident to do so. We will address this over the next year.

# Agenda Item 9 Annex 1

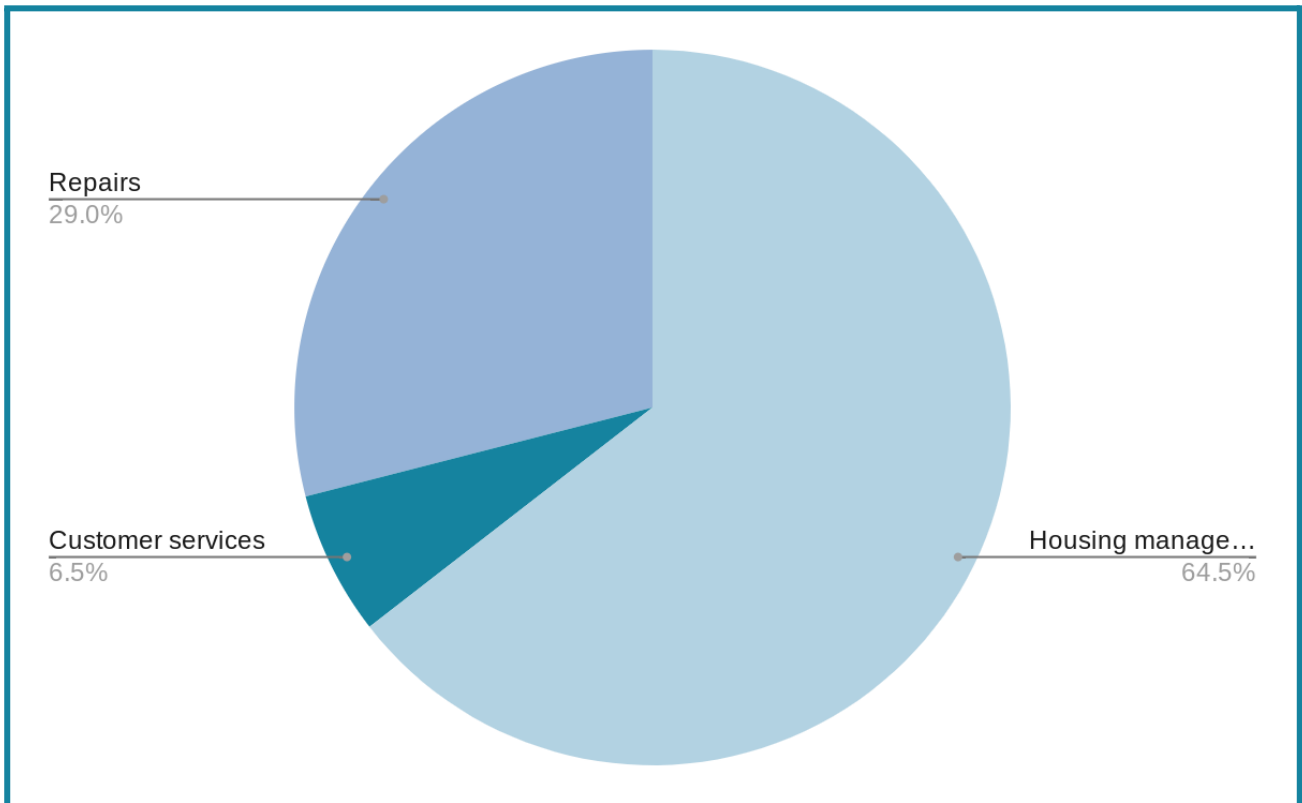
Total stage 1 complaints received	Average number of days to respond	% complaints responded to within target
94	7.2	89% (10 overdue)

## Stage 1 complaints per team



Total stage 2 complaints received	Average number of days to respond	% complaints responded to within target
31	16.7	87% (4 overdue)

Stage 2 complaints per team



**Complaints - compliance with Ombudsman Code**

Residents scrutinised our compliance with the Housing Ombudsman Complaints Handling Code. The group was able to give assurance that we were compliant and recommended further improvements.

This page is intentionally left blank

# Repairs

Approximately 13,200 repairs were carried out by our partnering contractors Mears and Gas Call, resulting in an average of four repairs per property. This is in line with the sector average and similar to the number of repairs carried out last year.

Breakdown	Total spend	Average cost per job
Total spend on day-to-day repairs for 2022/23	£2,445,878	£205
Total spend on repairs to tenants' homes	£1,451,250	£142
Total spend on communal repairs	£994,627	£291

The average cost of repair is comparable to last year's spend, when inflationary increases in building materials and labour costs are taken into account.



## Mears performance 2022/23

Performance Indicator	2022/23	Status	Current Target
% emergency jobs completed on time	99.96%	On target	98.5%
% urgent jobs completed on time	97.15%	Within 5% of target	98.5%
% all jobs completed on time	94.95%	Within 5% of target	98%
Average days to complete non-urgent works	16 days	Off target	10 days
% appointments made and kept	96.85%	On target	96%
% work completed in one visit	81%	On target	80%

## Gas Call performance over 2022/23

Performance Indicator	2022/23	Status	Current Target
Service compliance	99.8%	Within 5% of target	100%
Appointments made	99.5%	Within 5% of target	100%
Repairs completed within timescales	97.5%	On target	98%
First time fix	85%	On target	85%
Response to emergency priority	98.2%	On target	98%
Response to vital priority	98.4%	On target	98%
Response to urgent priority	98.7%	On target	98%
Response to routine priority	98.2%	Within 5% of target	100%
Appointments made and kept	99.5%	On target	98%
Install appointments made and kept	100%	On target	100%

Mears has consistently delivered a good level of service, as evidenced by positive customer satisfaction ratings, prompt response times for repairs and completion rates. As a result, we extended their contract to its fullest term to end in March 2025. We aim to further enhance their service quality during the upcoming year by improving appointment reliability and communication when follow-up work is necessary after an initial visit.

Maintaining a strong focus on safety, we have prioritised investments in fire safety measures, including the repair and replacement of fire doors and upgrades to fire compartmentation.

Our heating contractor, Gas Call, performed well overall during the year, but encountered difficulties in December when there was an unusually high demand for heating repairs. We attribute this to people waiting longer to switch on their heating due to the rise in fuel costs, which coincided with a significant temperature drop that month. Gas Call's contract ended in March, and BSW Heating took over as our new service provider from 1 April 2023.

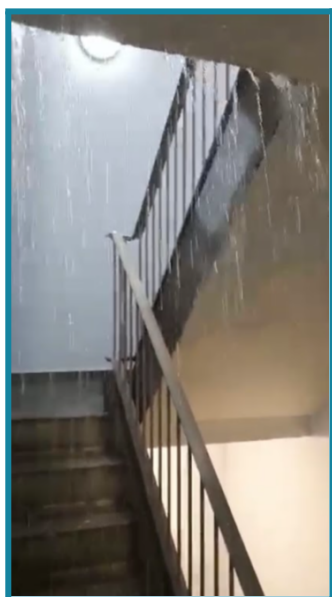
### Post inspections

Our Maintenance Inspectors aim to inspect 10% of repairs carried out by Mears and Gas Call, after completion. The purpose of the inspection is to check the quality of repairs carried out by our contractors. Our maintenance team carried out a total of 1,320 post inspections in 2022/23. This equates to approximately 11% of repair orders raised. The inspections support that repairs are of a high standard.

### Staner Court water tank flood

On 1 December 2022, a major water leak occurred at Staner Court in Ramsgate. Water poured from tanks in the loft space, flooding the communal areas to such an extent that the electricity supply had to be turned off in the communal area. This meant that there was no communal lighting, heating, lifts or TV aerial. The clear up operation was extensive, and included drying out the electrics so that normal service could be restored as quickly as possible.

TLS teams worked with our contracting partners to ensure that a potentially catastrophic event was quickly brought under control and rectified. Officers and contractors were on site to clear up the flood and to contact residents who needed extra assistance.



## Customer satisfaction - repairs

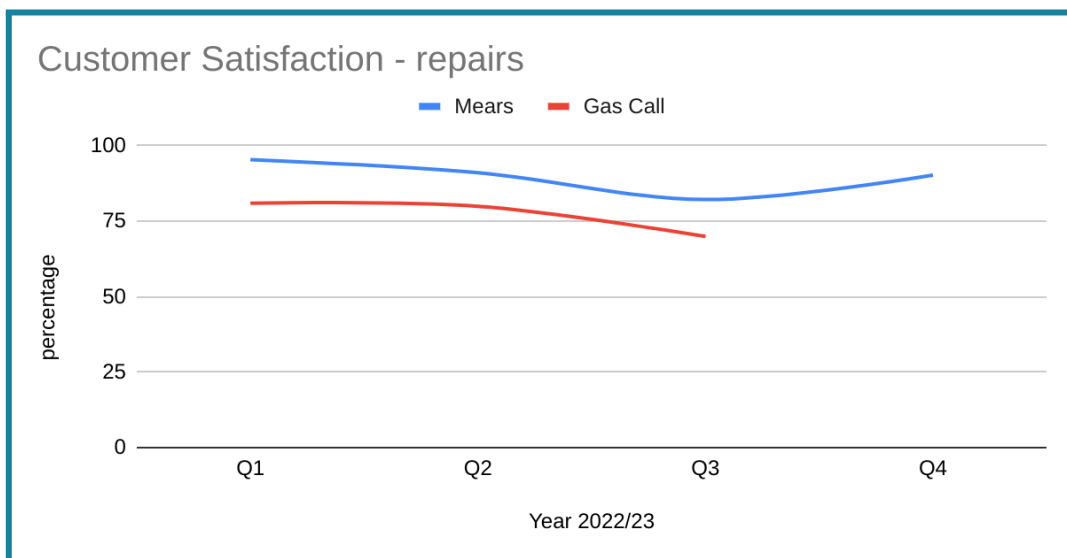
Average satisfaction results for Mears and Gas Call for 2022/23

Mears	89.75%
Gas Call	77%

We introduced a new Repairs Satisfaction Survey in January 2022. This has helped us to pinpoint reasons for dips in performance and to use this information to drive improvement.

For example:

Customer satisfaction for Mears dipped during the third quarter. The survey highlighted an issue with communication when a repair required further work. Mears put measures in place to address this and satisfaction improved in the fourth quarter, shown in the chart below.



The chart shows that Gas Call's performance was in decline during 2022/23. They were unable to produce the relevant statistics in the final quarter. This is not a true reflection of Gas Call's performance however, but reflects the low rate of return of satisfaction surveys. As this was the final year of Gas Call's contract with us, they did not want to commit resources to improving return rates.



## Void (empty) properties

The 'void period' is the time that a property is empty between a tenant moving out and before a new tenant moves in. During this time, our Voids team works to bring our properties up to a good standard for the new tenant.



*Our Voids team*



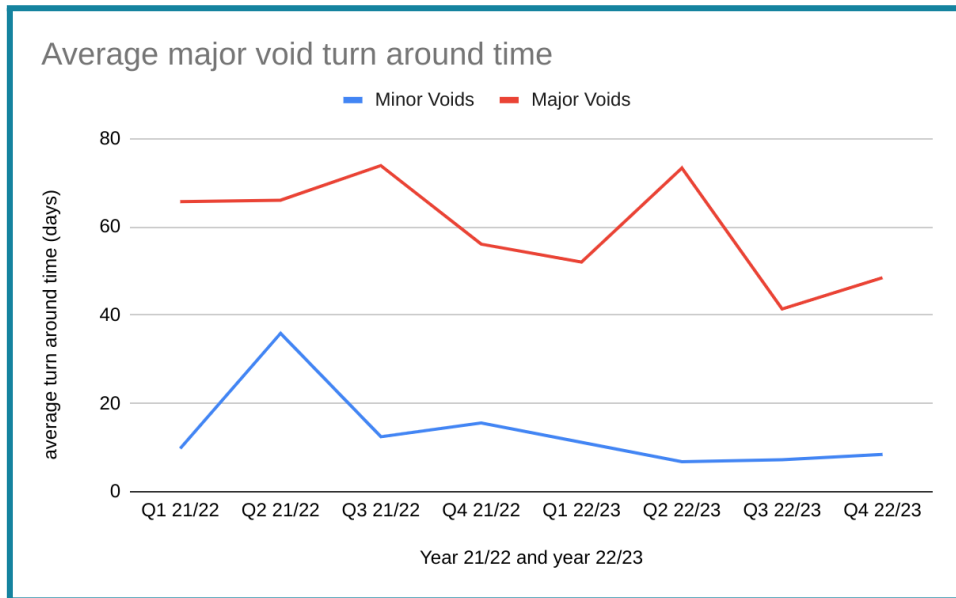
*New tenants*

Many properties need to be completely refurbished when they are returned to us. This means higher costs and a longer turnaround time. If we can minimise the amount of time that a property is empty, we can provide homes to people that need them faster and increase income into the Housing Revenue Account, to be spent on future service and property improvements.

The table below shows the average time it takes us to turn around a void property and the target we are working towards:

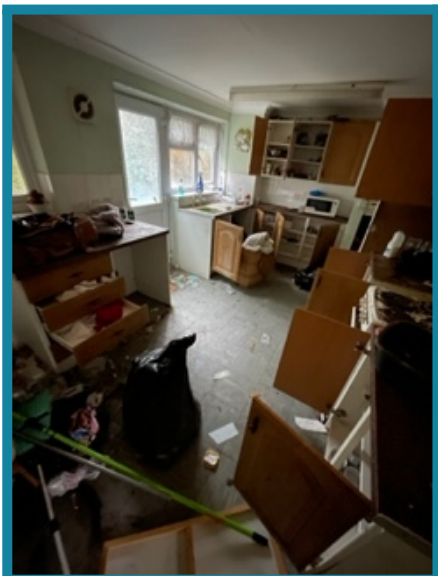
Average re-let time	Actual	Target
Excluding properties needing major works	8.4 days	16.6 days
Including properties needing major works	53.8 days	22.5 days

We improved our turnaround time during 2022/23 through the creation of a dedicated Void team, and working in partnership with Mears, as shown in the next chart.



Costs associated with void properties:

Rent loss through voids 2022/23	£247,213.32
Average cost of void work per property 2022/23	£11,092
Cost of work carried out that was the responsibility of the former tenant	£150,202.00



*A kitchen before and after refurbishment in a void property*

Snapshot of the works carried out in our void properties during 2022/23:

Kitchens replaced	44
Bathrooms replaced	19
New heating	28
Rewiring	11
Fire doors replaced	17

We re-let a total of 143 properties in 2022/23

Number of bedrooms	4 bedroom	3 bedroom	2 bedroom	1 bedroom	Studio
Number of re-lets	2	18	69	42	12

### Resident Tina told us about her experience of becoming a new tenant

‘The overall new tenancy experience has exceeded expectations. All too often you hear the negative, very rarely the positive. Mine was a very positive experience, which without the care and attention of the Voids Officers and many more behind the scenes would not have been possible.

I’ve taken part in three focus groups so far and enjoy being able to contribute in resident involvement activities.’

# Capital Programme

Every year we spend money on our homes, to maintain and keep them safe, ensuring that they meet the Decent Homes Standard and our residents' needs.

In 2022/23 we invested £4,279,292 in our existing properties. Works included kitchen and bathroom renewals, roof replacements, the installation of windows, boiler replacements, lift refurbishment and fire safety works.

We did not complete our capital programme in 2022/23 due to a couple of our key contractors going into administration. This meant that we had to focus on procurement activities. We are procuring the following contracts, to go live during 2023/24:

- Interim kitchen and bathroom replacement (cover emergency replacements)
- 7 year kitchen and bathroom replacement (for the cyclical programme)
- Replacement wooden windows
- Refurbishment of lifts at Invicta House

Within the capital programme for 2022/2023 we have carried out the following works:

- 14 lifts were refurbished across 7 blocks
- 2 tower block water tanks were replaced
- external decorations carried out at 112 properties
- 3 pitched roofs were replaced
- new boilers installed at 86 properties
- 25 doors replaced, as part of void works



*Before and after - Trove Court water tank replacements*



The value of some of the programmes of works we have carried out over the last financial year.

Electrical rewiring	£114,322
Replacement Heating	£203,808
Window and door replacement (new contract)	£157,236
Block lift refurbishment	£680,855
Roof replacement	£273,290
Kitchens and bathrooms	£395,600
Structural repairs	£181,770
Fire precaution work	£380,943



*Left: External decorations*

*Bottom left: Brunswick Court new lift plant*

*Bottom right: Park Lodge - new roof decoration*



# Garages

We have garages across the district that are available for all Thanet residents to rent, not just council tenants and leaseholders. Rental income from our garages is invested into service and property improvements.



Total number of garages owned by Thanet District Council	291
Number occupied at 31/03/23	182
Number of garages available to rent	109
Investment in garage refurbishments during 2022/23	£55,000
Income received from the rental of garages 2022/23	£200,250.58

# Landlord Compliance

Keeping our residents safe is our highest priority. We do this by making sure we follow landlord health and safety legislation and regulations.

Our compliance performance is shown in the table below:

Compliance area	March 2022	March 2023
Gas safety	100%	100%
Fire risk assessments	100%	100%
Asbestos surveys	100%	100%
Water risk assessments	100%	100%
Electrical testing - communal area	99.38%	99.37%
Electrical testing - domestic units	90.21%	93.70%
Passenger lifts	100%	100%

## Building Safety Act 2022

In 2022, legislation was introduced that brought new duties relating to fire and structural safety, to improve the safety of high rise residential buildings. These are buildings which are 18 metres or higher and include at least two residential units. Thanet District Council owns six residential buildings that fall into this category.

In preparation, we recruited to a new role in the Compliance Team, a Building Safety and Compliance Manager. This officer works closely with Kent Fire and Rescue Service to ensure our high rise buildings meet the required standard and to enhance the safety of our residents.

## Training exercise at Invicta House

Kent Fire and Rescue Service (KFRS) carried out a training exercise at Invicta House, one of the council's high-rise buildings, on Tuesday 21 June 2022.

As part of the successful training exercise, KFRS simulated using a height vehicle to get water to the floor of the fire from outside the building.





## Fire Safety

During 2022/23 the following incidents of fire were reported:

Major fire incidence	2
Minor fire incidence	0

Fire can devastate people's lives. The two major incidents displaced 13 families, but thankfully there were no injuries. In both cases the cause of the fire was found to be arson, where belongings were set alight outside the block.



Our Housing Officers and Housing Response Officers work hard to minimise fire risk. They clear belongings and refuse from communal areas and help residents to move stored items that could pose a fire hazard.

Our buildings include many features that will help to prevent or control a fire should one occur. For example, all the doors in a communal area are made to withstand smoke and fire for up to one hour, allowing time for residents to escape.

The bin chute hoppers will seal if there is a fire in the chutes or bin store. This means that the smoke from a fire will not fill the communal areas.

The bin stores in our high rise buildings are fitted with a sprinkler system to dampen the fire should one occur in this area.

# Estates

This year we published our Estates Strategy, Policy and Standard. These documents outline our commitment to maintaining and improving the neighbourhoods associated with our homes, and how we intend to achieve this.

We have six Housing Response Officers (HROs) who work across all of our estates. Their role is to:

- carry out block inspections
- identify and report communal repairs to Mears
- ensure bin stores are tidy and bins are rotated where bin chutes discharge
- mop the lobby of high rise blocks daily - where there is a high footfall

When time allows, Housing Response Officers will:

- carry out litter picking
- remove larger items of waste
- weed paved areas or car parks

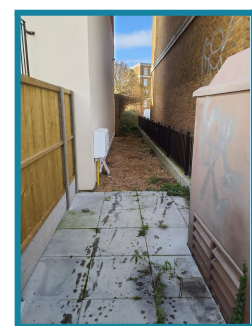
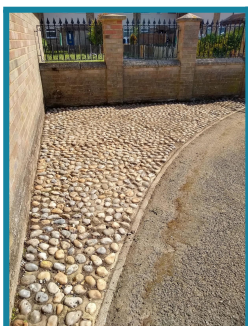
Our HROs carry out vital work to maintain health and safety and the condition of our blocks.

## Some of the work of our Housing Response Officers

*Before*



*After*



# Anti-social behaviour

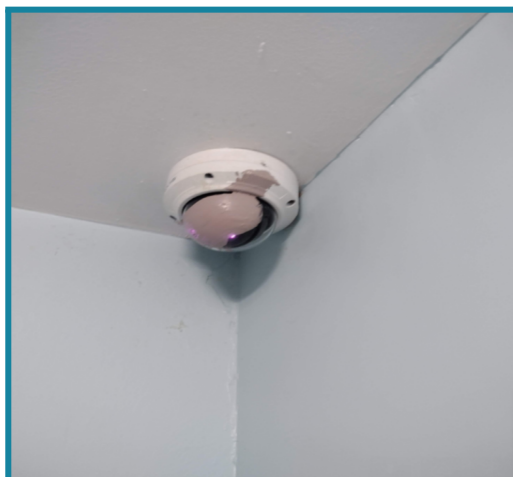
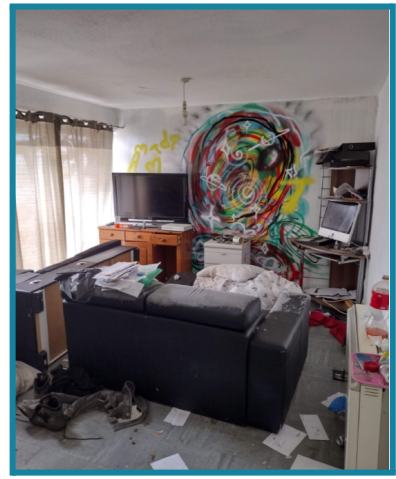
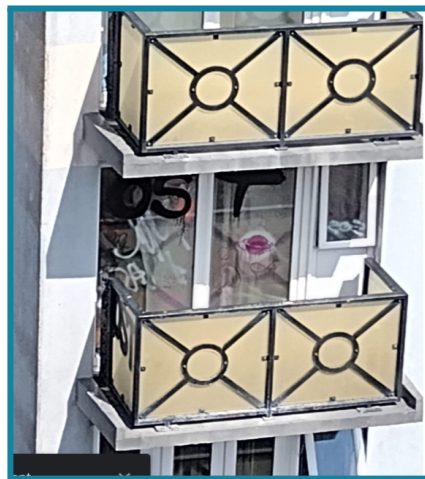
Anti-social behaviour (ASB) is distressing and disruptive for those affected by it. ASB will not be tolerated and the team deals with incidents swiftly.

The installation of personal surveillance cameras, for example, video doorbells or CCTV, has been a cause of many neighbour disputes this year.

Most neighbour disputes can be dealt with by mediation but in some cases we need to take more serious action, as the example below demonstrates:

A resident was causing alarm and distress to the community, Thanet District Council employees and contractors by causing violent criminal damage to council property. We applied to the Magistrates Court for an order to close the property, which meant removing the tenant from the flat and building.

The removal of the tenant from the building gave the community some peace and quiet. The Closure Order granted the council mandatory possession of the property and we pursued a claim for criminal damage via Kent Police.



# Income Recovery

This year has been extremely difficult for residents financially, with cost of living increases having a huge effect on household expenditure.

The Household Support Fund (provided by central government) gave us funding to allocate to low income families, to be spent on fuel, food, white goods, carpets and rent arrears.

Amount of Household Support fund allocated to our tenants	£153,934.23
---	-------------

Along with meeting the Kent County Council criteria for supporting these families, it also stabilised rent collection, making tenancy sustainment easier.

## Current rent arrears

We experienced a sharp increase in rent arrears during the summer and autumn of 2022. We were able to recover and finish in a better position than the year before.

Our target was to reduce the debt by 0.50% over the year and we achieved a 0.53% improvement. Below are our end of year figures:

Current tenant arrears as a % on 31 March 2023	4.79%	£708,629.47
Tenant arrears as a % 31 March 2022	5.32%	£752,444.18

The main factors in meeting this target were:

- A fully staffed, experienced team of Rent Officers
- The introduction of any-day monthly direct debits
- A new court and eviction process
- A campaign to communicate heating charges in tower blocks

## Financial Wellbeing Team

The Financial Wellbeing Team (FWT) provides residents with a bespoke service that assists with budgeting, checking benefit entitlement and applications for Discretionary Housing Payment (DHP) where appropriate.

Annual FWT referrals by year	Number
FWT referrals 2022 - 2023	324
FWT referrals 2021 - 2022	217

This shows a 49% increase in referrals and correlates directly to the effect of the increased cost of living.

£31,516.21 was received directly into rent accounts in the form of Universal Credit and Housing Benefit backdated payments, or DHP to cover arrears, as a result of these referrals.

We trialled new performance indicators for the Financial Wellbeing Team this year:

Performance indicators	Percentage
Percentage of residents contacted within seven days of a referral	84.57%
Percentage of cases resulting in reduced rent arrears	84%

These figures have given us a baseline to monitor future years and set reasonable targets.

## Right to Buy

During 2022/2023 we received 15 applications under Right to Buy legislation. This is 53% fewer applications than in the previous year.

### Right to Buy in numbers

Number of properties sold	12
Number of applications denied	3
Total value of properties sold	£2,480,500
Total value of discount applied	£990,260
Number of properties bought back	2

## Tenancy fraud

According to the Chartered Institute of Housing, the true cost of tenancy fraud is £42,000 per detected case.

We work with Ashford Borough Council who investigate cases of suspected tenancy fraud on our behalf. In 2022/23 Housing Officers referred 17 cases of suspected tenancy fraud, where there had been a suspicion of sub-letting or non-occupation.

Following formal investigation, one property was successfully returned to Thanet District Council and has been now re-let to a family from the waiting list. Proceedings are ongoing to recover a further property.

Number of cases referred (excluding Right to Buy)	17
Properties returned	1
Properties where proceedings are ongoing	1

## And finally.....

Here is an unexpected highlight from 2022/23. In April 2022 we received an unusual request from a film company. They wanted to film on the 15th floor of Kennedy House in Ramsgate - with a donkey!

The donkey's name was Tracey. She was quite a star, with another film role booked in the same week. She was so well behaved, and there were no untoward incidents (although she brought her own shovel along just in case). Tracey took the lift to the 14th floor but had to walk up the final flight of stairs, which was pretty impressive but didn't seem to worry her at all.

The film is entitled *Kahr: Don't mock the Donkey*. It is funded by the Arts Council, in partnership with UNHCR (United Nations Refugee Agency).



# Plans for 2023/24

## Tenant Satisfaction Measures

The social housing white paper sets out ways that the Regulator for Social Housing can improve the experience of people living in social housing. One of these steps will be to introduce Tenant Satisfaction Measures (TSMs).

TSMs allow for the performance of a social housing landlord to be assessed, regarding the provision of homes and services. Our Resident Involvement Team is preparing for the first submission of TSMs in April 2024.

## Tower block refurbishment and retrofit programme

The next three years will be really exciting for Thanet District Council's Tenant and Leaseholder Services, as we embark on a £20 million refurbishment and retrofit project for our tower blocks.

This project will improve both safety and energy efficiency as well as the environment for 405 households. It is a highly complex project due to the nature of the buildings, using multiple funding streams and requiring compliance with the new Building Safety Act.

We aim to keep residents at the heart of this project, as there will be much disruption as we commence this work and new technologies are installed. Works will include replacement of external wall systems, insulation, heating systems, ventilation, replacement windows, repairs and decoration of communal areas.



# Contact us



Visit our website

[thanet.gov.uk/services/myhome](https://thanet.gov.uk/services/myhome)



Email [myhome@thanet.gov.uk](mailto:myhome@thanet.gov.uk)



Speak to us from Monday to Friday, 8.45am to 5.00pm  
01843 577262



Write to us at:  
Tenant and Leaseholder Services  
Thanet District Council, Cecil Street, Margate, Kent CT9 1XZ