

CP Annual Performance Report 2009_10

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- ★ [Title Page](#)
- ★ [Key to Tables](#)
- ☒ [Theme 1: Thanet's Economy](#)
- ☒ [Sub-theme 1.1](#)
- ☒ [Sub-theme 1.2](#)
- ☒ [Sub-theme 1.3](#)
- ☒ [Sub-theme 1.4](#)
- ☒ [Theme 2: Safe Neighbourhoods](#)
- ☒ [Sub-theme 2.1](#)
- ☒ [Sub-theme 2.2](#)
- ☒ [Sub-theme 2.3](#)
- ☒ [Sub-theme 2.4](#)
- ☒ [Sub-theme 2.5](#)
- ☒ [Theme 3: Beautiful Thanet](#)
- ☒ [Sub-theme 3.1](#)
- ☒ [Sub-theme 3.2](#)
- ☒ [Sub-theme 3.3](#)
- ☒ [Theme 4: Quality Housing](#)
- ☒ [Sub-theme 4.1](#)
- ☒ [Sub-theme 4.2](#)
- ☒ [Sub-theme 4.3](#)
- ☒ [Sub-theme 4.4](#)
- ☒ [Theme 5: Healthy Communities](#)
- ☒ [Sub-theme 5.1](#)
- ☒ [Sub-theme 5.2](#)
- ☒ [Sub-theme 5.3](#)
- ☒ [Sub-theme 5.4](#)
- ☒ [Theme 6: Modern Council](#)
- ☒ [Sub-theme 6.1](#)
- ☒ [Sub-theme 6.2](#)
- ☒ [Sub-theme 6.3](#)
- ☒ [Sub-theme 6.4](#)
- ☒ [Sub-theme 6.5](#)

Annual Performance Report on 2009 - 2010 Corporate Plan



Explanation of Tables

Corporate Plan Projects



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



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



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



This project has been completed.



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

Performance Indicators

Comparing against target



Performance is on target



Performance is slightly below target



Performance is significantly below target



Data not available



Target has not been set (usually for new indicators)



Data and target not available

Comparing against last year



Figure has fallen - an improvement on last year



Figure has risen - an improvement on last year



Figure has fallen - worse than last year



Figure has risen - worse than last year



No change compared to last year



Theme 1: Thanet's Economy

Why is this important?

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

Key measures of success









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

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

1.1 Thriving coastal towns with unique identities

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





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

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

1.2 An integrated transport hub

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



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

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

1.3 Available employment opportunities

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


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

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

1.4 Employable workforce

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

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

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

Theme 2: Safe Neighbourhoods

Why is this important?

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

Key measures of success





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

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

2.1 Violence in the night-time economy

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



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

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

2.2 Domestic Abuse

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



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

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

2.3 Criminal damage

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




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

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

2.4 Anti-social behaviour

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




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

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

2.5 Involving residents

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

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

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

Theme 3: Beautiful Thanet

Why is this important?

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

Key measures of success





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

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

3.1 Local environmental quality

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



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

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

3.2 Quality open spaces

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







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

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

3.3 Waste reduction

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

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

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

Theme 4: Quality Housing

Why is this important?

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

Key measures of success




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

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

4.1 Balanced housing markets

"Reducing the amount of private rented accomodation in Cliftonville"





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

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

4.2 Housing for all

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

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

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

4.3 Safe and secure homes

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



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

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

4.4 A quality landlord

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

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

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

Theme 5: Healthy Communities

Why is this important?

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

Key measures of success





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

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

5.1 Healthy living

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




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

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

5.2 Involving Communities

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









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

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

5.3 Sustainable neighbourhoods

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


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

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

5.4 Reducing health neighbourhoods

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

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

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

Theme 6: Modern Council

Why is this important?

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

Key measures of success





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

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

6.1 Managing finance

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







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

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

6.2 Governing the business

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





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



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

6.3 Managing resources

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

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











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

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

6.4 Involving people

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



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

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

6.5 Managing performance

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

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

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