

Thanet District Council

End of year performance report for 2013/14

DRAFT

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Introduction

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

For each priority the report sets out:

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

This report is supported by two further documents:

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

Explanation of project alerts

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



The project is complete



The project is on track



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



The project is significantly off schedule

Priority 1: Economy and Jobs

Our commitment

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

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

Long term trends

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



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




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

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

Our contribution in 2013-14

Key projects

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

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

Other activities

Economic Development

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

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

Planning

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

Port and Harbour

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

Other

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

Key issues we're working on

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

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

Priority 2: Tackle Disadvantage

Our commitment

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

Long term trends

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

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

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

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

Our contribution in 2013-14

Key projects

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

Other activities

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

Key issues we're working on

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

Priority 3: Community and Voluntary Sector

Our commitment


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

Long term trends

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

Our contribution in 2013-14

Key projects

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

Other activities

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

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

Key issues we're working on

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

Priority 4: Safer Place

Our commitment




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

Long term trends

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

Our contribution in 2013-14

Key projects

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

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

Other activities

Community Safety

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

Licensing

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

Environmental Health

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

Other

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

Key issues we're working on

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

Priority 5: Parking and Transportation

Our commitment

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

Long term trends

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

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

Our contribution in 2013-14

Key projects

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

Other activities

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

Key issues we're working on

No other key issues have been identified against this priority.

Priority 6: Cleaner and Greener

Our commitment

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

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


Long term trends

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

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

Our contribution in 2013-14

Key projects

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

Other activities

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

Key issues we're working on

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

Priority 7: Homes and Housing

Our commitment

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

Long term trends




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



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

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

Our contribution in 2013-14

Key projects

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

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

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

Other activities

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

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

Key issues we're working on

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

Priority 8: Culture and Visitors

Our commitment

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


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

Long term trends

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

Our contribution in 2013-14

Key projects

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

Other activities

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

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

Key issues we're working on

No key issues identified for this priority.

Priority 9: Sport, Leisure and Coast

Our commitment

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

Long term trends

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

Our contribution in 2013-14

Key projects

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

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

Other activities

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

Key issues we're working on

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

Priority 10: Influencing Others

Our commitment

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

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

Long term trends

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

Our contribution in 2013-14

Key projects

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

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

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

Key issues we’re working on

No key issues identified for this priority.

Priority 11: Protecting Open Spaces

Our commitment

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

Long term trends

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

Our contribution in 2013-14

Key projects

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

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

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

Key issues we’re working on

No key issues identified for this priority.