

# Refreshed Corporate Plan

## Theme 1: Thanet's Economy

### What does this mean?

<b>Thriving coastal towns with unique identities:</b>	Focussing regeneration efforts to build on the strengths, unique identities and visitor economy of Thanet's towns.
<b>An integrated transport hub:</b>	Improved transport links within Thanet and across Kent, the south east and Europe, maximising opportunities created by the port and the airport.
<b>Available employment opportunities:</b>	Increase the number of employment opportunities through supporting existing and new employers.
<b>Employable workforce:</b>	Work with our partners to enable people in Thanet to be "work ready" and have the skills necessary to be able to access job opportunities.

### Why is this important?

- Thanet is one of the most economically deprived districts in the south east;
- Unemployment levels in Thanet are nearly twice those of the south east as a whole (5.8% vs 3%);
- Average wage levels remain below the south east average;
- People in Thanet are generally not as well qualified as people across the rest of the south east;
- Job prospects are ranked as a high priority by Thanet residents.

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Support the Margate Renewal Programme through the delivery of key developments in central Margate and Cliftonville: <ul style="list-style-type: none"> <li>• Turner Contemporary;</li> <li>• Neighbourhood Plan.</li> </ul>	SEEDA, KCC, Homes and Communities Agency, GOSE, English Heritage, Arts Council England	Apr 2007	March 2011
Complete the Pathway to Turner Project delivering improvements to the Margate approaches and nearby infrastructure.		Apr 2010	Mar 2011
Produce a response to the Airport Master Plan.	Kent County Council, Airport Consultative Committee	Oct 2008	August 2010
Complete Ramsgate Marina dredging and clean up programme and repairs to yacht basin pontoons.		Apr 2010	Mar 2011
Develop a Business Plan setting out the future for Ramsgate Port (and Harbour) to enable the port and marina in Ramsgate to be successful.	SEEDA (SE Ports Group) KCC	Mar 2008	Mar 2011
Deliver the Thanet Work and Skills Plan with partners, helping local people find employment.	Kent County Council Job Centre Plus Learning and Skill Council Connexions	Apr 2008	Mar 2011

### Key commitments

The Council is committed to...	...and will...
Supporting inward investment at Eurokent and Manston Business parks.	<ul style="list-style-type: none"> <li>• Continue to ensure that Thanet's interests are represented on the East Kent Opportunities Board.</li> </ul>
The improvement of transport links within Thanet.	<ul style="list-style-type: none"> <li>• Continue to lobby strongly for further improved rail journey times to and from London;</li> <li>• Continue to lobby the Kent highways agency to improve the local road infrastructure.</li> </ul>

## Theme 2: Safe Neighbourhoods

### What does this mean?

**Violence in the night-time economy:** Reducing actual violent crime and the fear of crime at night.

**Domestic abuse:** Reducing domestic abuse, particularly the number of repeat incidents.

**Anti-social behaviour:** Reducing levels of anti-social behaviour so that it has less impact on the lives of local residents.

**Fear of crime:** Giving local people confidence that the Council and Police are tackling crime and anti-social behaviour.

### Why is this important?

- Crime and anti-social behaviour helps define an area and impacts directly on residents quality of life;
- Residents in Thanet feel less safe at night than residents in other Kent districts;
- Thanet has the highest level of domestic abuse in Kent. This impacts on other services including housing, social services and education;
- Local residents say that tackling anti-social behaviour in the area they live is a high priority;
- Crime in Thanet has fallen compared to the previous year but still ranks as the highest in the county;
- Over the last nine months there has been twice the level of recorded robberies in Thanet compared to any other Kent district;
- Violent crime has fallen by 8.9% on last year but Thanet still has the highest levels of violent crime in the county;
- When compared to the rest of Kent a high proportion of Thanet residents feel that drunk/rowdy behaviour is a big problem locally.

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Approve a new business plan for CCTV, exploring options for sharing investment and operating costs with neighbouring authorities.	Kent Police, Housing and Parking Services	May 09	Nov 2011
Set up and run the SOS bus – mobile police station and A&E centre, to remove vulnerability from the night-time economy.		Nov 2009	Sep 2010
Extend KCAP (Kent Community Alcohol Partnership) to Margate and Cliftonville to tackle the availability of alcohol to young people.		Apr 2010	Mar 2011
Establish the specialist domestic abuse court to improve conviction rates.		Nov 2009	Jan 2011
Establish the Domestic Abuse Perpetrator Programme to reduce repeat incidents.		Apr 2010	Mar 2011
Introduce an anti-social behaviour car where police and council officers go out on patrol together, to cover out of hours incidents.		Nov 09	Mar 2011
Implement a support programme for witnesses of anti-social behaviour.		Jan 2010	Mar 2011
Run regular community safety campaigns to improve people's perceptions of safety.		Apr 2010	Mar 2011
Run Thanet Community Safety Partnership open forums in Margate, Broadstairs and Ramsgate.		Apr 2010	Mar 2011

### Key commitments

The Council is committed to...	...and will...
Using every opportunity to tackle anti social behaviour.	<ul style="list-style-type: none"> <li>Continue to increase the use of measures such as Anti-Social Behaviour Orders, Acceptable Behaviour Agreements and Dispersal Areas.</li> </ul>
Providing assurance to local people that justice is being done.	<ul style="list-style-type: none"> <li>Maximise the opportunities associated with the community payback scheme.</li> </ul>

## Theme 3: Beautiful Thanet

### What does this mean?

<b>Local environmental quality:</b>	Working with partners to maintain the appearance of streets and public areas across the district and improve public perception.
<b>Quality open spaces:</b>	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.
<b>Waste reduction:</b>	Reducing the amount of waste produced and ensuring that high proportions are reused or recycled.

### 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 some of the most important services that the council provides;
- Litter on the streets pulls down the feel of any public space and adversely affects people and their sense of well-being. In the worst cases this can have links with anti-social behaviour, vandalism and violence;
- There is a gap between the level of service provided in relation to street cleaning and local people's perceptions of street cleanliness;
- The sandy beaches of Thanet are recognised as a fantastic natural asset which requires a high level of care.

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Deliver the top 10 Environmental Action Projects: <ol style="list-style-type: none"> <li>1. Welcome signs at entry points to Thanet;</li> <li>2. Locate red port hand navigation buoy to side of carriageway at upper Ramsgate Port roundabout;</li> <li>3. Locate 2nd EAP navigation buoy at Margate Station Green roundabout, or other location if first choice not appropriate;</li> <li>4. Paint Margate Harbour lighthouse (colours to be decided) after appropriate consultation with public;</li> <li>5. Remove bricked planters in Margate High Street and replace with hanging baskets;</li> <li>6. Replace kerbside fixed waste bins in prominent locations - starting Ramsgate;</li> <li>7. Andrews Passage Margate - project with KCC.</li> <li>8. Margate Old Town Lighting Project;</li> <li>9. Nayland Rock derelict land improvements for the 2010 summer season;</li> <li>10. Routine maintenance to street furniture in all towns.</li> </ol>	KCC, Pipeline, Probation Service	Apr 2009	Mar 2011
Improve the public perception of the cleanliness of Thanet by: <ul style="list-style-type: none"> <li>• Adjustments to collection regimes and working practices, together with tougher and more focused enforcement;</li> <li>• A targeted campaign to change public attitudes towards littering, dog fouling, graffiti and vandalism.</li> </ul>	Residents groups, Cleansweep, Kent Waste Partnership, PACTs, Police	May 2010	Mar 2011
Improve waste containment through a variety of means including wheeled bins, seagull proof bags and education reinforced by enforcement activity.	Kent Waste Partnership, Changing Attitude and Behaviours Group,	Apr 2008	Mar 2011
Develop cost effective works services as a contribution to the East Kent joint waste project, including reengineering the street cleansing service to improve public perceptions.	East Kent Districts, Kent County Council, Kent Waste Partnership	Apr 2008	Apr 2013

### Key commitments

The Council is committed to...	...and will...
The preservation of Thanet's beautiful coastline.	<ul style="list-style-type: none"> <li>• Continue to support the Thanet Coast Project in managing Thanet's North East Kent European marine sites.</li> </ul>
Improving the quality and community use of parks and open spaces.	<ul style="list-style-type: none"> <li>• Encourage community and voluntary groups to take on the management and improvement of open spaces.</li> </ul>

# Theme 4: Quality Housing

## What does this mean?

<b>Balanced housing markets:</b>	Reducing the amount of private rented accommodation in Cliftonville.
<b>Housing for all:</b>	Ensuring that housing supply meets local demand, particularly affordable housing, helping to reduce levels of homelessness.
<b>Safe and secure homes:</b>	Improving the quality of homes across the district, ensuring they meet the needs of their households and reducing fuel poverty.
<b>A quality landlord:</b>	Delivering a quality service as landlord to council housing tenants.

## Why is this important?

- The imbalance in Thanet's housing markets is particularly bad in certain wards where in excess of 59% of properties are privately rented;
- There are over 4,500 people on the housing register, but under 800 lettings annually;
- 450 households applied to the council as homeless between April and September 2009;
- Around 43% of private homes in Thanet are failing to meet the decent homes standard. Many have poor heating and insulation, potentially leading to increased deaths over the winter;
- There is a huge demand for Disabled Facilities Grants in Thanet with approximately 240 referrals made each year;
- The council is responsible for the management of around 3,000 council homes, with the majority located in some of the most deprived wards in Thanet.
- There were 2,739 empty properties in the district as of March 2010 including 1550 that have been empty for more than 6 months.

## What are we going to do?

### Key projects

Project Title	Partnership Connections	Start Date	Finish Date
Support the Margate Renewal Programme by developing a programme to change the nature of the housing market in Cliftonville, reducing the number of HMOs and increasing levels of home ownership.	KCC, Homes and Communities Agency, Registered Social Landlords	Apr 2009	Mar 2012
Deliver 280 new affordable homes between 2008 and 2011.	Homes and Communities Agency, RSLs, Planning Officers	Apr 2008	Mar 2011
Review the allocations policy to ensure priority is given to local people, discouraging the inward migration of vulnerable households into the area.	Supporting People	Apr 2009	Mar 2011
Establish a vehicle for the joint management of council housing in East Kent.	East Kent Local Authorities, Tenants	Apr 2008	Apr 2011

### Key commitments

The Council is committed to...	...and will...
The improvement of housing conditions and reduction of fuel poverty for vulnerable households.	<ul style="list-style-type: none"><li>• Continue to use enforcement and loans to improve poor quality accommodation.</li></ul>



# Theme 5: Healthy Communities

## What does this mean?

<b>Healthy living:</b>	Encouraging and enabling people across all sections of the community to make healthier lifestyle choices in relation to sport, leisure, recreation, travel and work.
<b>Active citizenship:</b>	Making sure local people have the opportunity to get involved in the development of their local communities and the district as a whole.
<b>Sustainable neighbourhoods:</b>	Ensuring that people take pride in their local neighbourhoods and get along with people from different backgrounds.
<b>Reducing health inequalities:</b>	Ensuring that all local people can enjoy the same high standard of health and well-being, regardless of the area in which they live.

## 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 9 years more than in Cliftonville West;
- Adult participation in sport in Thanet is lower than the Kent average;
- The population of Thanet is becoming more diverse with an increased number of people from minority ethnic groups settled in the area.
- Satisfaction with the area as a place to live is low compared to other parts of the country;
- A high proportion (66% in 08/09 Place Survey) of local people are dissatisfied with their opportunities to get involved in local decision making;
- A low proportion of local people think that people from different backgrounds get on well together.
- 55% of local people feel no strong sense of belonging to the area

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Develop a targeted programme for improving play facilities and events across the district.	Big Lottery Fund	Apr 2008	Mar 2011
Support the Margate Renewal Programme by implementing the Margate Task Force, overseen by a Cabinet Committee, to join up public services in Margate and Cliftonville.	Primary Care Trust Kent County Council	Apr 2007	Dec 2010

### Key commitments

The Council is committed to...	...and will...
The reduction of health inequalities within the District.	<ul style="list-style-type: none"><li>Continue to support the PCT's triple aim initiative in Cliftonville and make a positive contribution to the work of the multi-agency Health and Well-Being Group, including active involvement in projects to reduce smoking levels and teenage pregnancy in Thanet.</li></ul>

# Theme 6: Modern Council

## What does this mean?

- Managing finance:** Ensuring that we are achieving good value for money as financial resources become more stretched from year to year.
- Governing the business:** Ensuring that the processes and information we use to manage our business enable us to deliver our services properly whilst fulfilling our legal and statutory duties.
- Managing resources:** Managing staff, assets and natural resources to ensure that we deliver the best possible value for money for our residents.
- 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.
- Managing performance:** Ensuring that we have chosen the right priorities and are able to deliver them.

## 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 above would result in significant risks to the council. The Modern Council theme focuses on the role of support services such as IT, Human Resources, Financial Services and Communications without which the council would not be able to operate.

## What are we going to do?

### Key Projects

Project Title	Partnership connections	Start Date	Finish Date
Develop the Council's finance system and processes to streamline the purchase to pay cycle to improve efficiency.		April 2010	September 2010
Review face to face service delivery across Thanet.	KCC, NHS, Police, Pas de Calais and all Kent authorities	Dec 2008	Mar 2012
Deliver the first tranche of shared services within the East Kent Shared Service Programme.	Other East Kent District Authorities	Apr 2010	Mar 2011
Implement the Accommodation Strategy reducing the number of buildings used to house staff.		Sep 2007	Dec 2010
Implement the Climate Change Strategy and action plan in line with the national carbon agenda.		Sep 2008	Apr 2011
Develop a communications strategy to improve communication methods with our members, residents and staff.		Jan 2009	Mar 2011
Develop the council's priorities for 2011 onwards in the context of new government initiatives and financial restrictions following the 2010 general election.		Apr 2010	Mar 2011

### Key commitments

The Council is committed to...	...and will...
Consulting with and involving residents in its activities in accordance with the duty to involve.	<ul style="list-style-type: none"> <li>• Ensure that the Residents' Panel continues to be an effective mechanism for eliciting the views of local people;</li> <li>• Make maximum use of the web for consultation including more interaction, better usability and innovative use of banners to encourage more people to respond;</li> <li>• Deliver major consultations for the council e.g. asset management.</li> </ul>