

**ENVIRONMENT AND REGENERATION POLICY
OVERVIEW COMMITTEE**

Tuesday, 20th January, 2009

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Members are asked to bring with them to the meeting their copy of the draft budget circulated on 7 January 2009





AGENDA

ENVIRONMENT AND REGENERATION POLICY OVERVIEW COMMITTEE

Tuesday, 20 January 2009 at 10.00 am Ask for: Theresa Grayell
Darent Room, Sessions House, County Hall, Telephone 01622 694277
Maidstone

Tea/Coffee will be available 15 minutes before the meeting

Membership (15)

Conservative (10): Mr R A Pascoe (Chairman), Mr M J Angell, Ms S J Carey,
Mr M J Harrison, Mr C Hibberd, Mr R E King, Mr R L H Long, TD,
Mr R F Manning, Mr R J Parry and Mrs P A V Stockell

Labour (4): Mr R Truelove (Vice-Chairman), Mr J I Muckle, Mr R J E Parker and
Mr A R Poole

Liberal Democrat (1): Mr D S Daley

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

Item No

A. COMMITTEE BUSINESS

- A1 Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this meeting
- A3 Minutes of the Meeting held on 6 November 2008 (Pages 1 - 6)
- A4 Notes of the Informal Member Group on the Medium Term Plan held on on 24 November 2008 (Pages 7 - 8)

B. ITEMS FOR DISCUSSION

- B1 Portfolio Holders' Updates
- B2 Financial Monitoring Update, 2008/09 (Pages 9 - 24)
- B3 Budget 2009/10 and Medium Term Financial Plan 2009/12 (Pages 25 - 32)

Members are asked to bring with them to the meeting their copy of the draft budget circulated on 7 January 2009

- B4 Half Year Business Plan Monitoring 2008/09 (Pages 33 - 44)
- B5 Kent Highway Services – Performance Management – Measuring Success (Pages 45 - 62)
- B6 Equalities in Environment and Regeneration Directorate - Annual Report (Pages 63 - 68)
- B7 Environment and Regeneration Risk Register 2009/10 (Pages 69 - 102)

C. SELECT COMMITTEE UPDATE

- C1 Select Committees - update (Pages 103 - 130)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services and Local Leadership
(01622) 694002

Monday, 12 January 2009

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL**ENVIRONMENT AND REGENERATION POLICY OVERVIEW
COMMITTEE**

MINUTES of a meeting of the Environment and Regeneration Policy Overview Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 6 November 2008.

PRESENT: Mr R A Pascoe (Chairman), Mr R Truelove (Vice-Chairman), Mr M J Angell, Ms S J Carey, Mr D S Daley, Mr M J Harrison, Mr C Hibberd, Mr R L H Long, TD, Mr R F Manning, Mr J I Muckle, Mr R J E Parker, Mr R J Parry, Mr A R Poole and Mrs P A V Stockell

ALSO PRESENT: Mr K G Lynes and Mr K A Ferrin, MBE

IN ATTENDANCE: Mrs S Barton (Strategic Projects And Business Development Manager), Mrs C Bruce (Interim Director Kent Highway Services), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Dr L Davies (Director, Environment & Waste), Mr R Hallett (Directorate Finance Manager), Mr A Loft (Director Of Resources), Miss E Holliday (Team Leader Natural Environment & Coast), Mr N Sarrafan (County Transport & Development Manager), Mr D Thomas (Business Improvement Manager) and Ms D Fitch (Assistant Democratic Service Manager (Policy Overview))

UNRESTRICTED ITEMS**97. Minutes of the meeting held on 25 September 2008**

(Item A3)

RESOLVED that the minutes of the meeting held on 25 September 2008 are correctly recorded and that they be signed by the Chairman.

98. Portfolio Holders' Updates

(Item B1)

(1) Mr Ferrin gave an update on the staffing changes and interim arrangements within the Directorate. He specifically explained the role of Mr Hobbs, Director of Highway Services Improvement. The other issues mentioned was that the draft of the third Thames Crossing report had been received and a number of points were being clarified. Members made comments and asked questions which included the following:-

- Mr Ferrin explained that Mr Hobbs' mission was to look at the way that things were done and to recommend a series of improvements to enable them to be carried out better in future. Once there was an agreed direction of travel he would be expected to take things forwards and manage the agreed processes.

- The importance of having officers in place who had direct experience of the service they were responsible for providing. Mr Ferrin gave an assurance that officers in interim roles had appropriate experience.

(2) Mr Lynes, reminded Members that he was now 8 weeks into his new role and gave an update and answered questions from Members on the following issues :-

- Regeneration Strategy (including relationships with District Councils and the impact of the economic downturn).
- Meetings with District Council colleagues and other organisations
- Kent Property Market Annual Review
- Tourism South East awards
- EuroKent
- Rendezvous Site
- Ashford Special Purpose Vehicle

(3) The Committee asked for their thanks to be recorded to officers for their excellent work on the South East Plan and for producing such a strong and robust response.

(4) Officers agreed to supply information on the London Array, Local Strategic Partnerships and the upgrading of Maidstone, and other railway stations in Kent.

(5) RESOLVED That the updates be noted

99. Kent Regeneration Fund

(Item B7)

(1) The Committee received a report presented by Mr Hallett on the 2007-08 Kent Regeneration Fund project progress update and confirmed arrangements for continuation of the fund. Members asked questions and made comments which included the following:-

- In response to a question Dr St Clair Baker undertook to let Members have the evidence for the claim that there had been an increase in income from Tourism (Paragraph 3 (3) refer).
- Regarding whether Fastrack would qualify for funding under the criteria, Mr Lynes agreed that discussions need to be held to see how to take this forward.
- Clarification was given that the funding shown in the report was from the regeneration fund, once a scheme that had been funded from this source was allocated money in the base budget it no longer appeared in this report.

(2) RESOLVED That the Kent Regeneration Fund progress schedules to 31 March 2008 and the realignment of the Kent Regeneration Fund under revised criteria linked to the forthcoming KCC Regeneration Strategy be noted.

100. Financial Monitoring Update 2008/09

(Item B2)

(1) Mr Hallett updated the on the financial position in the current year. The report circulated with the agenda gave a brief summary of the developments on the budget since the 1st quarter financial monitoring that was included in the papers for the September meeting of this Committee.

(2) Members of this committee were invited to note and comment upon this report and a question relating to the proportion of household waste was answered and the figures explained.

(3) RESOLVED that the report be noted

101. Medium Term Plan 2009-10 TO 2011-12

(Item B3)

(1) The Committee had before it an update report on the Autumn Budget Statement report to Cabinet on 15 September 2008 and any later announcements by Government departments. This was a strategic summary of the service enhancements and savings proposals for the next three years for the functions that the committee overviews.

(2) The Chairman invited the Committee to consider whether they wished to establish an Informal Member Group to look in detail at this report and to report back to the January meeting of the Committee.

(3) RESOLVED that an Informal Member Group (IMG) be established to look in detail at the Environment and Regeneration Directorate's MTP, the Membership of the IMG to be Mr Daley, Mr Hibbard, Mr Manning, Mr Muckle and Mr Parry.

102. Adoption of High Weald and Kent Downs Area of Outstanding Natural Beauty (AONB) Management Plans

(Item B4)

(2) Dr Davies presented a paper which provided an overview of the revised AONB Management Plans for the Kent Downs and High Weald. Under the terms of the Countryside and Rights of Way (CROW) Act 2000 (part IV Section 89), Kent County Council and its local authority partners had a statutory duty to act jointly to prepare and review the Management Plans for AONBs.

(3) She explained that was the first review of the AONB Management Plans, which this council adopted in 2004 and strongly reflected the original adopted plan. The statutory deadline for adoption and publication of the Revised AONB Management Plans is April 1st 2009. The plan will be submitted to Cabinet for adoption in December 2008. The formal date for the adoption, by all authorities, of the Kent Downs AONB Management Plan and High Weald AONB Management Plan

is set at 27th February 2009. In future years it was anticipated that this plan would form part of the Councils Policy Framework.

(4) Member asked a number questions in relation to the plan and its status which were answered by Dr Davies.

(5) The Committee congratulated officers on the hard work that they had put into producing and gaining approval for these plans.

(6) RESOLVED that the Committee support the adoption by Cabinet of first revision of the Kent Downs AONB Management Plan and High Weald AONB Management Plan, in fulfilment of its statutory duties under the Countryside and Rights of Way Act.

103. Allington Incinerator and Waste - progress report *(Item B5)*

(1) Mrs Barton updated Members in the current situation regarding the Allington Incinerator and the tests being carried out prior to it being taken over by Kent Enviropower. The results of the take over tests would be known shortly but, so far there did not appear to be anything adverse. If the takeover tests were not successful they would be run again, there was no risk for KCC if a delay occurred.

(2) Mr Ferrin undertook to ensure that Members were supplied with the results of the test and, if they were not successful, the timescale for re running them.

(3) RESOLVED that the oral report be noted.

104. Kent Highway Services – Performance Management – Measuring Success *(Item B6)*

(1) Mrs Bruce introduced the report which updated the Committee on how performance was managed in KHS and the current levels of service, circulated was the latest monthly performance report from the Alliance Board. She highlighted priority areas for improvement and invited Members to ask questions and make comments. The issues raised included the following:-

- Clarification was given of the roles of the Alliance Board and their Executive Board and working relationship between them.
- The point was made that this report was more about measuring performance than measuring success,
- Need to change the culture of the service to a “can do” approach.
- In response to a question on the Ashford Depot, Members were assured that all the building blocks for success were in place.
- The issue of street lighting and the contract with EDF was raised.
- Slowness in responding to complaints and a request that Members be kept informed of complaints in their area.

(2) Mrs Bruce stated that she was happy to discuss aspects of the report with Members outside of the meeting.

(3) RESOLVED that the comments made by Members be noted and this item be considered at each meeting of the POC with Members being send this monthly report between meetings.

105. Highway Adoptions – Cold Case Project

(Item B8)

(1) Mr Sarrafan presented a paper provides Members with an overview of the Highway Adoption Cold Case Project. The report set out the background to the project and also contained an Appendix which listed all cases pre 2005. He emphasised the importance of resolving these cases as soon as possible.

(2) It was suggested that in relation to paragraph 5 – adoption – the certificate should be countersigned by the landowner or developer.

(3) RESOLVED that the report be noted.

106. Select Committee - update

(Item C1)

(1) The Committee received a report which updated them on the Select Committees on Passenger Rail Services in Kent and Flood Risk.

(2) Miss Carey, on behalf of the Select Committee on Passenger Rail Services in Kent, asked that their thanks be recorded to officers for their support to the Select Committee on Passenger Rail Services.

(3) RESOLVED that the work of the Select Committee for Future Rail Services and the reconvened Select Committee for Flood Risk be noted.

This page is intentionally left blank

KENT COUNTY COUNCIL

ENVIRONMENT AND REGENERATION POLICY OVERVIEW COMMITTEE

Medium Term Plan 2009-10 to 2011-12

NOTES of a meeting held at Sessions House, County Hall, Maidstone on Monday, 24 November 2008.

PRESENT: Mr R Truelove (Chairman), Mr C Hibberd, Mr R F Manning and Mr R J Parry.

IN ATTENDANCE: Mr R Hallett, Directorate Finance Manager and Mrs C A Singh Democratic Services Officer.

Apologies: Mr D S Daley.

1. Medium Term Plan (MTP) 2009-10 to 2011- 2012

(1) Mr Truelove agreed with the Members how they would proceed in discussing the MTP report which Members highlighted had already been discussed at the last meeting of the Environment and Regeneration POC on 6 November 2008 (Item B3). The Chairman asked Mr Hallett to introduce the report.

(2) Mr Hallett gave Members a brief update highlighting the pressures and priorities for the Directorate. He also spoke of the implications of the national economic challenges with inflation and deflation.

(3) The Members then asked questions on specific areas of the budget which included the following comments and suggestions:

- Members felt that it was important that the Kent Regeneration Strategy was transparent in what was required in line with 2010.
- There is no reference to the Climate Change Strategy and the contribution that Environment and Regeneration is making to this. There needs to be cross directorate commitment to tackle Climate Change.
- Priority should be given to improving and maintenance of the fabric of what we already have. The core services of Highways should be given priority.
- There will need to be flexibility by KCC in managing the budget which may need to change mid year with the possibility of opportunities which may arise through; falling inflation, extra capital funding and lobbying the Government. It would be necessary to have a contingency plan.
- There may be one off opportunities to help small businesses
- Members asked Mr Hallett to report back on whether we are getting Value for Money with Ringway and Jabobs.
- Members asked for comparable measures when referring to roads and footways
- Members felt that there was an issue with the ongoing cost and availability with the Freedom Pass and buses for uneconomic routes. Members requested a demographic breakdown of those using the Freedom Pass.
- There needed to be a transparent direct link with the Economic Development Strategy to the services of; Locate in Kent, Produced in Kent and Visit Kent. Are

we getting Value for money? Are they delivering our objectives? Who was monitoring this?

- Members felt that it was appropriate to have a County wide; Kent Regeneration Strategy as well as a County wide Strategy for Environment and for Regeneration.
- Members suggested that there needed to be a skills education and training to regeneration which needed to be embedded into all directorates and proposed that the Children, Families and Education and Environment and Regeneration Directorates work closer together to move this forward.

Conclusions

(1) Members felt that the MTP service Priorities and objectives were right for Environment, Highways and Waste, although Climate Change had been included.

(2) Members unanimously endorsed the proposals to deal with the priorities and pressures for Kent Highway Services and noted the intention to invest in footways.

Members were not supportive of making any savings through turning off street lights.

(3) Members suggested that there were savings to be found on the current Waste contracts though adjustments and renegotiation and on those contracts due to be renewed.

(4) Members were generally supportive of the Freedom Pass rolling out.

(5) Members specifically said that they did not want to propose Bus capitalisation.

(6) Members suggested that the electricity contract with EDF needed to be renegotiated.

(7) Members felt the £400k allocated to road improvements and traffic management for the Open Golf championship in Sandwich was a non essential and needed to be rescinded.

(8) Members suggested deferring the £500k for Congestion Management.

(9) Members gave support to deferring the 10 year update of the Land Use and Development Survey to 12 years.

(10) Members gave their support to the reduction in the Resources staffing budget of £250k. This will be achieved by approximately 8 posts which are vacant at present remaining so unless they are deemed as essential.

(11) Members requested a review/challenge on the funding allocated to; Locate in Kent, Produced in Kent and Visit Kent with a view to reducing their funding.

(12) Members requested that any funding saved from Locate in Kent etc should be allocated to training and Kent Apprenticeship.

(13) There was general support for the rural regeneration agenda especially in the current economic climate

By: Keith Ferrin, Cabinet Member - Environment, Highways & Waste
Kevin Lynes, Cabinet Member – Regeneration
Richard Hallett, Directorate Finance Manager, Environment & Regeneration

To: Environment & Regeneration Policy Overview Committee – 20 January 2009

Subject: Financial Monitoring Update 2008/09

Classification: Unrestricted

Summary: To update the Committee on the financial position in the current year.

Introduction

1. The 2nd quarter financial monitoring which has been reported to Cabinet is included with the papers for this meeting. Significant variations since this report was made are set out below:

Revenue

2. The underspend for the EH&W portfolio has increased by a further £0.4m since the 2nd quarter monitoring return. This is due to the Allington waste to energy plant not being operational for November while the results of the testing were being examined. The saving, as discussed in previous reports, results from the differential between the current disposal costs at the waste to energy plant and those for landfill. This differential is currently a saving of approximately £16 for every tonne that is diverted to landfill, but this option is not sustainable in the long run due to increasing landfill taxes and restrictions in the allowances.
3. There has been no significant revenue movement on the RS&I portfolio

Capital

4. There have been some changes on the EH&W capital forecasts since the 2nd quarter report, due to a number of rephasings. The most significant of these are:
 - The Wetland creation - £500k will need to be rephased into 2009-10 due to difficulties in negotiation with the land owner. Agreement may not be reached on the identified site.
 - The energy and water investment fund will need to rephase £652k into 2009-10 as a result of the projects not being deliverable by the end of the financial year.
 - The Rushenden link road major scheme is being retendered. This will delay the start of the project and therefore a further £350k will need to be rephased into 2009-10.
 - The Kent Thameside strategic programme is the major road build to support the growth area. There have been delays in agreeing funding with Government and therefore £795k will need to be rephased into Page 9

5. There have also been some changes to the R&SI capital forecasts since the 2nd quarter report. The most significant of these are:
- The empty property initiative will not use £383k of its original allocation for 2008-09. This is a result of the general down turn in property development.
 - In the 2nd quarter monitoring it was reported that £1.5m of the £2.5m regeneration fund was being rephased into 2009-10. The remaining £1m regeneration fund has been allocated as £350k to the Dover Sea change project and £210k to Gravesend Old Town Hall community project. This leaves a further £440k to be rephased into the new financial year.
 - Phase 1 of the Gravesend Old Town Hall project will underspend by £238k as some of the original contingency will remain unspent at the end of this phase of the project. However, costs for phase 2 of the scheme are predicted to go up by £177k due to additional strip out and refurbishment work, but this includes some additional contingency for unforeseen circumstances.

Recommendation

6. Members of this committee are invited to note and comment upon this report.

Contact Officer:

Richard Hallett 01622 69(4035), richard.hallett@kent.gov.uk

ENVIRONMENT & REGENERATION DIRECTORATE SUMMARY

OCTOBER 2008-09 FULL MONITORING REPORT

1.1 REVENUE

1.1.1 All changes to cash limits are in accordance with the virement rules contained within the constitution, with the exception of those cash limit adjustments which are considered "technical adjustments" i.e. where there is no change in policy, including:

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- The inclusion of new 100% grants (i.e. grants which fully fund the additional costs) awarded since the last full monitoring report. These are detailed in Appendix 2 to the executive summary.
- Cash limits have also been adjusted since the last full monitoring report to reflect a number of technical adjustments to budgets, including the transfer of the Local Involvement Networks budget from Public Health portfolio to Environment, Highways & Waste portfolio.

1.1.2 **Table 1** below details the revenue position by Service Unit:

Table 1

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment, Highways & Waste portfolio							
Kent Highways Services	59,540	-6,306	53,234	2,957	0	2,957	Pressures on traffic management act (£655k one-off set up), increased NOMU activity (£200k) and vegetation control (£700k). Plus invest to save (£1400k)
Public Transport Contracts	14,524	-669	13,855	-900	0	-900	Cost increases on bus contracts held down and Freedom Pass costs lower than estimates
Waste Management	66,760	-1,158	65,602	-2,670	-560	-3,230	Gross: Diversion to landfill while Allington off-line and reduced tonnage. Income: recycling and "operation cubit"
Environmental Group	8,140	-4,000	4,140	200	0	200	Country parks
Transport Strategy	617	0	617	0	0	0	
Strategic Management, Finance, Performance & Information & Analysis Group	7,273	-462	6,811	-490	0	-490	IT (£190k) and underspend on MIDAS replacement (£300k) - will need to be carried forward
Total E, H & W	156,854	-12,595	144,259	-903	-560	-1,463	
Regeneration & Supporting Independence portfolio							
Regeneration & Projects	6,540	-1,118	5,422	-50	0	-50	Bio fuel project
Economic Development	3,147	-991	2,156	-25	0	-25	Vacancy
Planning & Development	1,100	-46	1,054	-60	0	-60	Vacancies
Planning Applications	1,477	-468	1,009	-240	0	-240	Further delays on Shaw Grange remedial work - will need to roll into new year
Total Regen & SI	12,264	-2,623	9,641	-375	0	-375	
Total Directorate Controllable	169,118	-15,218	153,900	-1,278	-560	-1,838	
Assumed Management Action:							
- EH&W portfolio						0	
- R&SI portfolio						0	

1.1.3 Major Reasons for Variance:

Table 2, at the end of this section, details all forecast revenue variances over £100k. Each of these variances is explained further below:

Environment, Highways & Waste portfolio:

1.1.3.1 Waste Management:

- There is a one-off saving of £1.1m from the waste to energy plant at Allington not being operational during the first few months of the financial year. This saving results from 73,000 tonnes of waste at approximately £16 per tonne being diverted to landfill (which is currently a cheaper option but not sustainable in the long run due to increasing landfill taxes and restrictions in the allowances).
- Waste tonnage continues to be down on last year's actuals and this year's targets. This has resulted in predicted savings of about £1.6m. Further waste savings will be achieved if tonnage reduction exceeds the -2% (compared to the affordable level) forecast for the rest of this year (on which this forecast is based). Each further 1% reduction produces a saving of around £440k.
- As discussed in the last exception report, income from the sale of recyclable materials is expected to exceed original forecast. This is as a result of the higher prices for raw materials currently being experienced in the general economy, although this may tail off in the coming months as the economy continues to slow and demand falls. However, we still expect to exceed target by just over £300k.
- We are also achieving additional income (£236k) from "Operation Cubit" which is a partnership with District Councils, Police and Fire to tackle untaxed and unwanted vehicles.

1.1.3.2 Country Parks have an inherent budget problem of about £0.2m. This has been brought about by under investment in an adequate maintenance programme (leading to health and safety issues) and taking on Lullingstone park and the loss-making Canterbury environment centre. The Country Parks service is currently reviewing all of its activity and looking to make efficiencies where possible. They are also trying to increase income generation but without some capital investment, this strategy is limited. An MTP capital bid has been submitted in order to invest in facilities that will encourage people to attend the parks and to spend money while they are there. £800k of this bid has been accepted for each of the next three years, and now forms part of our medium term capital proposals.

1.1.3.3 There are several new pressures to declare on the Kent Highways Service. These have resulted from additional Network Operation Management Unit (NOMU) activity (£202k), which are the general road crews that fix minor highway repairs such as potholes; from increased vegetation control (£700k) and one-off costs of implementing the permit scheme from the Traffic Management Act (£655k). The NOMU increases have been part of the drive to respond to customer service requests and the vegetation increases as a result of focusing NOMU crews more on potholes. In addition there will be £1.4m of spend on Invest to Save projects, as agreed by Cabinet in September. Further details are provided in paragraph 1.1.3.6.

1.1.3.4 There is a significant underspend on the public transport group, which partly offsets the pressures on highways maintenance. This has resulted from the Unit working in partnership with the bus companies to keep the costs of supporting socially necessary but uneconomic bus services and the Freedom Pass below the original estimates.

1.1.3.5 There are two underspends on the Resources division one resulting from an underspend against one-off IT money (£190k) and the other from specific roll-forward from 2007-08 for the MIDAS financial and management information system replacement project (£300k). Due to the phasing of the MIDAS replacement project, £300k of the £450k rolled forward from 2007-08 will be required to roll forward to 2009-10 to meet the commitments on the project.

- 1.1.3.6 After offsetting all of the portfolio pressures against the £3.2m waste savings, and allowing for the £300k re-phasing of the MIDAS replacement project to be rolled forward, there is a residual underspend of £2.6m. Cabinet has agreed that £1.4m of this one-off money can be used to fund invest to save schemes within KHS, which will be needed to help address the MTP inflation issues within the portfolio (for waste, highways maintenance, energy and transport inflation). Of the two original invest to save schemes being worked up, the street lighting proposals are nearly complete and we are formally requesting a virement from Waste to KHS for this purpose. The other scheme for paying off coastal protection loans to save on interest payments will be held in abeyance and brought forward if further waste underspends can be utilised. The savings from the street lighting project are part of the portfolio's medium term plan proposals. The remainder of the underspend will be held to assist, if necessary, with any Countywide pressures that arise during 2008-09 or will be rolled forward to assist with pressures within the EH&W portfolio in 2009-10.
- 1.1.3.7 The LASER team is working hard to keep the increase in energy costs to a minimum. KHS have budgeted for a substantial rise in electricity costs for street lights and traffic signals from October of this year. By changing their method of procuring electricity, Commercial Services are optimistic that costs will not rise as much as the budget provision, so some savings may be available against the £6m energy budget. This will be clarified over the coming months and will depend on the prices LASER is able to secure in the short term markets.

Regeneration & Supporting Independence portfolio:

- 1.1.3.8 There are some small underspends coming through on this portfolio from vacancies in the Economic Development (£25k) and Planning budgets (£60k). There is also a likely underspend on the bio-fuel project within Regeneration and Projects (£50k).
- 1.1.3.9 The Shaw Grange remedial work will not happen again this year and will cause an underspend of £240k in the Planning Applications section. This "saving" will need to be rolled forward into 2009-10 to meet our commitment on this.

Table 2: REVENUE VARIANCES OVER £100K IN SIZE ORDER

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Invest to save schemes within KHS to address MTP issues	+1,400	EHW	Reduced waste tonnage	-1,580
EHW	Vegetation control	+700	EHW	Diversion to landfill while Allington waste to energy plant off-line	-1,100
EHW	One-off costs of implementing the permit scheme from the Traffic Management Act	+655	EHW	Public transport including Freedom pass	-900
EHW	Increased Network Operation Management Unit (NOMU) activity	+202	EHW	Recycling income	-314
EHW	Country parks	+200	EHW	MIDAS financial and management information system replacement project phasing	-300
			RSI	Shaw Grange remedial works phasing	-240
			EHW	Additional income from "Operation Cubit" (partnership project to tackle abandoned vehicles)	-236
			EHW	Reduction on anticipated IT transformation spend	-190
		+3,157			-4,860

1.1.4 Actions required to achieve this position:

N/A

1.1.5 Implications for MTP:

Although the inflation issues affecting KHS, Public Transport and Waste have been met through allocation from the one-off corporate contingency for 2008-09, these will need to be addressed in the base budget for the 2009-12 MTP. There will be a double impact on the MTP price allocations, firstly to address the base shortfall from 2008-09 and secondly to top up the allowances to take account of the difference between the existing MTP inflation estimates and those that are now prevalent. This is currently estimated to produce significant additional pressures on the EH&W portfolio of over £6m in 2009-10 in order to maintain current service levels, however fuel and energy prices seem to be reducing, which, if this is maintained will relieve some of this pressure.

It has been agreed that we will invest £1.4m of our underspend to produce future savings to assist with meeting the MTP inflation pressures.

1.1.6 Details of re-phasing of revenue projects:

The following projects are re-phasing into 2009-10:

- MIDAS finance system replacement - £300k (EHW)
- Shaw Grange remedial work - £240k (RSI)

1.1.7 Details of proposals for residual variance: [eg roll forward proposals; mgmt action outstanding]

The underspend for the Directorate is currently £1.838m, as shown in table 1. After taking into account the £0.540m of re-phasing of the MIDAS replacement and Shaw Grange projects detailed in section 1.1.6 above, we are left with an underspend of £1.298m which will be held to assist, if necessary, with countywide pressures during 2008-09 or will be rolled forward to support pressures in the 2009-10 budget.

1.2 CAPITAL

1.2.1 All changes to cash limits are in accordance with the virement rules contained within the constitution and have received the approval via the Leader or relevant delegated authority.

The revised capital cash limits agreed by Cabinet on 13 October 2008 are now being used for monitoring purposes and are reflected in this report. However, these differ from the cash limits shown in appendix 3 of the October Cabinet report, as the cash limits reflected in this report only include those projects starting in the current or previous years, whereas the cash limits approved by Cabinet in October also include projects due to start in future years of the 2008-11MTP.

In addition to the changes agreed by Cabinet on 13 October, there have been a number of further changes to the capital cash limits as follows:

	2008-09
	£000s
<u>Environment, Highways & Waste portfolio:</u>	
▪ Reduction in Department of Transport grant to reflect final grant settlement for Improvements to Public Transport Infrastructure	-333
▪ Increased developer contributions for Everards Link Phase 2	90
▪ Additional GAF3 grant for Ashford Ring Road	46
▪ Increased developer contributions Ashford Newtown Road Bridge Scheme	91
<u>Regeneration & Supporting Independence portfolio:</u>	
▪ Additional Interreg grant for Forthill de-dualling project	32

1.2.2 **Table 3** below provides a portfolio overview of the latest capital monitoring position.

	Prev Yrs £000s	2008-09 £000s	2009-10 £000s	2010-11 £000s	Future Yrs £000s	TOTAL £000s
Environment, Highways & Waste Portfolio						
Budget approved at Oct Cabinet	88,666	78,294	93,655	108,636	180,420	549,671
Adjustments:						
- Public Transport Infrastructure		-333				-333
- Everards Link Ph2		90				90
- Ashford Ring Road		46				46
- Ashford Newtown Road Bridge		91				91
Revised Budget	88,666	78,188	93,655	108,636	180,420	549,565
Variance		-4,367	-711	790	5,201	913
split:						
- real variance		+20	0	0	+893	+913
- re-phasing		-4,387	-711	+790	+4,308	0
Regeneration & Supporting Independence Portfolio						
Budget approved at Oct Cabinet	5,969	14,039	8,264	2,420	0	30,692
Adjustments:						
- Forthill de-dualling		32				32
Revised Budget	5,969	14,071	8,264	2,420	0	30,724
Variance		-1,500	1,500			0
split:						
- real variance		0	0	0	0	0
- re-phasing		-1,500	+1,500	0	0	0
Directorate Total						
Revised Budget	94,635	92,259	101,919	111,056	180,420	580,289
Variance	0	-5,867	789	790	5,201	913
Real Variance		+20	0	0	+893	+913
Re-phasing		-5,887	+789	+790	+4,308	0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2008-09 and identifies these between projects which are:

- part of our year on year rolling programmes e.g. maintenance and modernisation;
- projects which have received approval to spend and are underway;
- projects which are only at the approval to plan stage and
- projects at preliminary stage.

The variances are also identified as being either a real variance i.e. real under or overspending which has resourcing implications, or a phasing issue i.e. simply down to a difference in timing compared to the budget assumption.

Each of the variances in excess of £1m which is due to phasing of the project, excluding those projects identified as only being at the preliminary stage, is explained further in section 1.2.4 below.

All real variances are explained in section 1.2.5, together with the resourcing implications.

Table 4: CAPITAL VARIANCES OVER £250K IN SIZE ORDER

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Stage
			£'000s	£'000s	£'000s	£'000s
Overspends/Projects ahead of schedule						
EHW	Highway Maintenance	real	+1,097			
			+1,097	+0	+0	+0
Underspends/Projects behind schedule						
EHW	East Kent Access Rd Ph 2	phasing			-4,437	
RSI	Regeneration Fund	phasing			-1,500	
EHW	Intergrated Transport	real	-1,357			
			-1,357	0	-5,937	0
			-260	0	-5,937	0

1.2.4 Projects re-phasing by over £1m:

1.2.4.1 East Kent Access Road Phase 2 – slippage £4.437 million

This scheme is designed to deliver improved economic performance for east Kent. It has slipped by £4.437million, representing 6.3% of the total value of the scheme. It has been delayed in starting by 6 months because of the difficulties encountered in purchasing an additional small area of land for relocation of a sub-station for EDF Energy. There will be no impact on the completion date because every effort is being made to mitigate the programme slippage by continuing with the procurement process. This will therefore run in parallel with the Government Funding approval process, which ultimately requires real tender price rather than current scheme estimate. We are aiming to achieve full approval of funding by May 2009. There are no direct service implications of this delay but it might increase the scheme cost due to increases in construction inflation. The financial implications for KCC of this delay may be in the region of £0.644m (which represents 25% of the overall cost increase above the original £64m government approval for the scheme, less the £1.1m prudential borrowing already approved for this scheme). However construction inflation is very turbulent at the moment and this estimate may prove to be overstated. If the additional cost is real and the increased construction inflation cannot be resisted, this will result in a prudential revenue contribution from E&R of £0.644m. The revised phasing of this scheme is as follows:

East Kent Access Road phase 2

	Prior Years	2008-09	2009-10	2010-11	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	0	4,700	22,053	26,955	16,373	70,081
Forecast		263	21,392	27,745	21,574	70,974
Variance	0	-4,437	-661	+790	+5,201	+893
FUNDING						
Budget:						
prudential					1,100	1,100
prudential/revenue						0
grant		4,700	22,053	26,955	15,273	68,981
TOTAL	0	4,700	22,053	26,955	16,373	70,081
Forecast:						
prudential					1,100	1,100
prudential/revenue					644	644
grant		263	21,392	27,745	19,830	69,230
TOTAL	0	263	21,392	27,745	21,574	70,974
Variance	0	-4,437	-661	+790	+5,201	+893

1.2.4.2 Regeneration Fund – slippage £1.5 million

This scheme is designed to facilitate the regeneration of areas of Kent that are in particular need and where investment by KCC can lever in substantial external funding and can make a significant impact. It has slipped by £1.5m representing 30% of the total value of the scheme. There are a number of schemes in the pipeline for which this funding is earmarked but the projects are normally entered into with other partners and the timing of delivery therefore will be dependent on a number of external factors including funding availability. There is no service impact on KCC from the delay of these schemes, but obviously the effects of the intended regeneration will take longer to be realised. There are no financial implications from this delay. Revised phasing of the scheme is now as follows:

Regeneration fund

	Prior Years	2008-09	2009-10	2010-11	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	0	2,500	2,500	0	0	5,000
Forecast		1,000	4,000	0	0	5,000
Variance	0	-1,500	+1,500	0	0	0
FUNDING						
Budget:						
prudential		2,500	2,500			5,000
TOTAL	0	2,500	2,500	0	0	5,000
Forecast:						
prudential		1,000	4,000			5,000
TOTAL	0	1,000	4,000	0	0	5,000
Variance	0	-1,500	+1,500	0	0	0

1.2.5 Projects with real variances, including resourcing implications:

An overspend of £20k on Design Fees for Smart Link is to be met by a contribution from the Regeneration revenue fund.

A planned underspend on Integrated Transport (IT) of £1,357k will be used to offset:

- A planned overspend on Highway maintenance of £1,097k, to contribute towards service pressures in this area;
- a £170k pressure on the Ashford Ring Road major contract resulting from the pedestrianisation now included in the scheme;
- the £90k of cycle route that has been added to the major Newtown road scheme (also in Ashford).

It is permissible for IT funding to be spent on highway maintenance and vice versa.

The under and overspends above, coupled with the additional funding secured means that there are no overall resource implications for the Directorate currently.

1.2.6 General Overview of capital programme:

(a) Risks

The major risk facing E&R at the moment is still the much higher than expected inflation that is currently being experienced on road construction. For instance we have to pick up 25% of any inflation cost increase on the East Kent Access Phase 2 scheme (our share is currently £1.6m), with the DfT picking up the other 75%.

(b) Details of action being taken to alleviate risks

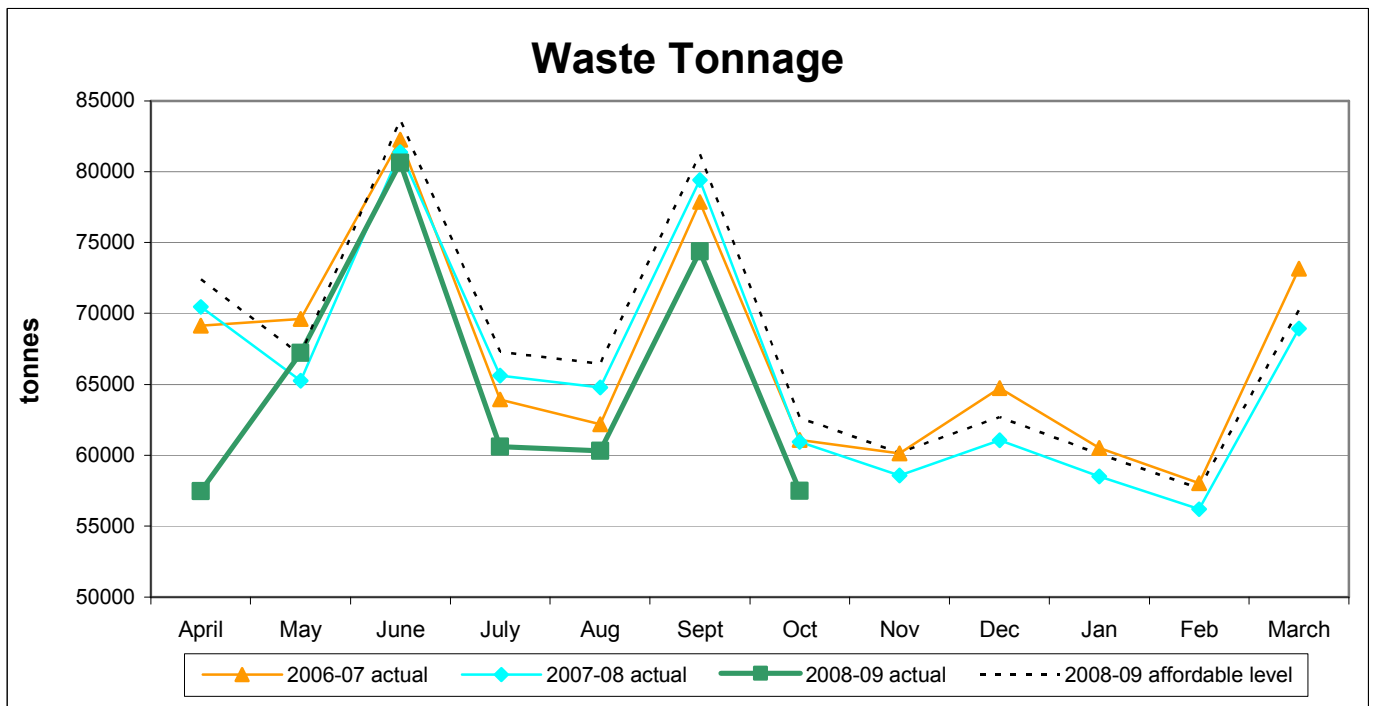
We are negotiating with DfT, CLG and other bodies to ensure that funding is sufficient to meet the increased construction costs but there is still considerable risk in this area. We are also re-doubling our efforts to ensure that schemes are fit for purpose but not over designed and that we achieve the best possible value for money on tender prices.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Waste Tonnage:

	2006-07	2007-08	2008-09	
	Waste Tonnage	Waste Tonnage	Waste Tonnage*	Affordable Level
April	69,137	70,458	57,462	72,411
May	69,606	65,256	67,226	67,056
June	82,244	81,377	80,624	83,622
July	63,942	65,618	60,611	67,275
August	62,181	64,779	60,302	66,459
September	77,871	79,418	74,381	81,212
October	61,066	60,949	57,493	62,630
November	60,124	58,574		60,180
December	64,734	61,041		62,669
January	60,519	58,515		60,073
February	58,036	56,194		57,679
March	73,171	68,936		70,234
TOTAL	802,631	791,115	458,099	811,500

** Note: waste tonnages are subject to slight variations between quarterly reports as figures are refined and confirmed with Districts*



Comments:

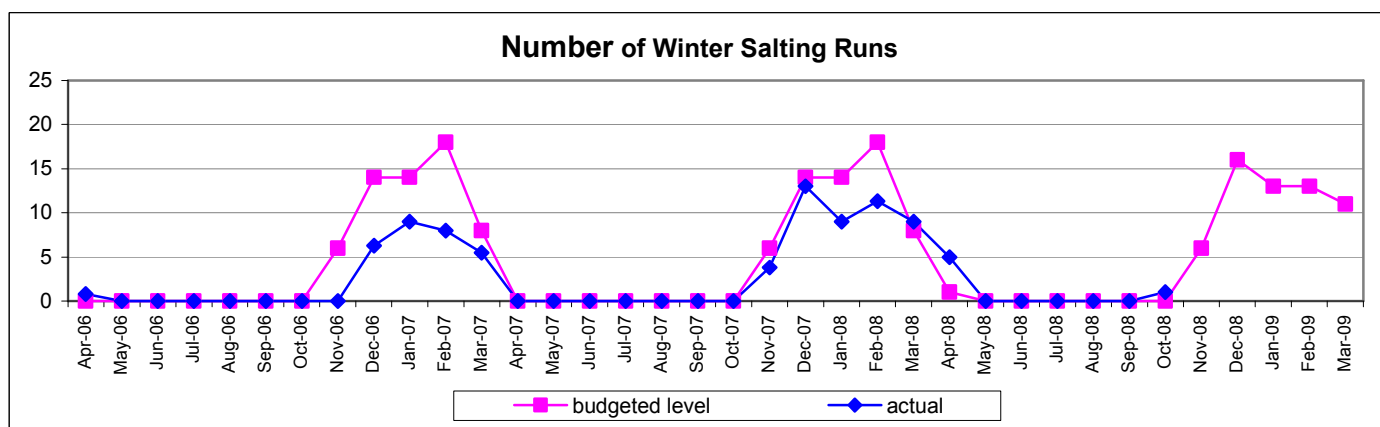
- April, July, August and September tonnage is significantly down on previous years (as is the provisional October figure) but May and June are similar to expectations. The reduced April figure may be partly attributable to Easter being in March this year or possibly a reflection of a downturn in consumption. The July, August and September figures may also be reflective of the slowing economy but the same pattern did not occur in the recession in the early 90's, so this cause and effect cannot be guaranteed. The reducing waste campaigns may be contributing to this reduction, along with the reduction in packaging that some manufacturers have started to pursue. Waste tonnage continues to be very difficult to predict accurately but we have built into our MTP proposals an assumption of a 2% reduction year on year, which seems a reasonable risk at this stage.
- The current forecast underspend of £1.580m in respect of reduced waste tonnage assumes that actual waste tonnage will be 2% below the affordable level shown in the table above for the remainder of this financial year.

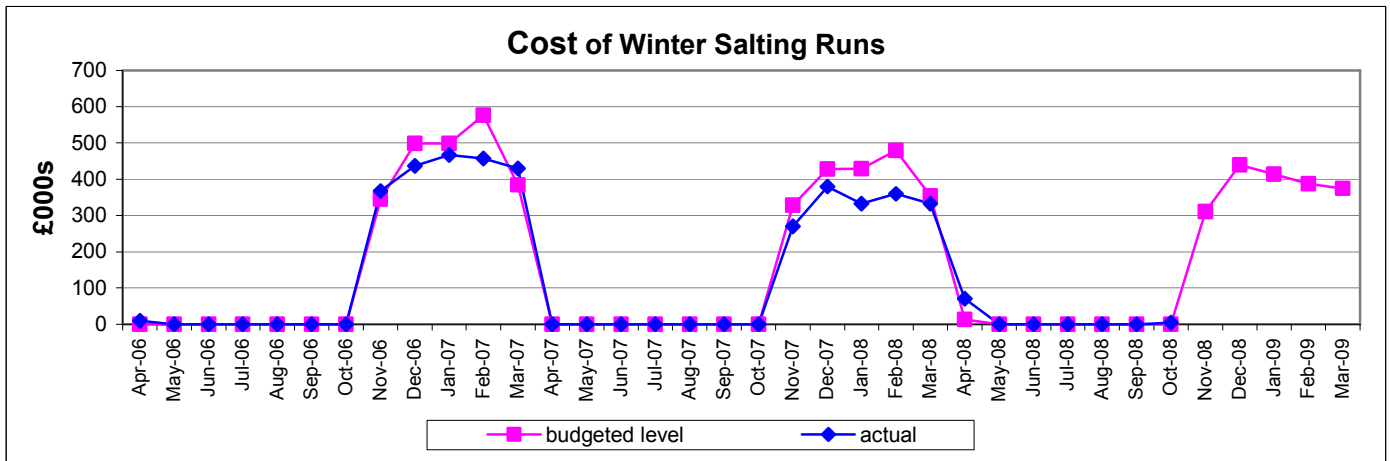
2.2 Number and Cost of winter salting runs:

	2006-07				2007-08				2008-09			
	Number of Salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs	
	Actual ²	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted level	Actual	Budgeted
	£000s	Level £000s	£000s	Level £000s	£000s	Level £000s	£000s	Level ² £000s	£000s	Level	£000s	Level ² £000s
April	0.8 ¹	-	10	-	-	-	-	-	5	1	70	13
May	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-	1	-	4	-
November	-	6	368	345	3.8	6	270	328		6		310
December	6.3	14	437	499	13.0	14	380	428		16		440
January	9.0	14	467	499	9.0	14	332	429		13		414
February	8.0	18	457	576	11.3	18	360	479		13		388
March	5.5	8	430	384	9.0	8	332	354		11		375
TOTAL	29.6	60	2,169	2,303	46.1	60	1,674	2,018	6	60	74	1,940

Note ¹: only part of the Kent Highways Network required salting

Note ²: the 2007-08 & 2008-09 budgets exclude overheads, as these are now charged centrally.





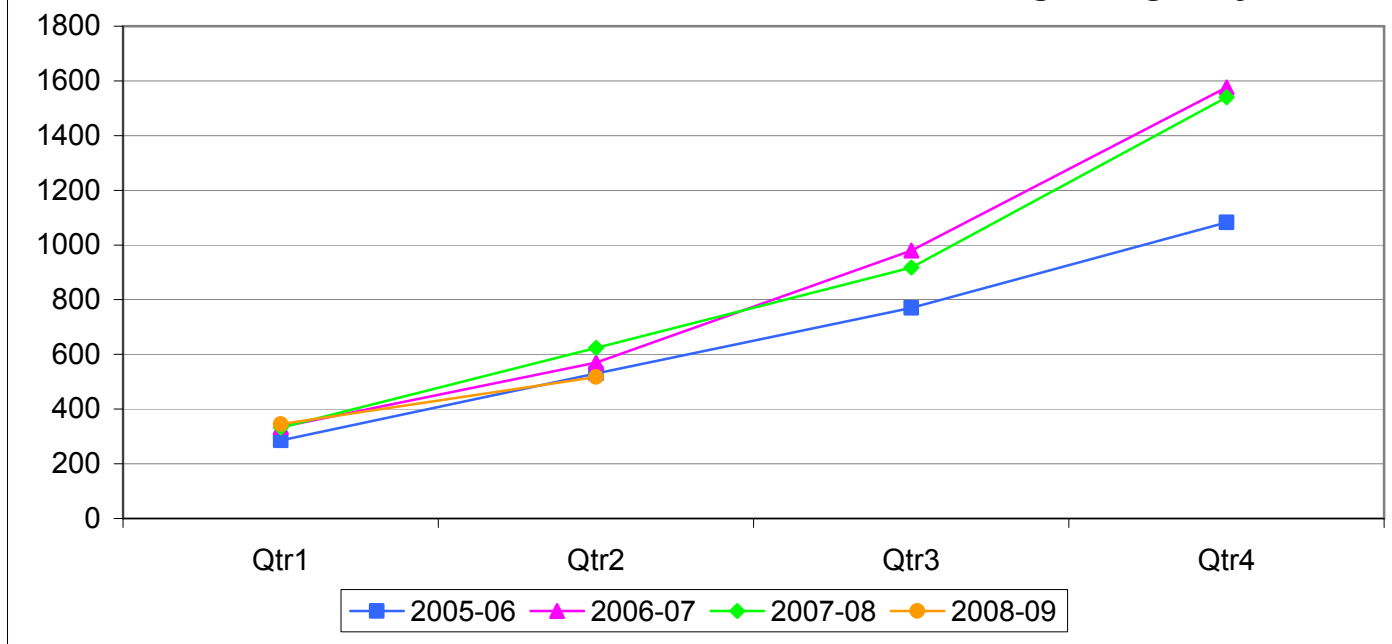
Comment:

- The charges for the Winter Maintenance Service reflect two elements of cost: the smaller element being the variable cost of the salting runs undertaken; the major element of costs, relating to overheads and mobilisation within the contract, have been apportioned equally over the 5 months of the salting period.
- In setting the 2008-09 budget, a reassessment of the overheads and mobilisation element of the costs of the service has enabled a slightly lower budget to be set.

2.3 **Number of insurance claims arising related to Highways with accident dates during these periods:**

	2005-06	2006-07	2007-08	2008-09
Accident Date	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April – June	286	335	332	345
July – September	530	570	624	517
October – December	770	980	917	
January - March	1,083	1,576	1,540	

Cumulative Number of insurance claims relating to Highways



Comments:

- Numbers of claims will continually change as new claims are received relating to accidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 14 October 2008.
- Quarter 1 figures for 2008-09 have now exceeded previous years and although quarter 2 is currently down, this may increase in due course, reflecting the delay in some claimants submitting their claim.
- The Insurance section continues to work closely with Highways to try to reduce the number of successful claims and currently the Authority manages to achieve a rejection rate of claims where it is considered that we do not have any liability, of about 80%.

By: Keith Ferrin, Cabinet member for Environment, Highways & Waste
Kevin Lynes, Cabinet member for Regeneration & Supporting Independence
Mike Austerberry, Executive Director Environment, Highways & Waste
David Cockburn, Executive Director, Strategy, Economic Development & ICT

To: Environment & Regeneration Policy Overview Committee -
20 January 2009

Subject: Budget 2009/10 and Medium Term Financial Plan 2009 - 2012

Classification: Unrestricted

Summary: The purpose of this report is to consult the Committee on the budget proposals for the Environment and Regeneration (E&R) Directorate, as set out in the published budget consultation paper issued on 7 January 2009. This report also provides a response to the issues raised at the IMG of this Committee in November 2008, which discussed policy and budget issues.

Members are invited to comment on the key issues on the proposed funding changes for the E&R Directorate, and to note the issues raised by the IMG and the resulting responses.

Note: Members are requested to bring their copies of the draft budget book and medium term plan, distributed on 7 January, with them to this meeting.

1. Introduction

- 1.1. The Autumn Budget Statement report by the Leader, Cabinet Member for Finance, Chief Executive and Director of Finance to Cabinet on 15 September 2008 set out the national and local context for KCC's Medium Term Plan (MTP) for the period 2009-10 to 2011-12. This committee received a report on the Medium Term Plan at its meeting on 6 November, and the report to Cabinet on 12 January 2009 sets out the provisional Local Government Finance Settlement, which confirmed that the level of Formula Grant was precisely as announced at this time last year.
- 1.2. We reported the national and local context to the last Policy Overview Committee meeting on 6 November and outlined the existing MTP priorities. The Committee discussed the policy issues arising from that report, and used an IMG, which met on 24 November, to look at a number of items in more detail. This report provides a response to the issues raised in the IMG, in appendix 1 attached.

- 1.3. Since the November meetings, there have been a number of further developments and budget proposals are now being presented for consultation. Members are invited to comment on the key issues for the services provided by the Directorate, in order that these can be taken into account at the budget meetings of Cabinet on 2 February 2009 and County Council on 19 February 2009.
- 1.4. Members are asked to read this report in conjunction with the draft Medium Term Plan and Budget Book, issued on 7 January 2009.

2. Background

- 2.1. Members will be aware that the overall economic and financial situation, both nationally and internationally, is currently turbulent. The Bank of England base rate which started 2008 at 5.5% and came down to 4.5% by October 2008, currently stands at 1.5%. The price of a barrel of crude oil went from around \$75 in January 2008 to around \$140 in July 2008 and has now fallen back to around \$40. UK inflation rose in the period January to October 2008 but has since reduced significantly.
- 2.2. Governments have taken steps to stabilise the economic and financial situation. However, turbulence such as is currently being experienced makes long term financial and budget planning much more difficult. For example, in the Environment, Highways and Waste (EH&W) Portfolio price pressures are influenced to a significant degree by fuel and energy costs.
- 2.3. Our policy framework and the financial plans flowing from it thus have to be able to react and adapt to these uncertainties. While our long-term vision and goals (as set out, for example, in Vision for Kent) are likely to remain consistent the shorter-term actions needed to steer us towards our desired outcomes may change.
- 2.4. The budget consultation papers include an overall summary of the proposed Portfolio budgets for 2009-10, showing the amounts proposed for each service within the portfolios. These identify gross expenditure, income and net expenditure. The papers also include the proposed capital investment programme and the medium term revenue and capital plan for 2009-10 to 2011-12. Copies of the draft Budget Book and Medium Term Plan were distributed to all Members on the 7 January.

3. Revenue Budget

- 3.1. As noted above, this committee received a paper on the Medium Term Plan on 6 November 2008. The notes below outline any significant changes that appear in the draft budget presented today.

- 3.2. In base budget adjustments the most significant change is the transfer of budgets for services delivered by the Chief Executive's Directorate on behalf of Environment and Regeneration (E&R), totalling £2.742m and covering services such as finance and facilities management. The vast majority of this budget is delegated on the basis that E&R cannot make unilateral decisions to vary these budgets – such decisions have to be made with the unanimous agreement of the other service directorates. These budgets are held in the EH&W Portfolio but support both this and the Regeneration and Supporting Independence (R&SI) Portfolio.
- 3.3. The other significant base budget adjustments are the transfer of the Analysis and Information Team from EH&W to R&SI, and the transfer of funding for some support services from R&SI to EH&W, reflecting the restructuring of the Resources Division within the directorate.
- 3.4. Within the Pay category the figures reflect the proposal for a 1% pay increase in 2009/10.
- 3.5. The Prices category in EH&W has changed substantially, reducing by £3.703m. The biggest single change here is in the cost of electricity reflecting the dramatic change in the price of energy and the success of LASER in obtaining the best price possible. Other downward adjustments compared with the November paper reflect reduced assumptions around inflationary pressures.
- 3.6. Within Service Strategies and Improvements, additional funding has been provided within EH&W for concessionary fares to more accurately reflect the cost of offering the earlier start time of 9.00am for free bus travel for those eligible. In R&SI £125k has been set aside specifically for supporting Kent's businesses through this period of economic difficulty, and £500k has been allocated for the Tour de France.
- 3.7. Savings and mitigating measures totalling £7.22m in EH&W and £578k in R&SI have been identified.
- 3.8. In EH&W the biggest revenue saving, amounting to £2.968m, arises from the capitalisation of a number of current revenue-funded activities. A report detailing the changes proposed, will be presented to the Highways Advisory Board, together with proposals to save £375k by the selective turning off or reduction in the hours of streetlights and £875k from reduced energy usage in streetlights flowing from the investment in streetlight infrastructure. A saving of £1m has been identified in waste management due to the continued fall in waste tonnages and £500k can be delivered through the renegotiation of certain contracts. Savings totalling £802k are deliverable from the restructuring of the Resources functions (£250k) and redirecting other one-off allocations (£552k). Other savings will be found through reviews of publicity programmes, essential user travel allowances, vacancy management and other cross-cutting efficiencies.

- 3.9. In R&SI the capitalisation of the developer contributions team will deliver a revenue saving of £250k – this will be funded from the new capital regeneration fund (£2.5m per annum – see 4.6 below) Local Authority Business Growth Incentives (LABGI) will achieve income of £250k. Further small savings will be sought from vacancy management, and the portfolio will also be expected to find a share of the publicity and essential user savings currently allocated to EH&W, when specific targets have been agreed.

4. Capital Budget

- 4.1. The development of the draft capital programme takes the existing published programme for 2008 – 2011 and makes any adjustments needed as a result of re-phasing projects and changes to the funding streams. It then incorporates any new schemes that have come forward or are proposed.
- 4.2. Within the EH&W Portfolio one of the two most significant changes is a substantial increase in funding for highways capital maintenance in 2009/10 and 2010/11. These increases, 49% and 46% compared with the 2008/09 budgets, will enable a major programme of improvement to be undertaken. A detailed report will be made to the Highways Advisory Board in due course. These increases will be funded through prudential borrowing, part funded by the Directorate and part by the Corporate centre.
- 4.3. The second substantial amendment to the EH&W capital programme is the injection of £2.5m into street lights which will be used to update and improve the existing stock, maximising efficiency whilst minimising energy consumption. This increase will be funded through prudential borrowing funded by the Directorate.
- 4.4. There are major new road improvement programmes for both Ashford and Dartford/Gravesend, funded through a number of Government sources and proposed developer contributions.
- 4.5. Also new to the programme is the A2 Linear Project, which will see land released as part of the A2 widening, developed for an outdoor activity park and other uses.
- 4.6. In the R&SI Portfolio there has been a significant increase in regeneration funds, with an additional £2.5 per annum for years two and three of the MTP (supplementing the £2.5m already approved for 2008-09 and 2009-10). The existing regeneration funds (£5m) have now mainly been allocated to projects such as Dover Sea Change, Margate eastern sea front development, Swale parklands and Gravesend Old Town Hall – the remaining £1.8m will be allocated during 2009-10.

5. The Highways maintenance budget

5.1. There has been a significant increase in the overall Highways maintenance budget for 2009-10. This has been possible through a recast of the budget, refocusing funding to the frontline, capitalisation of certain items and prudential borrowing. The increase has not been formally allocated yet, as it will be used where it is most needed and where maximum advantage can be gained from the expenditure. However table one below shows the totality of the increase and the likely areas of spend, so that Members are aware of the potential impact.

Table 1 – Increase in Highways maintenance budget

	Revenue and capital allocation 2008-09 £000s	* Draft proposed increases 2009-10 £000s	Initial draft revenue and capital allocation 2009-10 £000s
Carriage/footway repairs and Network Management Operation Units (NOMU)	18,387	14,357	32,744
Gully emptying / drainage	4,263	1,394	5,657
Vegetation control including tree maintenance	3,260	796	4,056
Street lights & illuminating signs	5,370	3,643	9,013
Signs, lines, bollards and safety barriers	1,884	551	2,435
Structures	2,451	2,152	4,603
Emergency maintenance and response	2,920	227	3,147
Total maintenance	38,535	23,120	61,655

*** Final allocations across specific headings have not been set yet – these figures are indicative only**

Table 2 – reconciliation of funding for maintenance increase

Source	£000s
Revenue prices - MTP document page 56	2,236
Revenue service strategies and improvements - MTP document page 57	1,484
Redirection of existing budgets to front line services	1,000
Capital - Highways maintenance - difference between Budget book 09-10 page 30 (£40,985) and Budget book 08-09 page 52 (£25,085)	15,900
Capital - street lights - Budget book 09-10 page 31	2,500
Total funding	23,120

6. The Informal Member Group (IMG)

- 6.1. The IMG met on 24 November 2007 to discuss the Medium Term Plan paper presented to the committee on 6 November 2007.
- 6.2. In their conclusions the IMG identified a number of areas where they felt that changes to or a review of the MTP should be considered. These are set out in appendix 1 together with the responses of the Portfolio holders.

7. Recommendation

- 7.1. Members are asked to note and comment on the revenue and capital budget proposals, and note the issues raised by the IMG, along with the resulting responses.

APPENDIX 1

IMG Conclusion	Response
(1) Members felt that the MTP service Priorities and objectives were right for Environment, Highways and Waste, although Climate Change had not been included.	Draft budget and MTFP incorporates service enhancement issues identified in November report. Climate change issues are recognised (e.g. vegetation control on PROW network, capital investment in energy and water efficiency fund) although climate change does not feature as a separate line.
(2) Members unanimously endorsed the proposals to deal with the priorities and pressures for Kent Highway Services and noted the intention to invest in footways.	Significant redirection of revenue resources and additional capital to support this priority are proposed in the draft plans.
(2)a Members were not supportive of making any savings through turning off street lights.	Turning off or reducing the lit hours of streetlights is not simply a means of saving money – the reduction in energy consumption is beneficial in terms of climate change. It also reduces unnecessary light "pollution". Kent is not alone in proposing this and any changes will be subject to full consultation.
(3) Members suggested that there were savings to be found on the current Waste contracts through adjustments and renegotiation and on those contracts due to be renewed.	The draft budget includes savings of £0.5m achieved through contract renegotiation and retendering, and all contracts are kept under review. The continued reduction in waste growth has also enabled savings to be made.
(4) Members were generally supportive of the Freedom Pass rolling out.	Funding for the County wide roll out of the pilot is included within the draft budget.
(5) Members specifically said that they did not want to propose Bus capitalisation.	This is felt to be a way of achieving substantial revenue savings year on year with no adverse impact on the service.
(6) Members suggested that the electricity contract with EDF needed to be renegotiated.	Contracts are continually reviewed but no saving has been assumed for specific EDF work. However, electricity consumption for streetlights, traffic lights and signs is not measured directly, so one of the savings proposals is to renegotiate the assumed consumption. This involves having an updated inventory of lights etc and operating a model to demonstrate how much energy each type of light uses etc

IMG Conclusion	Response
(7) Members felt the £400k allocated to road improvements and traffic management for the Open Golf championship in Sandwich was a non essential and needed to be rescinded.	Whilst not a 'core service' the Open Golf championship is a major international event that brings with it substantial benefits for Kent as a whole. KCC would in any event need to bear some of the costs of road improvement and traffic management and in order that this can be done without compromising services elsewhere, adequate funding needs to be provided.
(8) Members suggested deferring the £500k for Congestion Management.	This is a key element of KCC's drive to reduce traffic congestion and to not fund this properly would jeopardise the progress that is being made.
(9) Members gave support to deferring the 10 year update of the Land Use and Development Survey to 12 years.	Maintaining the update frequency at every 10 years brings benefits in terms of the overall time series and data consistency. This was part of the existing MTFP.
(10) Members gave their support to the reduction in the Resources staffing budget of £250k. This will be achieved by approximately 8 posts which are vacant at present remaining so, unless they are deemed as essential.	This £250k is included within the overall saving of £802k flowing from the restructuring of the resources functions and other efficiencies.
(11) Members requested a review/challenge on the funding allocated to Locate in Kent, Produced in Kent and Visit Kent with a view to reducing their funding.	These areas will be reviewed during 2009-10 and any adjustments will be considered against future years' budgets.
(12) Members requested that any funding saved from Locate in Kent etc should be allocated to training and Kent Apprenticeship.	This will be considered once the review of the funding is carried out (see point 11 above)
(13) There was general support for the rural regeneration agenda especially in the current economic climate	<p>£125k is included in the revenue budget for supporting Kent businesses and this will include those in rural areas. No revenue savings are proposed in this area of the budget for 2009-10.</p> <p>There is £2.5m capital per annum for the next three years (of which £6.874m is unallocated) available for regeneration activities for all areas of Kent including rural.</p>

By: Mr Keith Ferrin, Cabinet Member, Environment, Highways & Waste
Mr Kevin Lynes, Cabinet Member, Regeneration
Mr Richard Pascoe, Chairman of E&R POC
Alan Loft, Director of Resources, E&R

To: Environment & Regeneration Policy Overview Committee on- 20th January 2009

Subject: Half Year Business Plan Monitoring 2008/09

Classification: Unrestricted

Summary: This report details the Directorate's progress against the Business Plans during the period 1st April to 31st October 2008, covering achievement of performance against targets and Equalities and Diversity update. Progress was presented to Cabinet in November 2008.

1. INTRODUCTION

The Environmental & Regeneration Directorate completed the half year monitoring of the priorities set out within the Annual Business Unit Operating Plans in October 2008.

2. SUMMARISED OUTCOMES

2.1. Annual Business Unit Operating Plans

As part of the half-year monitoring, progress was checked against each of the 2008/09 Annual Unit Business Operating Plans whereby most of the Projects, Developments or Key Actions were identified as 'on-course' or 'done and ongoing'.

The Managing Directors statement giving a summary of progress is included in Appendix 1. It reports that 12% of the actions are not 'on-target' to complete this financial year and are listed with reasons and proposed actions.

2.2 Equalities and Diversity Monitoring

Equality and Diversity monitoring has been included within the half year monitoring of the Unit Business Plans this year. E&R (as part of the wider KCC commitment) was confirmed as meeting Level 3 of the Equality Standard for Local Government.

Recommendations

Members are asked to note progress against Environment and Regeneration Annual Business Operating Plans for the period 1st April to 31st October 2008.

Contact Officer: Alan Loft
Director of Resources
01622 221955 alan.loft@kent.gov.uk

ENVIRONMENT & REGENERATION

1. Managing Director's Half-Year Summary of Progress – October 2008

Mike Austerberry (interim Executive Director of Environment, Highways & Waste) and David Cockburn (Director of Business Solutions & Policy)

This commentary is made during times brought about by the economic downturn, these challenging times have rightly dictated that the Directorate needs to pause and reflect on some of its tactical and strategic plans at a time where the organisation is in a position to react. Within Regeneration and Economy there are a number of key projects and developments that are directly affected by the current economic climate.

The year started with a key component of the excellence in everything change programme which called for an organisational redesign and resulted in a partial implementation of a new structure. The E&R Resources Division continue to fulfil priority roles in order to minimise business risk, however pressure exists where financial savings need to be realised and some commitments to deliver the Directorate's environmental plan have been negatively impacted.

This re-organisation has proved to be a strain upon those working within the Directorate; stability is being brought to the Directorate through a number of interim appointments, these arrangements will remain whilst the long term shape of the Directorate is finalised.

Good progress has been made by the change groups who have considered and documented the improvements required by the Directorate teams to improve service delivery. This will be an invaluable source of information that will contribute to the agenda of the evolving organisation. Environment and Waste Division has delivered on its key operational priorities to maximise Waste Management, the Countryside Access team have successfully improved customer service whilst working more efficiently through the delivery of a number of important projects.

A key development during the first half of the Kent Highway Services divisional plan is the completion and occupation of the £9.5m highway depot in Ashford. This has realised a tangible milestone to co-locate the Kent Highway Service Alliance, bringing three organisations together. Focus must now be to demonstrate operational improvements across the Alliance; to achieve improved productivity and value for money through maximising the provisions of the contract, ensuring that investment in new systems and structures leads to swifter responses to customer and stakeholder needs, and generally to overall efficiency gains in all end-to-end processes. These objectives are the priorities for the Alliance Executive, Board and Management teams, and a number of initiatives have been put in place or are in development.

Progress against Projects, Developments and Key Actions in the Annual Unit Business Operating Plans

Directorate position = 88% 'Done and ongoing' or 'On course' for completion by year-end.

The following projects, developments or key actions in the annual business operating plans are not on target

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Environment & Waste:		
'Knowing what's out there' (CAIP objective)	Phase 1 of Definitive Network Map digitisation completed Phase 2 (checking and validation) completed 19 new iPod Walks uploaded onto Explore Kent website Revised version of Explore Kent brand book completed 3 new stakeholders identified and encouraged to use the EK brand	Revised version of Explore Kent brand book not completed due to lack of communication officers.
Improvements to Country Park facilities	Toilet/catering kiosk at Manor Park and site improvements delivered	Toilet/catering kiosk at Manor Park and site improvements not delivered. Programme will now be completed by June 2009 due to delays with tenders.

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Consideration of biodiversity in all aspects of Kent's future: Implementation of BRANCH projects	Production of "Top Trunks" - a series of playing cards about trees in Kent - and development of plan for future related products: <ul style="list-style-type: none"> • Top Trunks produced • 500 sold by Christmas 2008 • Plan for development of future products 	Not a Natural England priority; so now working to embed this at a local level (with District Councils) through the Local Development Frameworks rather than at a County/Regional level.
Implementation of Natural Environment and Rural Communities Act biodiversity duty:	Kent Coast Fact Sheets updated	Proposal for shared eco-advice service for county proved unfeasible so now focussing on individual district council advice service (status Amber).
Increase public awareness of Kent coastal issues and encourage responsible use of the resource	Guide to the Kent coast produced	Guide to the Kent Coast not produced this year – now collaborating with Kent Tourism to ensure a better product next year.
Annual survey of staff	Code of conduct for activities on Kent coast developed	Survey did not go ahead due to duplication with the KCC staff survey.
Kent Highway Services		
Accommodation	Deliver Wrotham site or suitable alternative	Site identified subject to purchase.
Community Liaison	Demonstrate learning from customer feedback, measuring success against impact on the community (not just by volume of work done)	This is an area that requires significant attention within the next month. A plan is in place.
Environmental Strategy:	Target the increasing incidents of highway flooding: Refocus from reactive to proactive	Increased incidence of excessive rainfall through summer 2008.

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Commercial Influences	Develop commercial opportunities within Technical Services for expansion into the whole of KHS	Only recharges re streetlighting underway.
Journey time reliability and reduction in congestion: Investigate new technologies and transport and traffic modeling tools to fully exploit the opportunities from innovation and partner contribution	<p>Implement new noticing regime and Fixed Penalty Notices (New Traffic Management Act)</p> <p>Apply for Permit Scheme consent from DFT and implement Develop partnerships with Stakeholders</p> <p>Re-launch Considerate Contractor Scheme in association with the TMA</p> <p>Review parking provision under the delegated arrangements with District Councils, present findings to HAB and the cabinet member, implement the recommendations.</p> <p>Investigate new technologies and transport and traffic modelling tools to fully exploit the opportunities from innovation and partner contribution</p>	Modeling opportunities being explored, but subject to funding decisions through MTFP
Occupational road risk consultancy and training	<p>Conduct a feasibility study into the scope for providing an occupational road risk consultancy and training service for businesses that run vehicles</p> <p>Subject to the outcome</p>	Postponed until 2009/10

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
	<p>of the feasibility study:</p> <p>create a marketing strategy</p> <p>Develop and run a occupational road risk consultancy service aimed at businesses</p> <p>Develop and run a driver/management training service aimed at businesses</p>	
Road Safety Community Toolkit	<p>Identify and commission specialist consultants, through tender</p> <p>Conduct research to identify qualifying target areas</p> <p>Create phase 1 of engagement strategy and principles of phase 2</p> <p>Establish contact with communities</p> <p>With consultants, work with communities to create local phase 2 strategies</p> <p>Review progress and identify scope for development in 2009/10 business plan</p>	Postponed until 2009/10
Regeneration & Economy		
Dover Pride projects Station Approach:	Prepare and award tender for public realm work to commence	Funding and legal disagreements with network rail is jeopardising project delivery

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Dover Town Investment Zone (DTIZ):	Subject to funding, determine possibility of site investment by KCC within DTIZ area or adjoining	KCC is not investing in this project.
Dover Pride projects:	Redevelopment of former coalfields	Now planning intervention at Aylesham village via provision of business and training facilities.
Margate Eastern Seafront:	Creation of Chalk Garden	Unable to proceed due to delay in rendezvous site development caused by market downturn on which project relied.
Margate Eastern Seafront:	Rendezvous site development	Unable to proceed in current market downturn. New project plan being developed to make site more attractive for when market picks up, e.g. obtaining hybrid planning permission
Margate renewal town centre development	Selection of development partner	SEEDA-led project being delayed due to downturn in market.
Realising the wider benefits of Offshore Wind Farm Development	<ul style="list-style-type: none"> • Technical and supporting studies completed • Decision tender for Quay (design and build) • Selection of preferred tender and commitment to fund • Commencement of quay construction 	No longer proceeding. Now pursuing an operations and maintenance facility at Ramsgate which does not require a quay.
Kent Thameside Strategic Transport Programme	Programme manager appointed	CLG funding yet to be drawn down due to ongoing appraisal work
Skills Development:	Target 10 secondary schools and 3 deprived communities for enterprise skills development	No funding available

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Strategic rural projects and initiatives:	Non food crops centre	Need to assess whether to continue with project
Growing partnership-based delivery and Kent's rural networks:	3 new rural funding streams and respective administrative structures to be set up through 2008 – 2013 Leader + Programme	Two streams secured but third (natural East Kent) unsuccessful
Kent Design:	Plan for a major design related conference in the North Kent Area in 2009	Delayed recruitment to post due to restructure
Kent Transport Regeneration Conference	<ul style="list-style-type: none"> • Secure sponsorship for conference • Undertake organisational tasks to deliver conference • Hold conference • Report on outcomes 	Conference postponed until October 2009 to better fit time of CTRL opening though need to resolve roll forward of budget.
Resources		
Replacement of the MIDAS financial and management information system:	Ready for implementation of replacement system in April 2009	We are making progress and we are about to finish the detailed spec but we are behind schedule and may not make the April deadline, E&R Head of Finance, will be recruiting a project manager to help move things forward.
Management standards/ stress review:	Profile on perceived stress levels. Action plan to correct.	Presented to DST. Abandoned in light of restructure. Suggest review as tool to assist in resettling after restructure. Carry into 2009 plan as part of middle manager core training
Software upgrade to ARCGIS 9.2:	upgrade to ARCGIS 9.2 for central infrastructure and GIS users	Software upgrade to ARCGIS 9.2: upgrade to ARCGIS 9.2 for central infrastructure and GIS users

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
Implementation of Countrywide National Land and Property Gazetteer in partnership with Kent Connects	Implementation of Countrywide National Land and Property Gazetteer in partnership with Kent Connects	Revised implementation date is November 2008. Delays largely due to late delivery of software updates and changes to data formats.
Implementation of second phase of KentView MK 1 project	Implementation of second phase of KentView MK 1 project	Revised implementation date November 2008. Delays caused mainly by lack of resources
Implementation of on-line monitoring system for Planning Applications	Implementation of on-line monitoring system for Planning Applications	Project on hold pending review of requirements.
Implementation of second phase of Fly Tipping Monitoring database for Clean Kent	Implementation of second phase of Fly Tipping Monitoring database for Clean Kent	Project cancelled by client.
Implementation of Parish mapping portal to deliver web based information system to Parish Councils as now allowed following amendments to the Mapping Services Agreement	Implementation of Parish mapping portal to deliver web	Revised implementation December 2008
Strategy & Planning		
Respond to national, regional and local consultations: Climate Change Bill & Kent Environment Plan review	Review of Sub National Economic Development and Regeneration in all its elements SEEDA SE Coastal Framework PPS4 – Planning for	No postholder as recruitment delayed and then postponed through restructure

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
	<p>Economic Development</p> <p>Revisions to PPS and monitoring policy statements</p> <p>Government proposals for Community Infrastructure levy</p> <p>Government White Paper - Towards a Sustainable Transport System</p> <p>Climate Change Bill</p> <p>Kent Environment Plan review</p>	
<p>Influence provision of major road and rail proposals in the best interests of Kent, press for implementation of trunk road and motorway schemes on M25 and A21 and for improvement to A2/M2 corridor</p>	<p>Press for implementation of trunk road and motorway schemes on M25 and A21</p> <p>Press for improvement to A2/M2 corridor to provide a good standard alternative route to Dover</p>	<p>Government announcement in July appeared to delay starts of the two A21 schemes until 2012/13 (Tonbridge Bypass - Pembury Bypass back two years Kippings Cross - Lamberhurst Bypass back one year). Local Kent and East Sussex MPs Regional Transport Board RTE and KCC are lobbying to restore start of Tonbridge to Pembury Bypass to 2010/11. The Highways Agency is looking at the possibility of widening the M25 Junction 5 (Sevenoaks) to Junction 7 (Godstone) by hard shoulder running. Decision could be made by end of 2008. No progress on study of additional east facing slip roads on M25/M26 in Sevenoaks area. No progress on new A2/M2 schemes although bid for RFA funding for A2 Lydden - Dover dualling will be considered by RTB early next year.</p>

Project/development /key action	Planned outcome/deliverable as per unit business plan	Reason(s) why and actions to rectify
KCC Climate Change Action Plan:	Provide support and input to development of KCC Climate Change Action Plan ensuring consistency with the Kent Environment Review and Plan	No postholder as recruitment delayed and then postponed through restructure.
Kent Environmental Plan Review and re-launch	Review of plan with key stakeholder engagement Consultation on draft plan Final document including delivery plan Launch at Kent Environment Conference	No postholder as recruitment delayed and then postponed through restructure
Flood risk action plan:	Lead co-ordination work with Environment Agency on flood risk and action plan developed	No postholder as recruitment delayed and then postponed through restructure.
Kent Ecological Footprint Study:	Integrate study into Kent Environment Plan Review	No postholder as recruitment delayed and then postponed through restructure
Accessibility Strategy for Kent:	Meet KCC area targets in Strategy pertaining to access to town centres and “low-floor” buses in Quality Bus Partnership areas	Percentage target for “low-floor” buses is not being met though as Stagecoach and Arriva are deploying their stocks more frequently the total number of bus miles served by “low-floor” buses has increased. Additionally, both companies are putting significant investment into new vehicles and hopefully the three-year target will still be achieved

This page is intentionally left blank

By: Mr Keith Ferrin, Cabinet Member, Environment, Highways & Waste
Mr Richard Pascoe, Chairman of E&R POC
Caroline Bruce, Interim Director, Kent Highway Services

To: Environment & Regeneration Policy Overview Committee
20 January 2009

Subject: Kent Highway Services – Performance Management – Measuring Success

Classification: Unrestricted

Summary: As requested by members of the Policy Overview Committee, this report provides details of current levels of performance in Kent Highway Services.

1. Introduction

- 1.1. As members are aware, the highway service in Kent is delivered through a private and public sector Alliance comprising KCC, Ringway, Jacobs and Telent. This Alliance team delivers the service from a call being handled at the contact centre to the repair being carried out on the ground.
- 1.2. To reflect this full end to end service the Alliance has developed a set of performance indicators that cover the wide and varied service it delivers. These indicators are measured and reported each month to an Alliance Board, chaired by Keith Ferrin, Cabinet Member, Environment, Highways & Waste and attended by national Directors of the commercial Alliance partners.
- 1.3. The indicators are presented in a 'Measuring Success' report, attached as Appendix 1. This officer report is now published to POC Members each month.
- 1.4. Current performance remains below standard although positive progress is being made on a number of indicators such as the number of old outstanding service requests made by the public.

2. Recommendations

- 2.1. Members are invited to review the Measuring Success report and comment on the indicators used to track progress of the highway service and make any suggestions, amendments or recommendations they feel appropriate.
-

Contact Officer:
David Thomas
Business Improvement Manager, E&R Resource
01622 69(6863), david.thomas@kent.gov.uk

This page is intentionally left blank

ITEM 7**'Measuring Kent Highway Services Success – a decisions and direction report by the Alliance Executive on performance @ November 2008**

A report to the Alliance Board by Paul Burgess & David Thomas on 22nd December 2008

Summary of Decisions and Direction required from the Alliance Board

1. To note the progress with the 2008/9 KPI's and approve the actions set out by the Measuring Success Group and Alliance Executive.

Good News

2. There were no red assessments for Insurance Claims handling in November and this is the first time since May. Good progress on the new pilot process with Jacobs and business case report for a countywide approach will be made at the February 2009 Board.
3. Continued good progress on reducing the number of outstanding service requests still overdue after 21 days. At the end of November this was down to 3537 from a peak of over 7,000. More work to do but progress is being made (see SP13 in the table below).
4. Good progress on measurement of peak journey times as we now have the first set of data for Maidstone (see NM10 in the table below).

More Progress Needed

5. The key issues identified by the Executive requiring action (the Alliance Executive lead manager responsible for the action is shown in brackets).

Ref	Indicator and issue	Actions
SP02	Compliments to Complaints – a total of 20 compliments this month compared to 33 compliments leads to a below target result of 62% (target is 70%).	<ul style="list-style-type: none"> Results continue to yo-yo through the year and there is still a view of under-reporting but the Customer Liaison Team leaders are now taking ownership of all complaints and compliments as the focus to improve this. Contact Centre refresher training is on-going to ensure complaints recorded in CSM meet KCC guidelines (<i>Caroline Bruce</i>)
SP06	United (efficiency and innovation savings) – A further £165k has been banked this month taking the total to £2.26 million. The linear target at November is £5 million to achieve £7.5 million by the end of the year	<ul style="list-style-type: none"> Wider promotion and incentive scheme for staff to roll out in Dec/January with a hope to encourage more response and ideas from staff to catch-up on target (<i>Cliff Malone</i>)
SP11	Letter answering within 10 working days – 65% achievement based on 1041 letters and 678 responded to target. There were 8 requests sent over from Paul Carter in November on a range of issues.	<ul style="list-style-type: none"> Proposals are being developed for dealing with letters across E&R and this will be shared with the Board at a later date. There is a wide variability across KHS teams from 42% achievement in Transport & Development for 268 letters and 93% in Network Management for 55 letters received. Regular reports continue to be issued to Managers. Quality of letter content also remains an issue (<i>Caroline Bruce</i>)
SP13	Service Requests outstanding over 21 day - at month end there were 3537 against a target of 500.	<ul style="list-style-type: none"> Good progress continues with teams now provided with a regular 'dashboard' of information that is specific to them and this increases accountability and ownership (<i>Caroline Bruce</i>).
TS02	EDF streetlight faults – Monthly result of 54.6 days, based on 16 orders, which continues to be outside our 30 day target. .	<ul style="list-style-type: none"> There is a separate report to this Board on the EDF issue (<i>Norman Bateman</i>)
TS03	Drainage Emergency response in 2 hours – due to bad weather achievement was 53% against the target of 90%	<ul style="list-style-type: none"> This KPI is always under pressure during periods of bad weather. Performance figure reduced due to receiving 49 calls between 10am and 6pm on the 10th November. With these exceptional numbers removed the performance for the month would have been 91.7% (<i>Norman Bateman</i>)

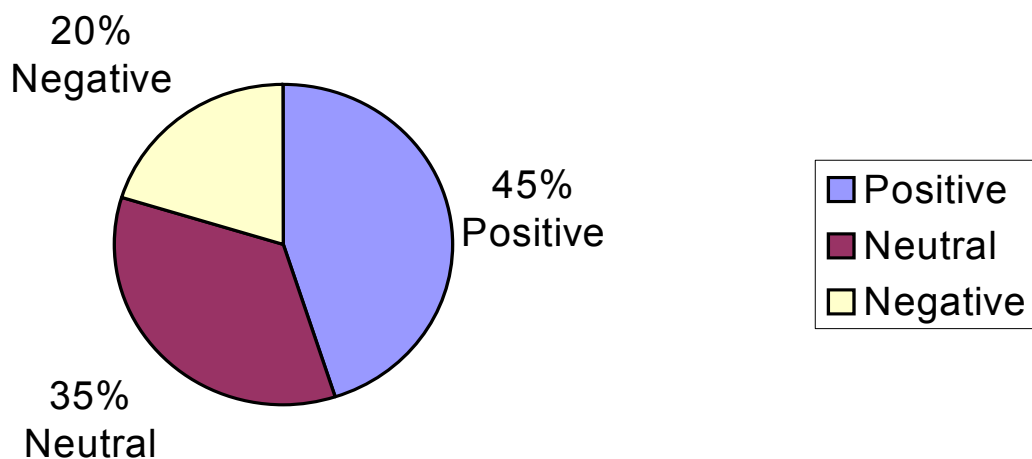
CI01	Schemes Completed – A total of 72 of 181 Integrated Transport Schemes are now complete together with 357 of 526 resurfacing and strengthening schemes. This is 61% of programme at 67% through the year.	<ul style="list-style-type: none"> A total of 429/707 programme complete and the actions reported in the October Alliance Board are being implemented (<i>Behdad Haratbar</i>).
CI02 & CI03	Schemes within 98 - 102% of target price and schemes completed before KHS leaves site	<ul style="list-style-type: none"> Preliminary data is now available and will be formally reported next month. The condition of sites before KHS vacating is also being reviewed. This is being incorporated within the completion certificate to provide a meaningful and measurable data both in terms of the aesthetic appearance of the site as well as a datum from when the 13 weeks closure of accounts will kick in (<i>Behdad Haratbar</i>)
TD01	Old S38's – A further 1 site was adopted leading to a total of 40 of the 175 target now complete.	<ul style="list-style-type: none"> It is likely that it will be impossible to complete adoption on some developments and these will require a Cabinet Member decision on KCC adopting in their current state. However the forecast rate of adoption is: December - 25, January -15, February – 25, March – 25. (<i>David Hall</i>).
TD02	% of 2009/2010 Integrated transport programme ready – a total of 19 schemes are ready for handover to Countywide delivery to ensure an efficient delivery of next years delivery programme. This is from a list of around 70 identified for 2009/10.	<ul style="list-style-type: none"> Pipkin list now resolved by Keith Ferrin and work to progress on scheme design to align to KPI. Additional resource from Jacobs supporting the review and co-ordination of the design programme. (<i>David Hall</i>)
NM 07, 08 & 9	Traffic Systems - number of 2 hour and 24hr faults are 171 and 228 respectively and these remain above the monthly 60 and 175 target respectively. All sites in operation/available is 96.9% against a target of 98%	<ul style="list-style-type: none"> Faults still appear to currently include LED sites that are being upgraded and this is pushing results well outside the target. Review data capture to ensure correct information for next month. (<i>Paul Burgess</i>)
NM10 & 12	Congestion Measurement – for the T2010 indicator for Maidstone is now available but the approach for National Indicator No 167 Countywide data has not yet been resolved.	<ul style="list-style-type: none"> Excellent work from Jacobs to deliver data for Maidstone that indicates an average vehicle speed of 17mph into Maidstone during the 0730-0930 morning peak. This is the equivalent of a vehicle taking 3.53 minutes to travel a mile (which is the equivalent NI measure). Data for Canterbury is programmed for March 09 and T/Wells in Dec 09 (subject to funding). Liaison with Jacobs is on-going to establish the approach to the countywide NI 167 indicator. David Beaver has now taken over acting Head of Network Management and is to take this forward as a priority. A meeting is scheduled in early January to establish the way forward. (<i>David Beaver</i>).
BPC 04	Contact Centre – Only the first point resolution KPI is an issue with 45% of calls handled as a first point resolution ('once and done') against the target of 65%.	<ul style="list-style-type: none"> No action is planned this month to bring this indicator on track as at this time most effort is being put into closing calls rather than supporting the Contact Centre to be able to answer calls without passing them on as a service request. This is a later priority (<i>new Executive lead to be identified</i>)

6. The Alliance Board KPI's this month have improved and assessment is a **RED/AMBER** with continued focus needed if over 75% of our targets are to be met by year end. This is required for commercial Alliance partners to access the financial 'gain' accrued when the net of all actual costs are lower than the agreed target prices.

Appendix 1 – KHS KPI results – INPHASE presentation of results

Appendix 2 – KHS PRESS CUTTING ANALYSIS – NOVEMBER 2008
KENT HIGHWAY SERVICES

Tone of cutting	Last month's cuttings	This month's cuttings
<i>Positive</i>	75	78
<i>Neutral</i>	70	60
<i>Negative</i>	19	35
TOTAL	164	173


- From a total of 35 negative cuttings 9 were letters.
Positive

On the road with the freedom bus pass
 Kent Highway Services launch the winter drink drive campaign
 Walking bus is the latest attraction for villagers in Smarden

Neutral

Concerns as Highways Chief takes on new role – appointment of John Hobbs
 Calls to cut speed limits on roads in Fant
 Calls for a pedestrian crossing for Marden Road in Staplehurst

Negative

How to cross the road: the movie – crossing the road just got easier thanks to £15k DVD
 Council spends £15k telling people how to cross the road
 Council's next film: safer investing

Hannah Lord's Comments:

This month's total cuttings figures have decreased from last year's November figures (213 previously), the positive number of cuttings has fallen (110 previously), and the negative number of cuttings has risen slightly (30 cuttings last year), the number of neutral cuttings has also fallen (73 cuttings last year).

The topic with the single most amount of cuttings (unfortunately they were mostly negative) related to the shared space scheme in Ashford and the launch of the DVD explaining the scheme, (it is also worth noting that this received widespread national coverage).

Summary of Complaints					
Reference	Service Area	Subject	Description	Type *	Resolving Action
KHSCMT032	Technical Services	Streetlighting	Lack of action in providing a shield to street light.	Lack of Action/Delay	
KHSCMT028	Community Operations and Development	Dangerous Junction	Dangerous Kent Street & Malling Road	Other	
KHSCMT025	Community Operations and Development	Footpaths	Lack of clear procedure, not keeping to response deadlines published.	Other	David Latham now dealing with this one
KHSCMT033	Transport and Development	Traffic Calming	Dispute of traffic calming in village. Regarding blocked footpath	Disputed Decision	
KHSCMT031	Community Operations	Vehicle Damage	Damage to vehicle considered to be caused by KHS crew	Claim for compensation	
KHSCMT029	Technical Services	Streetlighting	Streetlight not working in Rope Walk, Sandwich. Was previously reported.	Lack of Action/Delay	
KHSCMT030	Community Operations	Drainage	Lack of action in resolving flooding problems	Information/progress	
KHSCMT027	Technical Services	Drainage	Mr Long feels that Drainage should take action to avoid future flooding the engineer has said the flooding occurs	Disputed Decision	Louise called Mr Long and he is now satisfied
KHSCMT014	Community Operations	Hedges	Complaint that calls not returned and work not completed	Quality of Service Provided	
KHSCMT024	Technical Services	Trees	Tree cutting due to circumstances not on KHS land and therefore KHS can't act.	Lack of Action/Delay	Alan Riley replied 07/11/08
KHSCMT026	Community Operations	Dropped Kerb	CSM - Mrs O'Connell is upset	Other	Andy Moreton is now dealing with this. And Mrs O'Connell is still not satisfied
KHSCMT020	Community Operations	Hedges	Mr Edwards has an ongoing problem with the non pruning of hedges. She had difficulties getting a dropped kerb and her neighbour has had one installed without problems	Lack of Action/Delay	This has been an issue for Mr Edward since 2005
KHSCMT023	Technical Services	Hedges	Lack of response to letters regarding hedge cutting	Contact Problems	Alan Riley replied 19/11/08
KHSCMT015	Technical Services		Complaint about work not being done despite contacting several times	Quality of Service Provided	
KHSCMT016	Community Operations	Trees	Complaint about overhanging trees not being dealt with	Lack of Action/Delay	
KHSCMT018	Network Management	Zebra Crossing	Complaint about unwanted Zebra Crossing in Bredhurst	Disputed Decision	
KHSCMT021	Network Management	Streetlight	Phasing of street lights in Willington Street.	Other	
KHSCMT022	Transport and	Bus Stops		Contact Problems	
Summary Community Operations 7 complaints - Lack of action and quality of service Technical Services 7 complaints - Lack of action and quality of service Countywide Improvements No complaints Quality of service Network Management 2 complaints - Lack of action Transport & Development 3 complaints - Contact problems and disputed decision KHS 1 Complaint - Quality of service					

KHS - Alliance Strategic

Description	Type	Display	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Comment
SP01 : Net positive press coverage	Percentage	Actual	24.56	39.44	30.67	38.5	34.15	24.86	Owner: David Beaver. When performance is ABOVE target it is better. Results are consistently good. Monthly result just below target but YTD on track
		Target	25	25	25	25	25	25	
		Performance	★	★	★	★	★	★	
SP02 : Ratio of compliments to compliments and complaints	Percentage	Actual (YTD)	29.8	31.99	31.78	32.89	33.05	32.08	Owner: David Beaver. When performance is ABOVE target it is better. Performance is below target.
		Actual	82.61	67.31	27.5	61.22	76.36	61.54	
		Target	70	70	70	70	70	70	
SP03 : Callers satisfied with overall outcome	Percentage	Actual (YTD)	80.62	76.8	67.87	66.67	68.31	67.37	Owner: David Beaver. When performance is ABOVE target it is better.
		Actual	84	85	90	61	92	92	
		Target	60	60	60	60	60	60	
SP04 : Leavers as proportion of staff	Percentage	Performance	★	★	★	★	★	★	Owner: David Beaver. Quarterly report. When performance is BELOW target it is better. Results are above target.
		Actual (YTD)	76.33	78.5	80.8	77.5	79.57	81.94	
		Actual	3.33			3.61			
SP05 : Number of lost time incidents	No.	Performance	●	●	●	▲	●	●	Owner: Jerry Pert. When performance is BELOW target it is better. Actuals are accumulative; Target is annual. 4 incidents so far in yr, annual target is 3, so KPI has failed annual target.
		Actual (YTD)	3.33			6.79			
		Actual	1	2	2	4	4	4	
SP06 : Value of efficiency savings & innovations YEAR TO DATE	£'000s	Actual	659.87	1231	1331	2000	2096.2	2261	Owner: Cliff Malone. When performance is ABOVE target it is better. Actuals and target are accumulative. Annual goal is £7.5m. Performance is below target.
		Target	1875	2500	3125	3750	4375	5000	
		Performance	▲	▲	▲	▲	▲	▲	
SP07 : Staff net satisfaction with KHS as an employer	Percentage	Actual (YTD)	659.87	1231	1331	2000	2096.2	2261	Owner: David Beaver. When performance is ABOVE target it is better. Half-year goal is 55%. Performance is below target.
		Actual			53.39				
		Target			55				
SP09 : Overhead cost as proportion of total spend	Percentage	Performance	★	★	★	★	★	★	Owner: Mike Palmer. When performance is BELOW target it is better. Actual is latest month end percentage. Target is annual percentage.
		Actual (YTD)	9.97	9.64	9.6	9.7	9.7	9.7	
		Actual	0.38	0.3	0.46	0.44	0.65	0.77	
SP10 : Days sickness per FTE	No.	Target	10	10	10	10	10	10	Owner: David Beaver. When performance is BELOW target it is better. Actual and target are average numbers of days across FTE workforce. YTD is moving out of target.
		Performance	★	★	★	★	★	★	
		Actual (YTD)	1.07	1.27	1.81	2.22	2.85	3.53	
SP11 : Letters responded to within 10 working days	Percentage	Actual	75.11	73.67	69.37	71.59	72.84	67.13	Owner: David Beaver. When performance is ABOVE target it is better. Results are always below target. Now we have data to identify performance by individual. INCLUDED IN EXECUTIVE ACTION PLAN
		Target	90	90	90	90	90	90	
		Performance	▲	▲	▲	▲	▲	▲	
SP12 : Proportion of material diverted from landfill	Percentage	Actual (YTD)	74.32	74.16	73.42	73.11	73.07	72.5	Owner: Jerry Pert. When performance is ABOVE target it is better. Actuals & targets are monthly %. Currently below target for month and for YTD
		Actual	80.65	80.88	92.14	91.89	88.46	80.84	
		Target	92	92	92	92	92	92	
SP13 : Number of service requests outstanding after 21 days	No.	Actual (YTD)	77.85	78.68	82.23	83.93	84.62	84.12	Owner: David Beaver. When performance is BELOW target it is better. Actual and target are month end numbers. INCLUDED IN EXECUTIVE ACTION PLAN
		Actual	1558	3684	6300	7270	5551	3537	
		Target	500	500	500	500	500	500	
Actual (YTD)	1279.7	1880.8	2765	3516	3806.3	3772.6			

KHS - Community Operations - Kim Hills

Description	Type	Display	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Comment
CO01 : Districts with red assessment of insurance claim processing	No.	Actual	1	4	4	2	1	0	When performance is BELOW target it is better. Target & Actual (YTD) are accumulative numbers.
		Target	3	4	5	6	7	8	
		Performance (YTD)							
CO06 : Proportion of fixing gang operational (one which is on site)	Percentage	Actual	63.39	63.62	66.16	66.87	68.06	66.89	When performance is ABOVE target it is better. Actual and target are monthly percentages. Currently performance is above target.
		Target	50	50	50	50	50	50	
		Performance (YTD)							
CO07 : Generic emergency responses within 2 hour target	Percentage	Actual	63.39	63.62	66.16	66.87	68.06	66.89	When performance is ABOVE target it is better. Actual and target are monthly percentages. Currently performs above target.
		Target	99.83	100	100	100	100	100	
		Performance (YTD)							
		Actual (YTD)	99.94	99.96	99.97	99.97	99.98	99.98	

Other indicators C0 02,03,04 and 05 are from annual condition surveys

KHS - Technical Services - Norman Bateman

Description	Type	Display	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Comment
TS01 : Average days to respond to streetlight fault (KHS)	Days	Actual	4.44	4.1	4.77	3.77	4.62	4.92	When performance is BELOW target it is better. Actuals & target are monthly average numbers of days. Current performance continues to be good.
		Target	5	5	5	5	5		
		Performance							
		Actual (YTD)	4.5	4.4	4.47	4.35	4.39	4.46	
TS02 : Average days to respond to streetlight faults (EDF)	Days	Actual	113.3	74.9	45.55	52.71	46.26	54.56	When performance is BELOW target it is better. Actuals & target are monthly average numbers of days. Performance is continually poor.
		Target	30	30	30	30	30	30	
		Performance							
		Actual (YTD)	73.34	73.5	70.57	67.86	65.22	64.66	
TS03 : Drainage emergency response within 2 hour target	Percentage	Actual	91.67	87.1	76.19	82.14	90.91	53.42	When performance is ABOVE target it is better. Actuals & target are monthly percentages. October performance is above target. Subject to extreme weather. INCLUDED IN EXECUTIVE ACTION PLAN.
		Target	90	90	90	90	90	90	
		Performance							
		Actual (YTD)	66.67	70.4	70.98	72.4	73.28	68.52	

KHS - Transport & Development - David Hall

	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Comment
TD01 : Pre 2002 S38 sites adopted	Actual	21	21	25	30	39	40
	Target	44	58	73	88	102	117
	Performance						
	Actual (YTD)	21	21	25	30	39	40
TD02 : Member approved IT schemes PIPKIN and RSA stage 1 by 1st Dec	Actual				10.26	31.67	31.67
	Target				n/a	n/a	n/a
	Performance						
	Actual (YTD)						

Performance of target (175 adoptions) is good. Actual and target are accumulative numbers. Currently well below linear target.

Performance target is 100% readiness by 31/12/08. This target is unlikely to be met due to late agreement of the Pipkin list.

KHS - Network Management - David Beaver (acting)

Description	Type	Display	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Comment
NM01/02 : Number of people KSI on Kent roads (including HA roads)	No.	Actual	67	64	66	50	56		NM01/2 now combined. When performance is BELOW target it is better. Actual & target are latest monthly estimates (corrected in 3 month validation period). Target is for no more deaths for year as agreed with DfT at 695.
		Target	58	58	58	58	58	58	
		Performance (YTD)	▲	▲	▲	▲	▲	▲	
NM03 : Number of children KSI on Kent roads (including HA roads)	No.	Actual (YTD)	67	64	66	50	56		Target is based on 61 children KSI in year ended 31st December 2007.
		Actual	5	7	5	5	6		
		Target	4.9	4.9	4.9	4.9	4.9	4.9	
NM04 : Number of slight injuries on Kent roads (including HA roads)	No.	Performance (YTD)	▲	▲	▲	▲	▲		No target set - just note monthly trends. Data is subject to considerable change over a three month validation cycle. Number of slight injuries for year ended 31st December 2007 was 5743.
		Actual (YTD)	5	7	5	5	6		
		Actual	498	525	467	459			
NM05 : Proportion of sites passing safety audits	Percentage	Target	478	478	478	478	478	478	When performance is ABOVE target it is good. Actual and target are monthly percentages, but performance shows YTD. Current performance is fluctuating - need to see longer trend. This month 677 sites passed safety audit.
		Actual (YTD)	498	525	467	459			
		Actual	71.43	72.7	87.5	100	85.71	94.12	
NM06 : Proportion of defective reinstatements found by inspectors	Percentage	Target	85	85	85	85	85	85	When performance is BELOW target it is better. Actual and target are monthly percentages. Current performance may be linked to performance improvement.
		Actual (YTD)	85.53	82.7	83.61	84.62	84.67	85.6	
		Actual	8.74	6.72	7.87	7.49	8.72	11.93	
NM07 : Number of traffic signal urgent faults requiring 2 hour response	Percentage	Target	7	7	7	7	7	7	When performance is BELOW target it is better. Actual and target are monthly numbers. KPI outturn will be average number per month over 12 months. Concern that software reports LED replacement sites as faults and this is being investigated.
		Actual (YTD)	10.89	9.84	9.4	8.98	8.94	9.07	
		Actual	81	115	229	96	122	171	
NM08 : Number of traffic signal faults requiring 24 hour response	Percentage	Target	60	60	60	60	60	60	When performance is BELOW target it is better. Actual and target are monthly numbers. KPI outturn will be average number per month over 12 months. Concern that software reports LED replacement sites as faults and this is being investigated.
		Actual (YTD)	81	115	229	96	122	171	
		Actual	215	84	244	229	227	228	
NM09 : Proportion of traffic signals with no faults in the month	Percentage	Target	175	175	175	175	175	175	When performance is ABOVE target it is better. Actual and target are monthly percentages. KPI outturn will be a true average over 12 months. Basic inventory is 661 sites. Concern that software reports LED replacement sites as faults and this is being investigated.
		Actual (YTD)	95.32	95.3	95.19	95.25	95.4	95.59	
		Actual	95.04	95.3	94.68	95.53	96.29	96.9	
NM10 : Average journey time per mile during morning peak (as NI167)	Minutes	Target	98	98	98	98	98	98	When performance is BELOW target it is better.
		Performance (YTD)	▲	▲	▲	▲	▲	▲	
		Average (YTD)							
NM11 : Proportion of traffic delay violations by site contractors	Percentage	Actual	23	26	27	31	36	38	Target is 50 in year. Actual and target are accumulative. When performance is ABOVE target (this year) it is good. Performance is above target.
		Target	50	50	50	50	50	50	
		Performance (YTD)	▲	▲	▲	▲	▲	▲	
NM12 : Reduction of journey times into, across and between the main urban centres in Kent (as T2010 No34) - Maidstone	Minutes	Actual (YTD)	23	26	27	31	36	38	When performance is BELOW target it is better. Data is for Maidstone only and no target is yet set as we do not have enough data to set a sensible target. T2010 is 10% between Towns.
		Actual						3.53	
		Target							
Performance (YTD)									
Average (YTD)									

Business Performance Communications - Currently there is no Executive Owner											
Description	Type	Display	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Comment		
BC01 : Proportion of calls received that were answered	Percentage	Actual	89.7	85.3	87.28	96.57	96.41	95.95	When performance is ABOVE target it is better. Actuals and target are monthly percentages. Performance is much improved in last two months. Performance is based on annual percentage. INCLUDED IN EXECUTIVE ACTION PLAN.		
		Target	95	95	95	95	95	95			
		Performance	●	●	●	●	●	●			
BC02 : Proportion of calls answered within 20 seconds	Percentage	Actual (YTD)	93.34	91.2	90.47	91.44	92.11	92.57	When performance is ABOVE target it is better. Actuals and target are monthly percentages. Performance is based on annual percentage. INCLUDED IN EXECUTIVE ACTION PLAN.		
		Actual	43.95	39	43	86	86	76			
		Target	80	80	80	80	80	80			
BC03 : Average wait time before calls are answered	Seconds	Performance	▲	▲	▲	▲	▲	▲	When performance is BELOW target it is better. Actuals and target are averages for answered calls. Now below target. INCLUDED IN EXECUTIVE ACTION PLAN.		
		Actual (YTD)	61.2	55.3	53.04	58.26	62.02	63.67			
		Actual	53	69	65	17	16	24			
BC04 : Proportion of calls with 'first point resolution' by the contact centre	Percentage	Target	20	20	20	20	20	20	When performance is ABOVE target it is better. Actuals and target are monthly percentages. Now below target. INCLUDED IN EXECUTIVE ACTION PLAN.		
		Performance	▲	▲	▲	▲	▲	▲			
		Actual (YTD)	53	69	65	43	39	37			
BC05 : Proportion of calls that are repeat calls	Percentage	Actual	48.2	43.7	45.8	45.3	49.3	45	When performance is BELOW target it is better. Actuals and target are monthly percentages. Current performance achieves the target. INCLUDED IN EXECUTIVE ACTION PLAN.		
		Target	65	65	65	65	65	65			
		Performance	▲	▲	▲	▲	▲	▲			
BC05 : Proportion of calls that are repeat calls	Percentage	Actual (YTD)	48.2	43.7	45.8	45.3	49.3	45	When performance is BELOW target it is better. Actuals and target are monthly percentages. Current performance achieves the target. INCLUDED IN EXECUTIVE ACTION PLAN.		
		Actual	10.6	6.81	12.1	12.5	11.7	11.6			
		Target	15	15	15	15	15	15			
BC05 : Proportion of calls that are repeat calls	Percentage	Performance	★	★	★	★	★	★	When performance is BELOW target it is better. Actuals and target are monthly percentages. Current performance achieves the target. INCLUDED IN EXECUTIVE ACTION PLAN.		
		Actual (YTD)	9.56	8.87	9.44	9.95	10.2	10.37			

KHS - Finance - Mike Palmer												
Description	Type	Display	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Comment			
KHS - Finance : FI01 : Proportion of undisputed invoices paid in 30 days of receipt other agreed terms	Palmer, Mike	Actual	88	88	92	94	94.5	93.7				
		Target	95	95	95	95	95	95				
		Performance										
		Actual (YTD)	92	91	91	92	92	92	92		When performance is ABOVE target it is better	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD
96	KHS Service group and category	Oct-08	Oct-07	Nov-08	Nov-07	Dec-08	Dec-07	Jan-09	Jan-08	Feb-09	Feb-08	Mar-09	Mar-08													2008/9 Cumulative Total / %	2007/8 Total / %			
97	Community Operations																													
98	Dropped Crossing	70	1.0%	61	0.9%	47	0.6%	38	0.6%	#DIV/0!	23	0.5%	#DIV/0!	41	0.4%	#DIV/0!	31	0.5%	#DIV/0!	35	0.6%					370	0.6%	1280	1.6%	
99	Fly Tipping	88	1.2%	112	1.7%	80	1.0%	119	1.9%	#DIV/0!	73	1.5%	#DIV/0!	101	1.1%	#DIV/0!	90	1.4%	#DIV/0!	91	1.4%					649	1.1%	1254	1.6%	
100	Insurance Claims	35	0.5%	46	0.7%	38	0.5%	40	0.7%	#DIV/0!	47	1.0%	#DIV/0!	74	1.1%	#DIV/0!	76	1.2%	#DIV/0!	71	1.1%					316	0.5%	1038	1.3%	
101	Off-Road Cycleways	0	0.0%	62	0.9%	0	0.0%	67	1.1%	#DIV/0!	43	0.9%	#DIV/0!	103	0.8%	#DIV/0!	82	1.3%	#DIV/0!	55	0.9%					97	0.2%	545	0.7%	
102	Pavements / Footways	378	5.3%	543	8.2%	376	4.6%	468	7.6%	#DIV/0!	293	6.0%	#DIV/0!	491	5.4%	#DIV/0!	468	7.5%	#DIV/0!	349	5.5%					3989	6.5%	5195	6.7%	
103	Roads	467	6.6%	645	9.7%	282	3.4%	574	9.4%	#DIV/0!	613	12.5%	#DIV/0!	1816	19.9%	#DIV/0!	1266	20.4%	#DIV/0!	537	8.5%					4752	7.7%	9085	11.7%	
104	Spillage / Shed Loads	185	2.6%	159	2.4%	252	3.1%	128	2.1%	#DIV/0!	102	2.1%	#DIV/0!	114	1.2%	#DIV/0!	149	2.4%	#DIV/0!	131	2.1%					1261	2.0%	1652	2.1%	
105	Verge / Road / Edge Over Run	39	0.6%	20	0.3%	61	0.7%	20	0.3%	#DIV/0!	7	0.1%	#DIV/0!	54	0.6%	#DIV/0!	44	0.7%	#DIV/0!	31	0.5%					295	0.5%	283	0.4%	
106	Winter Service	27	0.4%	10	0.2%	31	0.4%	30	0.5%	#DIV/0!	257	5.2%	#DIV/0!	39	0.4%	#DIV/0!	31	0.5%	#DIV/0!	9	0.1%					111	0.2%	398	0.5%	
107	Emergency Response	0	0.0%	12	0.2%	45	0.5%	10	0.2%	#DIV/0!	14	0.3%	#DIV/0!	11	0.1%	#DIV/0!	7	0.1%	#DIV/0!	14	0.2%					76	0.1%	68	0.1%	
108	Request for Bollards (Not Repair)	2	0.0%	18	0.3%	68	0.8%	13	0.2%	#DIV/0!	5	0.1%	#DIV/0!	21	0.2%	#DIV/0!	23	0.4%	#DIV/0!	21	0.3%					136	0.2%	101	0.1%	
109	Rabbits / Birds etc Inhabiting Highway / Verge / Structure	0	0.0%	6	0.1%	0	0.0%	2	0.0%	#DIV/0!	1	0.0%	#DIV/0!	3	0.0%	#DIV/0!	1	0.0%	#DIV/0!	4	0.1%					24	0.0%	17	0.0%	
110	Potholes	313	4.4%	0	0.0%	547	6.7%	0	0.0%	#DIV/0!	0	0.0%	#DIV/0!	0	0.0%	#DIV/0!	0	0.0%	#DIV/0!	828	13.1%					6505	10.6%	828	1.1%	
111	Total for Community Operations	1604	22.7%	1694	25.5%	1827	22.2%	1509	24.6%	0	#DIV/0!	1478	30.0%	0	#DIV/0!	2868	31.4%	0	#DIV/0!	2268	36.5%	0	#DIV/0!	2176	34.4%	18581	30.2%	21744	28.0%	
112																														
113	Technical Services																													
114	Blocked Gully	239	3.4%	291	4.4%	403	4.9%	179	2.9%	#DIV/0!	224	4.6%	#DIV/0!	607	6.6%	#DIV/0!	174	2.8%	#DIV/0!	232	3.7%					2858	4.6%	4098	5.3%	
115	Drain Covers Damaged	178	2.5%	207	3.1%	170	2.1%	166	2.7%	#DIV/0!	161	3.3%	#DIV/0!	226	2.5%	#DIV/0!	232	3.7%	#DIV/0!	184	2.9%					1701	2.8%	2442	3.1%	
116	Ditches	14	0.2%	11	0.2%	23	0.3%	6	0.1%	#DIV/0!	16	0.3%	#DIV/0!	52	0.6%	#DIV/0!	14	0.2%	#DIV/0!	16	0.3%					137	0.2%	275	0.4%	
117	Flooding	87	1.2%	171	2.6%	363	4.4%	80	1.3%	#DIV/0!	156	3.2%	#DIV/0!	494	5.4%	#DIV/0!	73	1.2%	#DIV/0!	130	2.1%					1368	2.2%	1966	2.5%	
118	Grass	72	1.0%	24	0.4%	23	0.3%	27	0.4%	#DIV/0!	6	0.1%	#DIV/0!	7	0.1%	#DIV/0!	6	0.1%	#DIV/0!	18	0.3%					1649	2.7%	728	0.9%	
119	Hedges	217	3.1%	252	3.8%	181	2.2%	137	2.2%	#DIV/0!	64	1.3%	#DIV/0!	135	1.5%	#DIV/0!	114	1.8%	#DIV/0!	86	1.4%					2813	4.6%	3457	4.4%	
120	Weeds	138	2.0%	49	0.7%	32	0.4%	28	0.5%	#DIV/0!	6	0.1%	#DIV/0!	17	0.2%	#DIV/0!	17	0.3%	#DIV/0!	13	0.2%					1295	2.1%	719	0.9%	
121	Trees	444	6.3%	424	6.4%	457	5.6%	306	5.0%	#DIV/0!	237	4.8%	#DIV/0!	577	6.3%	#DIV/0!	270	4.3%	#DIV/0!	761	12.0%					4540	7.4%	4626	5.9%	
122	Streetlights	1705	24.1%	1962	29.6%	2383	29.0%	2166	35.4%	#DIV/0!	1586	32.2%	#DIV/0!	2554	28.0%	#DIV/0!	1591	25.6%	#DIV/0!	1355	21.4%					11420	18.5%	17307	22.3%	
123	Signs (lit)	61	0.9%	6	0.1%	117	1.4%	7	0.1%	#DIV/0!	4	0.1%	#DIV/0!	14	0.2%	#DIV/0!	10	0.2%	#DIV/0!	11	0.2%					382	0.6%	52	0.1%	
124	Signs (unlit)	259	3.7%	266	4.0%	262	3.2%	231	3.8%	#DIV/0!	133	2.7%	#DIV/0!	258	2.8%	#DIV/0!	238	3.8%	#DIV/0!	203	3.2%					2168	3.5%	2533	3.3%	
125	Road Markings / Lines	203	2.9%			190	2.3%			#DIV/0!			#DIV/0!			#DIV/0!			#DIV/0!		0.0%					777	1.3%	0	0.0%	
126	Materials / Obstructions on the Highway	96	1.4%			177	2.2%			#DIV/0!			#DIV/0!			#DIV/0!			#DIV/0!		0.0%					397	0.6%	0	0.0%	
127	Fences / Guardrails	45	0.6%	45	0.7%	85	1.0%	32	0.5%	#DIV/0!	29	0.6%	#DIV/0!	67	0.7%	#DIV/0!	50	0.8%	#DIV/0!	55	0.9%					406	0.7%	506	0.7%	
128	Cats Eyes	5	0.1%	0	0.0%	4	0.0%	1	0.0%	#DIV/0!	1	0.0%	#DIV/0!	0	0.0%	#DIV/0!	1	0.0%	#DIV/0!	2	0.0%					20	0.0%	7	0.0%	
129	Bollards (unlit)	82	1.2%	60	0.9%	29	0.4%	39	0.6%	#DIV/0!	40	0.8%	#DIV/0!	69	0.8%	#DIV/0!	66	1.1%	#DIV/0!	50	0.8%					437	0.7%	536	0.7%	
130	Bridges / Tunnels	12	0.2%	4	0.1%	15	0.2%	1	0.0%	#DIV/0!	2	0.0%	#DIV/0!	3	0.0%	#DIV/0!	6	0.1%	#DIV/0!	2	0.0%					96	0.2%	28	0.0%	
131	Total for Technical Services	3857	54.5%	3772	56.8%	4914	59.8%	3406	55.6%	0	#DIV/0!	2665	54.1%	0	#DIV/0!	5080	55.6%	0	#DIV/0!	2862	46.0%	0	#DIV/0!	3118	49.3%	32464	52.7%	39280	50.5%	
132																														
133	Countywide Improvements																													
134	Surface Dressing	89	1.3%	3	0.0%	40	0.5%	0	0.0%	#DIV/0!	0	0.0%	#DIV/0!	1	0.0%	#DIV/0!	7	0.1%	#DIV/0!	7	0.1%					371	0.6%	20	0.0%	
135	Total for Countywide Improvements	89	1.3%	3	0.0%	40	0.5%	0	0.0%	0	#DIV/0!	0	0.0%	0	#DIV/0!	1	0.0%	0	#DIV/0!	7	0.1%	0	#DIV/0!	7	0.1%	371	0.6%	20	0.0%	
136																														
137	Transport and Development																													
138	Bus Shelter / Stops	6	0.1%	10	0.2%	16	0.2%	8	0.1%	#DIV/0!	2	0.0%	#DIV/0!	14	0.2%	#DIV/0!	6	0.1%	#DIV/0!	6	0.1%					64	0.1%	83	0.1%	
139	Development Control	10	0.1%	21	0.3%	1	0.0%	23	0.4%	#DIV/0!	17	0.3%	#DIV/0!	27	0.3%	#DIV/0!	29	0.5%	#DIV/0!	17	0.3%					85	0.1%	141	0.2%	
140	Highway Boundaries	3	0.0%	32	0.5%	2	0.0%	18	0.3%	#DIV/0!	2	0.0%	#DIV/0!	10	0.1%	#DIV/0!	12	0.2%	#DIV/0!	4	0.1%					43	0.1%	84	0.1%	
141	Traffic Investigation Requests	103	1.5%	143	2.2%	81	1.0%	132	2.2%	#DIV/0!	51	1.0%	#DIV/0!	86	0.9%	#DIV/0!	111	1.8%	#DIV/0!	76	1.2%					656	1.1%	783	1.0%	
142	Total for Transport and Development	122	1.7%	206	3.1%	100	1.2%	181	3.0%	0	#DIV/0!	72	1.5%	0	#DIV/0!	137	1.5%	0	#DIV/0!	158	2.5%	0	#DIV/0!	103	1.6%	848	1.4%	1091	1.4%	
143																														
144	Network Management																													
145	Enforcement	19	0.3%	40	0.6%	0	0.0%	37	0.6%	#DIV/0!	35	0.7%	#DIV/0!	37	0.4%	#DIV/0!	42	0.7%	#DIV/0!	57	0.9%					123	0.2%	307	0.4%	
146	Miscellaneous Licence / Permit	29	0.4%	12	0.2%	25	0.3%	20	0.3%	#DIV/0!	22	0.4%	#DIV/0!	46	0.5%	#DIV/0!	30	0.5%	#DIV/0!	24	0.4%					278	0.5%	199	0.3%	
147	Parking	8	0.1%	5	0.1%	38	0.5%	2	0.0%	#DIV/0!	0	0.0%	#DIV/0!	2	0.0%	#DIV/0!	4	0.1%	#DIV/0!	0	0.0%					96	0.2%	27	0.0%	
148	Road Closure	11	0.2%	18	0.3%	5	0.1%	13	0.2%	#DIV/0!	5	0.1%	#DIV/0!	14	0.2%	#DIV/0!	9	0.1%	#DIV/0!	10	0.2%					60	0.1%	125	0.2%	
149	Road Opening	0	0.0%	18	0.3%	9	0.1%	10	0.2%	#DIV/0!	0	0.0%	#DIV/0!	8	0.1%	#DIV/0!	8	0.1%	#DIV/0!	4	0.1%					36	0.1%	94	0.1%	
150	Roadworks	146	2.1%	344	5.2%	160	1.9%	390	6.4%	#DIV/0!	201	4.1%	#DIV/0!	346	3.8%	#DIV/0!	355	5.7%</												

Kent Highway Services - Total number of contacts and resultant number of service requests analysis

note: top three issues are shown bold text in blue highlighter

2007/2008

KHS Service group and category	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	2007/8 Cumulative Total / %													
Community Operations																										
Dropped Crossing	192	3.8%	172	3.0%	186	2.9%	179	2.3%	196	2.8%	126	2.1%	61	0.9%	38	0.6%	23	0.5%	41	0.4%	31	0.5%	35	0.6%	1280	1.6%
Fly Tipping	111	2.2%	101	1.8%	108	1.7%	116	1.5%	115	1.6%	117	1.9%	112	1.7%	119	1.9%	73	1.5%	101	1.1%	90	1.4%	91	1.4%	1254	1.6%
Insurance Claims	59	1.2%	434	7.5%	43	0.7%	46	0.6%	40	0.6%	32	0.5%	46	0.7%	40	0.7%	47	1.0%	104	1.1%	76	1.2%	71	1.1%	1038	1.3%
Off-Road Cycleways	7	0.1%	24	0.4%	28	0.4%	47	0.6%	38	0.5%	19	0.3%	62	0.9%	67	1.1%	43	0.9%	73	0.8%	82	1.3%	55	0.9%	545	0.7%
Pavements / Footways	398	7.8%	384	6.7%	434	6.7%	465	6.0%	459	6.5%	443	7.3%	543	8.2%	468	7.6%	293	6.0%	491	5.4%	468	7.5%	349	5.5%	5195	6.7%
Roads	695	13.6%	602	10.4%	576	8.8%	729	9.3%	576	8.1%	456	7.5%	645	9.7%	574	9.4%	613	12.5%	1816	19.9%	1266	20.4%	1365	21.6%	9913	12.7%
Spillage / Shed Loads	130	2.5%	132	2.3%	138	2.1%	132	1.7%	160	2.3%	177	2.9%	159	2.4%	128	2.1%	102	2.1%	114	1.2%	149	2.4%	131	2.1%	1652	2.1%
Verge / Road / Edge Over Run																									0	0.0%
Winter Service	6	0.1%	3	0.1%	0	0.0%	5	0.1%	0	0.0%	8	0.1%	10	0.2%	30	0.5%	257	5.2%	39	0.4%	31	0.5%	9	0.1%	398	0.5%
Emergency Response																									0	0.0%
Request for Bollards (Not Repair)																									0	0.0%
Rabbits / Birds etc Inhabiting Highway / Verge / Structure																									0	0.0%
Potholes																									0	0.0%
Total for Community Operations	1598	31.2%	1852	32.1%	1513	23.2%	1719	22.0%	1584	22.4%	1378	22.6%	1638	24.7%	1464	23.9%	1451	29.5%	2779	30.4%	2193	35.3%	2106	33.3%	21275	27.4%
Technical Services																										
Blocked Gully	103	2.0%	245	4.3%	468	7.2%	781	10.0%	532	7.5%	262	4.3%	291	4.4%	179	2.9%	224	4.6%	607	6.6%	174	2.8%	232	3.7%	4098	5.3%
Drain Covers Damaged	194	3.8%	195	3.4%	201	3.1%	286	3.7%	200	2.8%	190	3.1%	207	3.1%	166	2.7%	161	3.3%	226	2.5%	232	3.7%	184	2.9%	2442	0.2%
Ditches																									0	0.0%
Flooding																									0	0.0%
Grass	50	1.0%	106	1.8%	183	2.8%	139	1.8%	84	1.2%	78	1.3%	24	0.4%	27	0.4%	6	0.1%	7	0.1%	6	0.1%	18	0.3%	728	0.9%
Hedges	170	3.3%	434	7.5%	787	12.1%	527	6.7%	415	5.9%	336	5.5%	252	3.8%	137	2.2%	64	1.3%	135	1.5%	114	1.8%	86	1.4%	3457	4.4%
Weeds	21	0.4%	65	1.1%	149	2.3%	143	1.8%	118	1.7%	93	1.5%	49	0.7%	28	0.5%	6	0.1%	17	0.2%	17	0.3%	13	0.2%	719	0.9%
Trees	102	2.0%	202	3.5%	154	2.4%	560	7.2%	576	8.1%	457	7.5%	424	6.4%	306	5.0%	237	4.8%	577	6.3%	270	4.3%	761	12.0%	4626	5.9%
Streetlights	1014	19.8%	1110	19.3%	951	14.6%	1129	14.4%	1215	17.2%	1350	22.1%	1962	29.6%	2166	35.4%	1586	32.2%	2554	28.0%	1591	25.6%	1355	21.4%	17983	23.1%
Signs (lit)																									0	0.0%
Signs (unlit)	188	3.7%	217	3.8%	214	3.3%	196	2.5%	188	2.7%	201	3.3%	266	4.0%	231	3.8%	133	2.7%	258	2.8%	238	3.8%	203	3.2%	2533	3.3%
Fences																									0	0.0%
Cats Eyes																									0	0.0%
Bollards (unlit)																									0	0.0%
Bridges / Tunnels																									0	0.0%
Total for Technical Services	1842	36.0%	2574	44.7%	3107	47.7%	3761	48.1%	3328	47.1%	2967	48.6%	3475	52.4%	3240	52.9%	2417	49.1%	4381	48.0%	2642	42.5%	2852	45.1%	36586	47.1%
Countywide Improvements																										
Surface Dressing	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%	3	0.0%	0	0.0%	0	0.0%	1	0.0%	7	0.0%	7	0.0%	20	0.0%
Total for Countywide Improvements	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%	3	0.1%	0	0.0%	0	0.0%	1	0.0%	7	0.1%	7	0.1%	20	0.0%
Transport and Development																										
Bus Shelter / Stops																									0	0.0%
Development Control																									0	0.0%
Highway Boundaries																									0	0.0%
Traffic Investigation Requests																									0	0.0%
Total for Transport and Development	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Network Management																										
Enforcement																									0	0.0%
Miscellaneous Licence / Permit																									0	0.0%
Parking																									0	0.0%
Road Closure																									0	0.0%
Road Opening																									0	0.0%
Roadworks	172	3.4%	174	3.0%	160	2.5%	185	2.4%	148	2.1%	149	2.4%	344	5.2%	390	6.4%	201	4.1%	346	3.8%	355	5.7%	297	4.7%	2921	3.8%
Scaffolding																									0	0.0%
Skips																									0	0.0%
Traffic Lights (Permanent)	80	1.6%	101	1.8%	107	1.6%	155	2.0%	128	1.8%	112	1.8%	117	1.8%	132	2.2%	126	2.6%	143	1.6%	115	1.8%	106	1.7%	1422	1.8%
Traffic Lights (Temporary)	85	1.7%	69	1.2%	81	1.2%	101	1.3%	95	1.3%	95	1.6%	88	1.3%	129	2.1%	111	2.3%	89	1.0%	91	1.5%	130	2.1%	1164	1.5%
Safety Cameras																									0	0.0%
Total for Network Management	337	6.6%	344	6.0%	348	5.3%	441	5.6%	371	5.2%	356	5.8%	549	8.3%	651	10.6%	438	8.9%	578	6.3%	561	9.0%	533	8.4%	5507	7.1%
Unclassified																										
Miscellaneous	577	11.3%	556	9.7%	548	8.4%	667	8.5%	734	10.4%		0.0%	513	7.7%		0.0%		0.0%		0.0%		0.0%		0.0%	3595	4.6%
Unclassified	760	14.9%	435	7.6%	1002	15.4%	1226	15.7%	1055	14.9%	1399	22.9%	460	6.9%	770	12.6%	617	12.5%	1397	15.3%	816	13.1%	832	13.1%	10769	13.9%
Total for Unclassified	1337	26.1%	991	17.2%	1550	23.8%	1893	24.2%	1789	25.3%	1399	22.9%	973	14.7%	770	12.6%	617	12.5%	1397	15.3%	816	13.1%	832	13.1%	14364	18.5%
Total for Period	5114		5761		6518		7814		7072		6102		6638		6125		4923		9136		6219		6330		77752	

By: Keith Ferrin, Cabinet Member for Environment Highways & Waste
Kevin Lynes, Cabinet Member for Regeneration
David Cockburn, Executive Director, Strategy, Economic Development & ICT
Mike Austerberry, Executive Director, EH&W

To: Environment & Regeneration Policy Overview Committee
20th January 2009

**Subject: EQUALITIES IN ENVIRONMENT & REGENERATION DIRECTORATE
ANNUAL REPORT**

Classification: Unrestricted

Summary: The Environment & Regeneration Directorate contribution towards the County Council achievement of gaining Equality Standard for Local Government Level 3, and the recommendations for action in achieving 'Excellence' in the new Equality Framework for Local Government.

1. INTRODUCTION

The Environment & Regeneration Directorate has clear ambitions for equalities and diversity, aligned to those of the wider Council. These ambitions ensure its services help to create a fairer society where everyone can participate and have the opportunity to fulfil their potential. The directorate also strives to ensure its practices recognise, respect, value and harness difference for the benefit of those who use the services and for staff who work in E&R.

"What does this mean for every person within the directorate? It means we should have high expectations that we will treat all people fairly irrespective of their background. It also means we celebrate the rich diversity of people whom we serve whether as residents, customers, workers or visitors."

E&R's Equality & Diversity Action Plan 2007 - 2010

The E&R Directorate's equalities progress, issues and activity, is submitted in this report for the purpose of:

- a) An annual overview of the contributions towards the County Council's achievement of being externally assessed at Level 3 of the Equality Standard for Local Government.
- b) Recommendations for the way ahead in 2009 for achieving the new EFLG rating of 'Excellent' by 2010/11 as stated by the Cabinet.

2. EQUALITY STANDARD FOR LOCAL GOVERNMENT (ESLG)

The Environment & Regeneration Directorate helped towards the County Council achieving ESLG Level 3. The ESLG Self Assessment and Action Plan report for the directorate is provided in the Appendix, and our strengths and weaknesses are explained below.

2.1 Strengths in Equalities and Diversity

- E&R have a strong and committed leadership team with recent experience of equalities and diversity best practice in other public authorities.

- E&R have a focus on accessibility issues in Highways and Countryside Access with some strong relationships with local access groups.
- There is significant focus throughout regeneration projects on people who are socially excluded which encompasses many of the traditionally vulnerable groups.
- E&R has demonstrated strong support for all four KCC staff groups; two of the group chairs are within E&R.
- There is increased awareness across the directorate around issues regarding disability, race, age and gender.
- There is focus on attracting more women and more younger people into KHS in particular through its recent transformation programme and more widely across E&R through supporting the Kent Success Apprenticeship Scheme.
- E&R's Managing Director tasked a "change group" of staff from across the directorate to review equalities and introduce best practice to our work.

2.2 Weaknesses in Equalities and Diversity

- Staff and managers require a greater understanding of how issues around sexual orientation and religion and belief affect those who use E&R's services.
- There is a need to involve a greater variety of community groups more informally in E&R's activities.
- A need to continue to embed future impact assessments in E&R's culture so it becomes part of "how E&R does things".

2.3 SUMMARY OF PROGRESS ON EQUALITIES STANDARD FOR LOCAL GOVERNMENT E&R (REPORTING FOR 2008)

2.3.1 Equality Impact Assessments

Allowing for flexibility amongst divisions to ensure the approach worked effectively for everyone, the screening process on existing policies identified 2 policies as high impact, 13 medium and the remainder low. The main themes of policies requiring full assessments are disabled access and parking, roadworks planning, health and safety, travel planning and public rights of way improvements.

2.3.2 Engagement & Involvement

At times, E&R consult through set piece activity at one off intervals and not necessarily joined up with other services within the Council or with other partner organisations. E&R needs to review how it engages with the community and to ensure it is responsive to the public's desire for dialogue and debate at times when they are calling for it.

2.3.3 Environment & Waste Division

- Converted traditional stiles to more accessible kissing gates in footpaths across Kent, for example 15 stiles have recently been replaced with kissing gates at rail crossings in Swale.
- Involved a number of groups when introducing changes to the countryside paths and byways for example the Disabled Persons Liaison Committee.

2.3.4 Kent Highways Services

- Spent around £4 million a year from KCC's transport budget to provide bus services that are not commercially viable, but that are socially necessary.
- In partnership with Stagecoach (the bus operator) and Thanet District Council Introduced the Thanet Loop, a service that runs every 10 minutes during the main part of the day between Margate, Broadstairs and Ramsgate. The loop provides an easy connection between key services to the hospital and the local shopping centre. The new, low floor

buses, ramps and the specially raised kerbs at bus stops, allow much better access for those with mobility difficulties, as well as for pushchairs.

- Kent Freedom Pass offering unlimited travel anytime and anywhere made available to all Kent young people.

2.3.5 Regeneration and Economy Division

- Access via District websites to Housing Needs Market Assessment Surveys to assist input to Local Development Frameworks for future service requirements.
- Kent 2012 Tourism Objectives includes a target to increase the number of accessible accommodation providers in relation to the Paralympics Games. This is being supported by the regional and national tourist boards and will be a four year strategy.

2.3.6 Strategy & Planning Division

- Built in increased technical requirements to the tender for the new computerised system to support the planning application system. Ensure this meets the highest accessibility needs
- Piloted using text messages as a way of involving young people in prioritising transport planning and understanding their public transport issues.

3. EXAMPLES OF GOOD EQUALITY PRACTICE IN E&R DIRECTORATE

- Inviting participation from gypsy and traveller communities on access to key facilities and services.
- Working with BME businesses on business needs and how other Kent businesses can learn from them.
- Focus groups with visual and mobility impaired users to influence the design of Dover Station Approach Public Realm project.
- Engaging with young offenders on public transport issues using mobile phones to reach them and receive feedback.
- Holding a seminar on local government procurement aimed specifically at BME businesses to inform them of the steps that need to be taken to tender for local government contracts.
- One representative spoke at a Black Business Expo in Virginia and promoted Kent as a place for African American companies to forge business alliances and do business.
- Canterbury Environment Education Centre were awarded a 'BIG' Lottery Fund grant to improve access at the centre by replacing treads to bridges and building a new accessible bird hide.
- Delivering a pre-school literacy project together with a Sure Start Centre using the environment at the centre to make literacy fun.
- Hosting a range of people in Environment & Regeneration to find out what its like to work in E&R including young people, disabled people and young offenders.
- Working closely with Kent Probation Service and ex-offenders on the Clean Kent campaign.

4. THE WAY AHEAD IN 2009

Action planning recommendations are born from the requirements to work towards the new Equalities Framework for Local Government level 'Excellent', but also covering the essential requirements of sustaining the old ESLG level 3 that we are currently aligned with.

Commitment and workable support to the Equalities agenda from the Members, Directors and Senior Managers, are essential for the people of Kent to experience access to services without feeling and being excluded or unfairly treated.

4.1 ACTION ALREADY PLANNED FOR 2009

4.1.2 Engagement & Improvement Business Unit Level Business Plan 2009/10

From the outset, the new Equality & Diversity Officer has worked with the equally new and innovative Engagement & Improvement Unit in E&R, in setting out the Unit's purpose and objectives as a fundamental part of Resources Division. This task was paramount as the Unit supports and advises all other parts of the E&R directorate, especially in Equality & Diversity practice.

The role of the Equality & Diversity Officer in this new Unit is identified, together with the level of support in equalities and engagement the officer shall pro-actively experience. The key equalities actions and initiatives the Equality & Diversity Officer has built into this Unit's Business Plan for actioning from 2009 are explained below:

Engagement & Communication Strategic Equalities Objectives:

1. Increase public awareness of how to communicate with the directorate's services.
2. Seek customer feedback about the directorate's services, to guide promotional activities and service improvements.
3. Investigate and identify new ways of improving customer experience of Environment & Regeneration, utilising new technologies and communication methods for consultation with community groups and individuals across the different equality and diversity strands.
4. Establishment of a new directorate-wide Equalities Forum to be chaired by our directorate Equalities Champion Linda Davies. The directorate Equalities Action Plan sets out a wide range of actions and a key role for the new Officer will be to ensure that the Equalities agenda is fully understood and embraced and delivered by operational teams.

Organisational Improvement Team Equalities Actions:

1. Ensuring our planned procurement will comply with and exceed equalities legislation and satisfy the needs to those of the different equality strands.
2. Engaging and involving different groups across the diversity strands more regularly and more informally so we can demonstrate a clearer and more evidenced understanding of the needs of service users across Kent by the following:
 - Update Equality Mapping to include Gypsy & Traveller, rural and deprived communities in order to empower and involve different community strand groups through community managed and KCC organised focus groups
 - Provide guidance and assistance to equality community groups for history month events i.e. Black History Month, LGBT History Month etc

- Ensuring systems in place for equal access to E&R services such as: parks, countryside, heritage & waste, natural environment, Public Rights of Way and KHS
 - Lead engagement activities with user groups (including hard to reach) working in partnership with SILK (Social Innovation Laboratory for Kent)
 - Explore opportunities to work with Access Kent Interreg IVa project re: Mosaic
 - Focusing on completing Equalities Impact Assessments across directorate with KCC Equality Staff groups and public community groups
3. Promoting equality and diversity across directorate and key partnerships by:
- Establish new Equalities Board and update directorate Equalities Action Plan
 - Guide staff and departments on sound equality practice to making inclusive across the diversity groups the design promotional material and practice
 - Promoting latest Equality legislation such as Communities living in Urban and Rural Areas receiving equal access to services
 - Active member of the Kent Equality Partnership and KCC Equality & Director Officer Group and Directorate Equality Leads meetings
 - Managing evidence collation for the new EFLG through staff and departmental meetings
 - Coordinating input from the directorate Equality Champions
 - Updating the Equality Strategy
 - Leading and guiding equality practice to directorate Members and staff at all levels

4.2 FURTHER ACTIONS RECOMMENDED

4.2.1 E&R's Working Culture

The Equality & Diversity Officer will be a key provider of induction and Equality & Diversity training at all levels (including procurement advice) throughout the directorate. Understanding of equalities issues around race, disability and gender, was shown to be below average through the ESLG Level 3 assessment process, therefore an immediate task will be to update the training and make it more accessible. Knowledge and sound practice of equalities must be an essential requirement when providing public services to the people of Kent, especially across the new Equality Strands.

4.2.2 Embedding and Monitoring Equalities in E&R's Service Units

The communication and embedding process of equality actions by the Equality & Diversity Officer across all Business Plans within the Directorate will be prioritised with support of the Senior Managers. This requirement was identified via the ESLG level 3 assessment and will contribute towards E&R achieving EFLG level Excellent.

4.2.3 E&R Service Accessibility

Documented and frequent staff and departmental meetings, and empowered Internal and External partnership working led by the Equality & Diversity Officer will form the foundation for this to happen in practice. Assessment, planning and delivery of greater access to E&R services to the people of Kent across all the equality strands will be a high priority.

4.2.4 Equality Leadership

In collaboration with Equality Officers, consistent support from Members in achieving and surpassing our equalities aims must be continued to be experienced. This will comprise:

frequent local and regional community engagement across all of the equalities strands on E&R directorate matters; an up-to-date understanding of equalities legislation through training and awareness of services accessibility (such as awareness raised by Sukhi Bains at the Kent Community Engagement Conference Nov '08); and providing leadership publicly and internally.

5. RECOMMENDATIONS

Achieving 'Excellent' in the EFLG five new areas of Equality Change Management will be a huge challenge. However, this process of equality practice is something that we as the E&R directorate of the County Council should already be using as a measurement tool for providing equal access, practice and fairness throughout the county for the people of Kent.

The recommendations outlined above will need to be focused upon, and building upon the examples of good practice already in place (see section 3 above), the directorate will move towards achieving its equality aim.

We therefore recommend the E&R Policy Overview Committee:

1. Welcomes the new Equality & Diversity Officer and endorses his planned action for 2009 (at 4.1 above).
2. Endorses the further actions (at 4.2 above).
3. Endorses the leadership roles its Members can play in internally and externally promoting this agenda for E&R, guided by the new Equality & Diversity Officer.
4. Will look to ensure that Equality & Diversity is fully embedded in all E&R Business and Service Plans for 2009/10, through their scrutiny of these in the forthcoming months.

Contact officers:

SUKHI BAINS

Equality & Diversity Officer
Environment & Regeneration
Tel: 01622 221335
Email: sukhi.bains@kent.gov.uk

LINDA DAVIES

Director of Environment & Waste
Environment & Regeneration
Tel: 01622 221500
Email: Linda.davies@kent.gov.uk

By: Mr Keith Ferrin, Cabinet Member, Environment, Highways & Waste
Mr Kevin Lynes, Cabinet Member, Regeneration & Supporting Independence
Alan Loft, Director of Resources, E&R

To: Environment & Regeneration Policy Overview Committee
20 January 2009

Subject: Environment & Regeneration Risk Register 2009/10

Classification: Unrestricted

Summary: This report identifies the strategic risks that are managed and controlled within the Environment & Regeneration Directorate

1. INTRODUCTION

1.1 The Governance and Audit Committee received a report from the Head of Audit and Risk Management on 5 March 2008, presenting the risk registers for 2008/09 for each Directorate. It was agreed at that meeting that, as last year, individual Directorate Registers would also be considered by the appropriate Policy Overview Committee (POC). In future years the risk registers will be considered by POCs in the January cycle before being reported to the Governance and Audit Committee.

1.2 The requirement to maintain risk registers ensures that potential risks, which may prevent the Authority from achieving its objectives, are identified and controlled. They also ensure that controls are in place to prevent occurrence of events which it would be unacceptable or undesirable to allow to happen. From time to time they may also highlight risks which are being over-controlled. The process of developing the registers is therefore important in underpinning performance management and service procedures and considerable significance is attached to it by external auditors and inspectors.

1.3 There is a standard format for Risk Registers and a 5x5 matrix is used to rank the scale of risk in terms of likely occurrence and impact (see Table 1) to give an overall score. The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action.

Table 1.

Likelihood	Very likely	5	5 Low	10 Medium	15 Medium	20 High	25 High
	Likely	4	4 Low	8 Medium	12 Medium	16 High	20 High
	Possible	3	3 Low	6 Low	9 Medium	12 Medium	15 Medium
	Unlikely	2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Very Unlikely	1	1 Low	2 Low	3 Low	4 Low	5 Low
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
			Impact				

2. ENVIRONMENT & REGENERATION RISK REGISTER 2009/10

2.1 The Risk Register for 2009/10 for the Environment & Regeneration Directorate is attached at Appendix 1. Two Directorate risk registers have been developed to align to Mike Austerberry and David Cockburn’s responsibilities. It is a revised version of the 2008/09 Register, taking account of activity this year.

2.3 Members will be aware that the inclusion of risks on this register does not necessarily mean there is a problem. On the contrary it reflects the fact that we are well aware of them and of the need for controls. Resource Directors will be reviewing them together in April in order to identify any cross cutting themes for incorporation into the Authority’s Strategic Risk Register.

3. MONITORING AND REVIEW

3.1 During 2009/10 the controls in the register will continue to be tested and checked in order of significance, and new actions monitored. Risk Management Plans will be developed for every risk within the Directorate rated as *High* (i.e. with a score of 16 and above). These plans are a tool to be used by managers with their Services and Business Units to document and monitor actions for the high risks.

4. RECOMMENDATION

4.1 Members are asked to **NOTE** the Environment & Regeneration Directorate Risk Register for 2009/10

Alan Loft

Director of Resources, Environment & Regeneration

01622 221955

alan.loft@kent.gov.uk

Contact Officer(s):

David Thomas, Business Improvement Manager, 01622 696863, david.thomas@kent.gov.uk

Gemma Warburton, Business Improvement Officer, 01622 696870, gemma.warburton@kent.gov.uk

Environment & Regeneration Directorate Risk Register

Mike Austerberry
Environment, Highways and Waste

This is the Environment & Regeneration Directorate Risk Register for the Environment, Highways and Waste Portfolio (Environment & Waste, Kent Highway Services and Resources). In addition to this Directorate Register, each Service Unit of the Directorate has its own risk register.

The focus for the Directorate Register is on crosscutting risks affecting the whole Directorate (or at least several Service Units) and high impact or high profile risks.

The Directorate Register is agreed by the E&R Directorate Strategy Team (DST) and each Service Unit Register by the respective Senior Management Team.

Likelihood ↑	Very likely	5	5 Low	10 Medium	15 Medium	20 High	25 High
	Likely	4	4 Low	8 Medium	12 Medium	16 High	20 High
	Possible	3	3 Low	6 Low	9 Medium	12 Medium	15 Medium
	Unlikely	2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Very Unlikely	1	1 Low	2 Low	3 Low	4 Low	5 Low
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
			Impact →				

AUTHORS

This document was prepared by:

David Thomas
Kay Groves
Gemma Warburton

VERSION HISTORY

Version Date	Document Version	Document Revision History	Document Author/Reviser	Approval Date	Approver Name
3 December 2008	V1.0	Register compiled by the Business Improvement Team following the refresh of Service Unit Registers with the appropriate Leadership Team during Nov/Dec 08	David Thomas/ Kay Groves/ Gemma Warburton	17 December 2008	DST

RISK REGISTER

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS 1 Page 73	Claim by URN/LCR against KCC for CTRL construction claims using all edged option on land taken under CPO for STDR4 (Financial, reputation)	Full or partial decision by Court of appeal against KCC in early 2010 This risk has a KCC wide impact	Court of Appeal decision in favour of KCC	John Farmer	I= 5 L= 5 R= 25 High Risk	<ul style="list-style-type: none"> Legal Counsel Preliminary hearings 	<ul style="list-style-type: none"> Preliminary hearing before the President of the Lands Tribunal-Dec07 Appeal against decision which found against KCC to take place end of 2008 	<ul style="list-style-type: none"> Ongoing 	I= 5 L= 4 R= 20 High Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS 4a	Traffic using the extensive road network throughout Kent results in traffic collisions (People, Financial, Reputation)	Road traffic collisions with fatal/life threatening consequences	Reduce KSI levels and avoid Corporate Manslaughter / H&S prosecutions	Caroline Bruce	I= 5 L= 5 R= 25 High Risk	<ul style="list-style-type: none"> • Risk Manager • H&S Group • Investigative audits & risk assessments • Procedures • Staff training • Monitoring <p><i>Whilst mitigating against KSI and slight injuries, we can only strive to affect driver behaviour</i></p>	<ul style="list-style-type: none"> • Continue to audit high risk areas re: potential for corporate manslaughter • Ensure accurate/up-to-date asset register in place • Work towards ensuring a robust KHS risk management system is in place • Further develop the joint working relationship with Kent Police in relation to Road Death Investigations and safety issues on the highway • Maintain systems to facilitate the agreed joint procedures with Kent Police • Internal Audit • Ensure effective preventative maintenance programme is in place and implemented • Develop 'Safety Critical Asset' approach • Undertake review of asset maintenance plan to ensure policy matches the annual budget allocation • Monthly reporting to alliance board and executive of fatal life threatening incidents 	<ul style="list-style-type: none"> • Monthly • Dec 09 • Dec 08 • Ongoing • Ongoing • On-going • On-going • Dec 09 • Dec 09 • Monthly 	I= 5 L= 3 R= 15 Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS7 and EW7 Page 75	Climate Change and the possible affects of any extreme weather conditions which could prevail as a result (Financial & Resources)	Damage to valuable assets/ infrastructure/ affect on staff from extreme weather conditions	Take account of climate change and ensure resilience against extreme weather conditions	Norman Bateman for KHS And Carolyn Mckenzie / Linda Davies for E&W	I= 5 L= 4 R= 20 High Risk	<ul style="list-style-type: none"> Information being collected on existing drainage systems Flooding hot spots identified Flood Risk Review almost complete Contact maintained with Kent Resilience Forum <p><i>Whilst mitigating against severe weather, we can only strive to control the affects of this and there maybe extreme instances which breach our control.</i></p>	<ul style="list-style-type: none"> Report to the KHS Executive on Safety Critical Assets <p>Flooding</p> <ul style="list-style-type: none"> Review known ponding/flooding areas Manage all known flood locations proactively (similar to winter maintenance) Resurrect county wide drainage improvements database <p>Structures</p> <ul style="list-style-type: none"> Review structures assets and identify strategic assets Review inspection programme for strategic assets <p>Storms & Gales</p> <ul style="list-style-type: none"> Review procedures for incident management during adverse weather events for tree damage/falls. <p>Continued over page...</p>	<ul style="list-style-type: none"> Complete In progress Ongoing Complete Complete Early 2009 Complete End 2009 End 2009 	

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS7 and EW7 cont.	Climate Change and the possible affects of any extreme weather conditions which could prevail as a result (Financial & Resources)	Damage to valuable assets/ infrastructure/ affect on staff from extreme weather conditions	Take account of climate change and ensure resilience against extreme weather conditions	Norman Bateman for KHS And Carolyn Mckenzie / Linda Davies for E&W	I= 5 L= 4 R= 20 High Risk	<ul style="list-style-type: none"> Business Continuity Plan Team Climate Change Action Plans 	<p>Heat waves</p> <ul style="list-style-type: none"> Identify strategic assets vulnerable to heat damage. Review use of bituminous materials to mitigate susceptibility to heat damage Workgroup formed by Business Improvement Team to: <ul style="list-style-type: none"> Review and test Business Continuity Plan Update Business Continuity Plan after test and regularly as required Climate Change action plans to be produced as part of business planning Support Members Steering Group to ensure members are fully briefed 	End 2009	I= 5 L= 3 R= 15 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R2 Page 77	Reliance upon IT systems and adequate levels of support critical to business operations (Effect on Service)	IT System failures not reported or resolved in a timely way causing disruption and / or failure in continuity of services	Failures of systems and / or large scale faults are prevented where practical. Resolution of faults in line with third party SLA's. Continuity of service is not affected	David Beaver	I= 5 L= 4 R= 20 High Risk	<ul style="list-style-type: none"> Business Continuity Plan ISG corporate support Service and maintenance agreements in place Temporary IT support team Contractual SLA's Shared drive/ISG back-up Corporate IT Strategy Group External hosting 	<ul style="list-style-type: none"> Regular updates of Business Continuity Plans Externally hosted sites with disaster recovery in place. Testing of BCP's Recruit competent key personnel Recruit increased personnel User acceptance testing 	Ongoing	I=5 L=3 R=15 Medium Risk
R3	Budget allocation, with emphasis on delivering infrastructure for growth areas, major scheme cost over runs and increased investment in highways maintenance	Capital programme management, (ensure sufficient resources and appropriate scheduling to deliver the programme)	Agreed programme of work delivered within agreed timescales and achieved, without the need for additional resource / funding	Richard Hallett	I= 5 L= 5 R= 25 High Risk	<ul style="list-style-type: none"> Budget monitoring Risk assessments Financial procedures Project Approval Process Scheduling PM Training 	<ul style="list-style-type: none"> Monthly budget monitoring to continue alongside quarterly corporate monitoring. Increased support to capital monitoring through team reorganisation 	Ongoing	I=5 L=3 R=15 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R10	Health and Safety incidents	Failure to manage H&S incidents within E&R	All Service Units are aware of their obligations with H&S under control	Kelli Davis and Flavio Walker	I = 4 L = 3 R = 12 Medium Risk	<ul style="list-style-type: none"> Existing H&S Management plan covers biggest risk areas. High risk environments have well established focus groups that monitor activity and process. Training and instruction of staff to maintain standards. Regular monitoring / audits of E&R and contractor H&S activity Fostering good relationship with local enforcement agents. H&S Board/ Groups 	<ul style="list-style-type: none"> Review of internal H&S structure to meet new directorate needs and those of the Blue Book 6 month update of H&S Management plan in November. Audit programme to commence January 2009 to April 2009. New internal H&S information pages due to be launched for directorate. Move focus on high risk services e.g. KHS and E&W Register of Risk Assessments Audit of Contractors performance H&S Management System Develop Operational Risk Register 	<ul style="list-style-type: none"> Complete Nov 08 Complete Nov 08 and then ongoing January 09 Dec 08 Ongoing Ongoing Ongoing Ongoing 	I = 5 L = 3 R = 15 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating <small>(without any controls in place)</small>	Existing Controls	New Tasks/ Actions	Date	Residual rating <small>(with controls in place)</small>
EW 10	Influencing how people behave towards the environment is a major theme for E&W (Reputation, Financial)	Waste projects do not positively influence peoples behaviors	Ensure Waste projects deliver change in public attitude	Caroline Arnold/ Sue Barton	I= 4 L= 4 R= 16 High Risk	<ul style="list-style-type: none"> • Campaigns and communication to the public 	<ul style="list-style-type: none"> • Contract with professional marketing communications company to ensure that messages and campaigns are targeted, and monitored 	· Ongoing	I=4 L=3 R=12 Medium Risk
R1 Page 79	Budget allocation, with particular emphasis on added complexities of delivering substantial savings, support to growth areas, and Directorate restructure	Insufficient budget/ major overspend on revenue budget (especially with Member expectation on service enhancement in highways maintenance)	Expenditure matches budget	Richard Hallett	I= 5 L= 4 R= 20 High Risk	<ul style="list-style-type: none"> • Budget allocation/ monitoring • DST ownership • Activity level reporting • Risk assessment • Management action plan to deliver savings • Financial procedures/ training • Income generation/ external funding process • MTP process 	<ul style="list-style-type: none"> • DST agreeing MAP if required • Finance team reorganisation to deliver correct support to new Directorate structure • Business Plan communication to staff • Action any internal audit recommendations 	· Ongoing	I= 4 L= 3 R= 12 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R5	Replacement of MIDAS financial system	Monitoring and control issues resulting from the switch over to the new system. Failure of system before replacement is in place	MIDAS replacement in place and meeting business need	Richard Hallett	I= 4 L= 4 R= 16 High Risk	<ul style="list-style-type: none"> Detailed functionality specification completed Nov 08 Support from ISG/Corporate Finance Experienced MIDAS system operators 	<ul style="list-style-type: none"> Appoint MIDAS replacement project officer Jan 09 Prepare comprehensive project plan Feb 09 New spreadsheet system of checking invoices that could be used to recreate majority of expenditure 	Complete by Sept 09	I= 4 L= 3 R= 12 Medium Risk
R6 Page 80	Insufficient skill and capacity	Contracts are not administered in the correct way leading to failure of internal/ external audits	All contracts are administered correctly and receive satisfactory audit outcomes	David Beaver	I = 4 L = 5 R = 20 High Risk	<ul style="list-style-type: none"> Temporary Contracts Manager in post until Dec. Alliance Contracts Group (ACG) form to jointly resolve contractual issues Manual financial controls in place Line management scrutinizing cost Reporting of Financial reports are inaccurate in WAMS L&D Panel Training budget & plan IIP and individual PDP's/appraisals Specialist support/expertise 	<ul style="list-style-type: none"> Advertised for permanent replacement at market rate Systems reports show compliance issues On-going system improvements Escalation meeting arranged with Red Sky Training program being delivered Using current market situation to our advantage 	By Dec 09	I = 3 L = 4 R = 12 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating <small>(without any controls in place)</small>	Existing Controls	New Tasks/ Actions	Date	Residual rating <small>(with controls in place)</small>
R8	Staff Engagement – KCC Internal Communications Paper, KCC Strategy for Staff (Effect on E&R service delivery and Reputation)	Staff morale & performance and retention levels are compromised through lack of meaningful engagement / comms especially important whilst new structures and ways of working are bedding in	Improvement achieved in E&R and divisional staff engagement index (as measured by KCC and E&R internal staff surveys)	Alan Loft and all DST members	I= 4 L= 4 R= 16 High Risk	<ul style="list-style-type: none"> · E&R Learning & Development Plan · Work & Wellbeing Group · Induction / appraisal · Talent Management · Staff conferences · Rewards Strategy · Staff Survey · Support Line · Appraisals/PDP's/ 1-1's · Regular consistent communication · Quality Service Awards 	<ul style="list-style-type: none"> · Organisational Improvement Officer in post from Jan 2009 · Divisional and E&R action plans to address staff survey issues · Range of new staff engagement activities to be introduced including: <ul style="list-style-type: none"> a) DST monthly Newsletter to all staff b) EEDT established to drive forward Change Groups actions c) Review of appraisal d) Quarterly E&R Staff Forums with DST e) Introduction of OLM · Stress Risk Assessment 	<ul style="list-style-type: none"> · Jan 2009 · Dec 2009 · Dec 2008 · Nov 08 and then ongoing · Jan 2009 · Quarterly · Jan 2008 · Ongoing 	I=4 L=3 R=12 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
EW 18	Two tier working	Improved Waste Management two tier working in East Kent	Pilot of two tier working is a success	Linda Davies	I = 5 L = 4 R = 20 High Risk	<ul style="list-style-type: none"> · Kent Waste partnership with Districts exists · Appointment of Project Manager · Funding in place 	<ul style="list-style-type: none"> · Membership of Steering Group · Portfolio Holder on Project Board · Regular technical input 	March 09	I = 3 L = 3 R = 9 Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS2	Budget allocation (Financial, Effect on project objectives)	Insufficient budget to meet public & member's expectations with regard to KHS services	Expenditure matches budget	Mike Palmer	I= 3 L= 5 R= 15 Medium Risk	<ul style="list-style-type: none"> Ensure budget allocated on basis of risk Programme management Communications Member engagement Business plan and 7 Service Plans Regular Resident, member and Parish Surveys for progress check Specific Transformation Programme Risk and issues strategy in place and monitored. 	<ul style="list-style-type: none"> Publish a 'vision' to staff so that they know where KHS is going as well as the importance of their role in delivering the right service Monthly Measuring Success report to Alliance Board Executive and all staff to demonstrate performance. 1/4rly Cabinet performance reports Caroline Bruce as Interim Director of KHS Input from Paul Carter review of KHS Raising awareness of customer focus to all staff Implement recommendations from PwC review Performance data presented as a dashboard for staff and managers enabling performance to be managed proactively Parish portal and Parish Seminars Re-focusing staff to customer service 	<ul style="list-style-type: none"> With each staff consultation Monthly Ongoing 	I= 3 L= 3 R= 9 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS 17	Borough Green/ Platt by-pass	Not able to complete by-pass	Funding secured and programme of work agreed	Caroline Bruce Other Key Managers – John Farmer	I = 3 L = 4 R = 12 Medium Risk	<ul style="list-style-type: none"> Legal advice obtained which indicated minimum level of work required to enact the planning decision 	<ul style="list-style-type: none"> Review planning application result in Spring/Summer 	<ul style="list-style-type: none"> Spring/ Summer 09 	I = 3 L = 3 R = 9 Medium Risk
R7 Page 84	E&R Directorate Restructure 2008	Insufficient capacity in support services to meet requirements of services	Acceptable levels of support services provided whilst adhering to MTFP imperative to reduce costs	Alan Loft (Other key managers Kelli Davis, David Beaver, Alison St Clair Baker, Richard Hallett)	I = 4 L = 4 R = 16 High Risk	<ul style="list-style-type: none"> New Resources accountabilities Improved workload monitoring Business process re-engineering Performance management system Senior Manager participation in service divisions SMT's Agreed prioritisation through DST where appropriate Close working with corporate centre 	<ul style="list-style-type: none"> Recruit to existing vacancies within new budget provision Resources Division to pilot QMS Regular updates through PMS to SMT 	<ul style="list-style-type: none"> From Nov 08 March 09 From Nov 08 	I = 3 L = 3 R = 9 Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R9	E&R Reputation (Reputation)	Poor public perception of services delivered	E&R services are promoted on basis of (as measured by improving public perception of services)	Alison St Clair Baker and Kelli Davis	I= 3 L= 5 R=15 Medium Risk	<ul style="list-style-type: none"> E&R 08/09 Comms Strategy Statement E&R Media Forward Planner KCC Media Centre <i>Jewels in the Crown</i> Complaints procedure Monitoring Customer satisfaction monitoring Mystery shopping Member engagement 	<ul style="list-style-type: none"> Recruitment and core training of Engagement & Comms Team, including Customer Insight Officer role Review of Eng & Comms Officers Engagement & Improvement Strategy in place Review of customer experience across the directorate Quality assurance framework to be developed to aid improvement in service and achievement of deadlines. Better use of TCP and B4S 	<ul style="list-style-type: none"> Jan/Feb 2009 Feb 2009 Mar 2009 Dec 08 – Feb 09 Mar 09 Ongoing 	I= 3 L= 3 R= 9 Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS 12	The M20/M2 motorway network provides the main vehicular gateway to and from Europe (People, Reputation)	Operation Stack - Unable to find alternative solution	Solution found to alleviate the effect of Operation Stack	Behdad Haratbar	I= 4 L= 5 R= 20 High Risk	<ul style="list-style-type: none"> Appoint consultants to support project development and provide expert advice 	<ul style="list-style-type: none"> Tenders for economic assessments have been invited – returned 14 Nov 08 – award by early Dec. Land referencing is complete. Geotechnical, topographical and environmental surveys have commenced 	<ul style="list-style-type: none"> Ongoing 	I= 4 L= 2 R= 8 Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
EW 15 Page 87	The council's strategy is to manage the waste in Kent in a more sustainable manner and to move away from our traditional dependency on landfill. A key element of that strategy is the development of a major Waste to Energy Facility at Allington, near Maidstone (Reputation, Effect on Service, Financial)	Allington Waste to Energy Plant continues to falter	Full service capacity of the Allington Waste to Energy Plant	Linda Davies (Environment & Waste) Sue Barton	I = 3 L = 4 R = 12 Medium Risk	<ul style="list-style-type: none"> Contract provisions isolated KCC from contractual financial risk Liaison with waste collection activities re waste logistics during commissioning Watching brief on LATS risk Monitoring of financial implications 	<ul style="list-style-type: none"> If current takeover tests are unsuccessful review need for further due diligence enquiries 	Ongoing	I = 3 L = 2 R = 6 Low Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS 14 Page 88	The ground-breaking Kent Freedom Pass was launched by KCC in June 07 and has proved to be a hugely popular scheme and will be extended further in June 08 with a full countywide roll out in 09 (Reputation)	Unexpectedly high take-up for Kent Freedom Pass	Access to Kent Freedom Pass scheme to all those wishing to participate	David Hall	I= 3 L= 3 R= 9 Medium Risk	<ul style="list-style-type: none"> Modeling of costs based on initial pilot Weekly count of applications Regular updates to Members 	<ul style="list-style-type: none"> Roll-out is on target with half of all District areas now having access to Freedom. Further roll-outs are Swale and Thanet in January 09 then Gravesham, Dartford, Sevenoaks and Ashford in June 09. As at the end of October 08, 10,000 passes have been issued, which is on target. 	<ul style="list-style-type: none"> Further rollouts Jan and June 09 then completion 	I= 3 L= 2 R= 6 Low Risk



Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R11	National legislation (People, Compliance with Law/ Contracts)	Not meeting DDA/Race Equality requirements	Comply with legislation	Alison St Clair Baker	I = 3 L = 3 R = 9 Medium Risk	<ul style="list-style-type: none"> Equalities Group Consultation procedures Promotion of training opportunities to staff EIA work ESLG work Specific actions in Business plans Required element of project checklist Access to key demographic and economic data via Kent View Link to Level Playing Fields, UNITE, Rainbow forums as well as the DDA access group 	<ul style="list-style-type: none"> Further promotion and monitoring of staff training Consider further use of equality websites when recruiting staff New Equalities and Diversity Officer to be recruited in Dec 08 who will establish new E&R Equalities Group and take forward Directorate Action Plan 	<ul style="list-style-type: none"> Ongoing Dec 08 	I = 3 L = 2 R = 6 Low risk

Environment & Regeneration Directorate Risk Register
David Cockburn
Economic Development

This is the Environment & Regeneration Directorate Risk Register for the Economic Development Portfolio (Integrated Strategy & Planning and Regeneration & Economy). In addition to this Directorate Register, each Service Unit of the Directorate has its own risk register.

The focus for the Directorate Register is on crosscutting risks affecting the whole Directorate (or at least several Service Units) and high impact or high profile risks.

The Directorate Register is agreed by the E&R Directorate Strategy Team (DST) and each Service Unit Register by the respective Senior Management Team.

Likelihood 	Very likely	5	5 Low	10 Medium	15 Medium	20 High	25 High
	Likely	4	4 Low	8 Medium	12 Medium	16 High	20 High
	Possible	3	3 Low	6 Low	9 Medium	12 Medium	15 Medium
	Unlikely	2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Very Unlikely	1	1 Low	2 Low	3 Low	4 Low	5 Low
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
			Impact 				

AUTHORS

This document was prepared by: David Thomas
Kay Groves
Gemma Warburton

VERSION HISTORY

Version Date	Document Version	Document Revision History	Document Author/Reviser	Approval Date	Approver Name
3 December 2008	V1.0	Register compiled by the Business Improvement Team following the refresh of Service Unit Registers with the appropriate Leadership Team during Nov/Dec 08	David Thomas/ Kay Groves/ Gemma Warburton	17 December 2008	DST

RISK REGISTER

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
SP2 Page 93	The Kent Environment Strategy sets a wide-ranging and ambitious programme for environmental improvement. (Reputation, Partnerships)	Failure to meet key targets in the Kent Environment Strategy	Meet key targets which will help to secure a place where we all live and work in healthy, clean, safe, enjoyable situations with a clear regard for our impact on the broader environment	Geoff Mee	I= 4 L= 5 R= 20 High Risk	<ul style="list-style-type: none"> Strategies in place Monitoring, especially performance indicators Partnership working Established lines for accountability Have secured Member support/buy-in Business plans to include specific actions to deliver Climate Change Action Plan 	<ul style="list-style-type: none"> Continue to raise awareness Recruitment to Environmental Strategy Manager Post 	<ul style="list-style-type: none"> Ongoing Reliant on re-structure 	I= 4 L= 5 R=20 High Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
SP3	Implementing replacement planning applications system (Financial, Reputation)	Reduction in / loss of technical support for planning information system as providers move to a new system	New system meets business need and staff are proficient users	Sharon Thompson	I= 4 L= 4 R= 16 High Risk	<ul style="list-style-type: none"> Review current system against business requirements Liaison with current providers on requirements for new system Input to tender process for alternative system from all sections of Group Staff meetings Project plan for implementation of new system and transfer of data between systems 	<ul style="list-style-type: none"> Staff training on new system Procure new system to meet requirements of 21st century planning system 	Ongoing	I= 4 L= 4 R=16 High Risk
SP 10	Minerals & Waste Development (Financial, Compliance with law, Reputation)	Meet statutory deadlines for policy development in terms of Minerals & Waste Development Scheme	Manage / control through to adoption	Mick Sutch	I= 4 L= 5 R= 20 High Risk	<ul style="list-style-type: none"> Defined and communicated statutory timescales Monitoring of workloads Cabinet process Business plan monitoring Work Prioritisation Appointment of suitable resources to deliver project 			I= 4 L= 4 R= 16 High Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
RE1	"Kent – what Price Growth?" aspires to ensure housing and jobs growth is aligned and that benefits of growth are County-wide and not confined to the designated growth areas	Not securing commitment to delivery of key infrastructure needed to achieve the sustainable communities and benefits of growth	Delivery of key infrastructure for growth	Theresa Bruton/Nigel Smith	I= 5 L= 5 R= 25 High Risk	<ul style="list-style-type: none"> · Project progress reports · Clear delegation and accountability across directorates · Joint working across service directorates and with key partners · Business plan targets cover whole of county · Specific targets in business plan supporting economic development and skills development · Use of economic statistics to monitor and identify trends · Close involvement with Inward Investment Agency (LiK) · Input to key regeneration strategies 	<ul style="list-style-type: none"> · Engagement with new portfolio holder · Launch of Regeneration Strategy · New Regeneration Board · Structural reviews to meet requirements of new Regeneration Strategy 	<ul style="list-style-type: none"> · Ongoing · Dec 08 · Jan 09 · April 09 	I= 5 L= 3 R= 15 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
RE2	Developer contributions are intended to ensure that developers make appropriate provision for additional facilities and services, that are required to mitigate the impact of a development (Financial, Effect on Service)	Failure to secure developer contributions towards infrastructure to help deliver sustainable communities	To secure development contributions to support delivery of community facilities	Nigel Smith	I= 5 L= 4 R= 20 High Risk	<ul style="list-style-type: none"> · Representations to Districts on LDF process · Team leads identified for each project/major sites · Joint negotiation strategies with Districts for major site developments · Quarterly monitoring reports to Cabinet, COG and FSB · Developer's Guide linked to Community Strategy · Appeal hearings supporting methodologies in the Developers Guide · Use of in-house demographical model for identifying provision required from developers · Seek for full range of KCC services · Use of external contractor to assist team · Use of virtual multi-disciplinary teams on major site developments · Training provided to team members on specific issues as part of development sessions · Continued liaison with AIT on service mapping 	<ul style="list-style-type: none"> · Continue series of training workshops · Continued work programming schedules prepared by team leader · Recruitment to vacant post · Finish production of service provider local development framework packs · Revise Developers Guide in readiness for CIL 	<ul style="list-style-type: none"> · Ongoing · Ongoing · April 09 · March 09 · Dec 09 	I= 5 L= 3 R= 15 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
SP1	The IS&P Division has a pivotal role in developing policy for the County and in influencing, on behalf of KCC, policy development at national, regional and local level.	Conflict between community and Members views across a range of issues affecting IS&P priorities	External influencers aligned to Planning & Development policy and have understanding of the Division's business.	Geoff Mee	I= 4 L= 5 R= 20 High Risk	<ul style="list-style-type: none"> · Consultation · Staff Training · Member briefing notes · Strong working relationships with Members · Partnership working / joint group working · IMG for key policy development 	<ul style="list-style-type: none"> · Engagement with new portfolio holder 	Ongoing	I= 4 L= 3 R= 12 Medium Risk
Page 97 R197	Planning Policies (Financial, effect on Service)	Failure to ensure appropriate planning policies in place to seek developer contributions and service delivery	Policy support for development investment work	Nigel Smith	I= 5 L= 4 R= 20 High Risk	<ul style="list-style-type: none"> · Developer's guide · LDF Working Group · Representations to Districts · Joint working at officer level on major sites 	<ul style="list-style-type: none"> · Recruitment to vacant post · Finish production of service provider local development framework packs · Revise Developers Guide in readiness for CIL · New working practice with Strategy Team via redesign process 	<ul style="list-style-type: none"> · April 09 · March 09 · Dec 09 · April 09 	I= 5 L= 2 R=10 Medium Risk

**Item B7
Appendix 1**

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
SP8	The LTP sets out the transport vision for the County for 2025 (Effect on Service, Reputation)	LTP not used to drive and prioritise KCC transport schemes	Use the LTP to provide good, safe accessibility to jobs and services for all sections of the community in Kent, and to improve the environment and health of the community by reducing congestion and pollution, widening the choice of transport available and by developing public transport, walking and cycling.	Mick Sutch	I= 4 L= 5 R= 20 High Risk	<ul style="list-style-type: none"> · Cabinet support for plan endorsed through committee process · Staff trained and experienced in using PIPKIN (prioritisation software) · Clear documentation of modeling processes · Monitoring reports · Internal liaison processes · Consultation processes in development of LTP 	<ul style="list-style-type: none"> · Promote more joint working across and with divisions · Ensure integration into Integrated Transport Strategy 	<ul style="list-style-type: none"> · Ongoing · As strategy develops 	I= 3 L= 3 R= 9 Medium Risk

Item B7
Appendix 1

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
RE 10	Partnership Working (Reputation, Political, Partnerships)	Ineffective partnership working undermining ability to deliver strategic business objectives	Effective partnership working	Theresa Bruton	I= 3 L=4 R=12 Medium Risk	<ul style="list-style-type: none"> Agreed terms of reference for all significant and major partnerships Agreed objectives for partnerships Progress reports on partnership projects/initiatives reported to Board meetings Agreed and clear delegation and accountability partnerships Discussions at Leadership Team on effectiveness of partnerships Shared accountability 			I= 3 L= 3 R= 9 Medium Risk

Item B7
Appendix 1

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
RE 13	KCC objective to protect and enhance Kent's environment	Adverse impact of regeneration activity on environment	Regeneration delivery enhances local environments	Theresa Bruton	I= 4 L= 3 R= 12 Medium Risk	<ul style="list-style-type: none"> · Advocacy of Kent Design codes · Specific projects to mitigate effects of development (e.g. water saving / energy strategies) · Environment-led regeneration projects (e.g. Discovery Park) · Projects promoting development of renewable technologies (e.g. Offshore wind farms) 			I= 3 L= 3 R= 9 Medium Risk
SR 103	Requirement of a formal environmental assessment of certain plans and programmes which are likely to have significant effects on the environment (Compliance with Law)	Strategic Environment Assessments and Sustainability Assessments judged inadequate / of poor quality and possibility therefore of Planning Inspector or DCLG imposing external conditions on future activity	Strategic Environment Assessments and Sustainability Assessments are accurate and of sound quality	Mick Sutch	I= 3 L= 3 R= 9 Medium Risk	<ul style="list-style-type: none"> · Use of consultants/staff expertise · Robust intelligence systems · Project plan · Staff training 	<ul style="list-style-type: none"> · Recruitment to vacancy to fulfill role 	<ul style="list-style-type: none"> · Reliant on re-structure 	I= 3 L= 2 R= 6 Low Risk

Item B7
Appendix 1

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
RE6 Page 101	Kent's Public Service Agreement 2 is the second contract between KCC and Government to deliver improvements to public services in Kent (Financial, Reputation, Partnerships)	Failure to delivery LPSA2 target relating to bringing empty homes across Kent back into use	Reduce the number of long term empty properties and bring them back into occupied use	Theresa Bruton	I= 4 L= 3 R= 12 Medium Risk	<ul style="list-style-type: none"> Interim dedicated project manager to monitor project and performance of SPV leading on project Project planning T2010 target (gives high priority) Joint working initiatives with districts Monitoring and audit reports 	<ul style="list-style-type: none"> Confirm dedicated officer role 		I= 3 L= 2 R= 6 Low Risk

This page is intentionally left blank

By: Overview, Scrutiny and Localism Manager

To: Environment and Regeneration Policy Overview Committee
20 January 2009

Subject: **SELECT COMMITTEES - UPDATE**

Classification: Unrestricted

Summary: This report updates Members on the Select Committees on Passenger Rail Services in Kent, Flood Risk and invites suggestions for future topic reviews.

Select Committee on Passenger Rail Services in Kent

1. The Select Committee commenced, under the Chairmanship of Miss S J Carey, presented its report to Cabinet on 1 December 2008. The report was well received and further information will be requested from Officers by Cabinet Members to be provided prior to the report being considered at County Council.

Reconvened Select Committee: Flood Risk

2. The Select Committee met on 13 November 2008 and received a report on progress with the recommendations one year after the Select Committee's report was submitted to Cabinet. The Minutes of this meeting are attached for the Policy Overview Committee's information.

Suggestions for future Select Committee topic reviews

2. (1) The current Select Committee topic review programme is coming to an end and there is not sufficient time to commence any more reviews prior to the Elections in June 2009. However, it is important that topics are available to be considered early in the new Council so that a work programme can be approved and reviews started as soon as possible.

(2) Members are therefore requested to consider whether there are any potential topics that fall within the remit of this Policy Overview Committee, which they would like to put forward for consideration by the Policy Overview Co-ordinating Committee (POCC) at their meeting on 28 April 2008. At this meeting the POCC will be asked to indicate which potential topics could be included in a future work programme and a priority order. Initial work will then be carried out to scope these potential reviews before a final decision is taken on the work programme at a meeting of the POCC in July 2009.

(3) The Committee are reminded of the recent decision of the County Council that once a Topic Review has been included in the Work Programme as agreed by the POCC the detailed terms of reference for each review will be developed by a cross party Member Group (one from each Group) for approval by the Select Committee.

- (4) The POC will be kept informed of potential topics which are within its remit.

Recommendations

3. The Committee is asked to:-
- (a) note the update on the Select Committee on Passenger Rail Services in Kent;
 - (b) note minutes of the meeting of the Select Committee on Flood Risk held on 13 November 2009; and
 - (c) suggestions be invited for potential Select Committee Topic reviews for considered by the Policy Overview Co-ordinating Committee at its meeting on 28 April 2008..

Denise Fitch
Assistant Democratic Services Manager (Policy Overview)
01622 694269
Denise.fitch@kent.gov.uk

Background Information: *Nil*

KENT COUNTY COUNCIL

ENVIRONMENT AND REGENERATION POLICY OVERVIEW COMMITTEE

SELECT COMMITTEE: FLOOD RISK

MINUTES of a meeting of the re-convened Select Committee on Flood Risk, held on Thursday 13 November 2008 in Sessions House, County Hall, Maidstone.

PRESENT: Mrs S V Hohler (Chairman), Mr I T N Jones, Mr J I Muckle and Mr F Wood-Brignall.

IN ATTENDANCE: Miss E Holliday, Team Leader, Natural Environment & Coast, and Miss T A Grayell, Democratic Services Officer.

UNRESTRICTED ITEMS

1. Introduction

Mrs Hohler made introductions and spoke about the ongoing small cross-party Flood Risk Group which was planned to report back to the Environment & Regeneration Policy Overview Committee, which would be Chaired by Mr R E King. She referred to several threads of work which linked together around the work being done by the Select Committee and the Pitt Review:-

- (a) On 18 November there would be a conference about flooding, with reference to the Pitt Review, which Mrs Hohler and Miss Holliday both hoped to attend. The Select Committee wanted to ensure that it was known that their work had preceded the Pitt Review! Mrs Hohler undertook to write a report of the conference and feed it into the work of the new Flood Risk Group. *A copy of a report of the Conference is attached to these minutes at Appendix 1*
- (b) Mrs Hohler referred to a Lord Lieutenant's Rural Group on which she had served for 3 years, which the Environment Agency had attended this year. This also tied in with the Select Committee's work.

2. Update on KCC Flood Risk Select Committee Recommendations

Members stated that they were very impressed with the progress made and the clarity of the report. They discussed progress made against each recommendation, as set out in the action plan. *A copy of a report is attached to these minutes at Appendix 2.*

Recommendation 1: Mention should be added of the Flood Risk Officer (FRO) post which the Select Committee had recommended be created. This was not in the Medium Term Financial Plan (MTP) as no formal proposal had yet been made. The

Select Committee would formally propose this to the Leader at the same time as stating the need for a permanent, ongoing Flood Risk Group to carry on the work recommended by the Select Committee, and that the Flood Risk Officer (FRO) post should support the work of the new Group. The single point of contact that this would establish should also be well publicised.

It was agreed that a copy of the report be sent to the Confederation of Cinque Port Towns.

Recommendation 2: the Select Committee was satisfied that, at this point, there was no need to do any more with this recommendation.

Recommendations 3, 4 and 5: the Select Committee agreed that progress on all these recommendations was fine, but added a note to Recommendation 4 to say that the budget for gulley clearance had been increased.

Recommendation 6: the Select Committee was impressed with the work done in Thameside and was happy with the progress on this recommendation.

Recommendation 7: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 8: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 9: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 10: there was a link between Recommendations 10 and 30. A report from Emergency Planning to the new Flood Risk Group was needed, so evidence could be provided of what work was being done with reference to both recommendations. Members asked for more information and evidence of how Kent Highways Services (KHS) were contributing to the Kent Resilience Forum (KRF), as well as more information on how the vulnerable were to be identified.

Mr Muckle emphasised that monitoring was a key issue and that the new Flood Risk Group and the FRO post would help with this.

Mrs Hohler said that the Select Committee must lobby the Cabinet Member to get the new Flood Risk Officer post created and filled as soon as possible.

Recommendation 11: the Select Committee agreed that progress against this recommendation was fine but that action needed to have high priority, as the work had been started but had stalled. This issue needed taken up by the Kent Planning Officers Group (KPOG) to get all District Councils on board. *It was agreed that Miss Holliday remind planners of the need to pursue this.*

Recommendation 12: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 13: the Select Committee agreed that progress against this recommendation was fine, but this should also be referred to KPOG.

Recommendation 14: this Recommendation linked into Recommendation 25, which required an addition; that the Select Committee felt that the Fire and Rescue service (FRS) should be given this duty, as well as suitable funding to cover it.

Recommendations 15, 16, 17, 18 and 19: the Select Committee agreed that progress against these recommendations was fine. *It was agreed that Miss Holliday provide a report to the new Flood Risk Group on the Government's response to the recommendations of the Pitt Review once these were published.*

Recommendation 20: there had been a good outcome to work at Jury's Gap, but there had been a complication about achieving a balance between the need to protect the power station and the many nature conservation designations which existed locally, as well as the need to satisfy planning requirements. Joint work was going on between Natural England and the Environment Agency.

Recommendation 21: the Select Committee agreed that progress against this recommendation was fine.

Miss Holliday pointed out that Local Flood Defence Committees had now become larger, joint Regional Flood Defence Committees. Members considered that such large bodies might not be so effective, especially if participants were not well briefed before attending meetings of them. Members expressed the opinion that these committees should not be made any larger by adding any new partner organisations.

The Select Committee agreed to add a note to Recommendation 21 to say that participants' understanding of the issues needed to be strengthened and that they should be well briefed before attending regional committees, as the Local Authority Member participants had the responsibility of representing the interests of their local Internal Drainage Boards. Participants should then report back thoroughly to their Authorities after attending the meeting, KCC Members reporting back to the new Flood Risk Group.

Recommendation 22: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 23: the Select Committee agreed that progress against this recommendation was fine, but that the Environment Agency be requested to liaise with local landowners and farmers before determining the risk classification of any area of land, and where clearance was needed. This would be an issue for the new Flood Risk Group to take forward.

Recommendation 24: the Select Committee agreed that progress against this recommendation was fine, and that this was also an issue for the new Flood Risk Group to take forward. The new Flood Risk Group should send a representative to attend the Kent Resilience Forum (KRF) Executive Board and report back.

Mr Jones said that putting up a sign saying "Road liable to flooding" was of limited help, and that something needed to be done to address the problem.

Recommendation 25: this was discussed under Recommendation 14.

Recommendation 26: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 27: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 28: the Select Committee agreed that progress against this recommendation was fine, but added a comment that a report from the Kent Resilience Forum (KRF) be made back to the new Flood Risk Group.

Recommendation 29: the Select Committee agreed that progress against this recommendation was fine.

Recommendation 30: this was discussed under Recommendation 10, and also links to Recommendation 17

3. Next Steps – the New Flood Risk Group

In discussion, it was agreed that the roles of the current groups and bodies was not well co-ordinated. The new Flood Risk Group would need to be robust in getting other partner organisations to provide information on their activities, which would allow the Flood Risk Group to ensure that required action was being taken.

Mr King was known to be keen to move forward with the new Flood Risk Group as soon as possible, and discussion followed about the best size for the Flood Risk Group and the likely Membership. A 3:2:1 ratio was suggested. Mr R E King had been asked to chair it, and Mrs Hohler, Mr Muckle, Mr Jones and Mr Vye from the original Select Committee were all keen to continue as they had knowledge of the subject. In addition, it was suggested that Mr C Hibberd, as Chairman of the Highways Advisory Board, would be a suitable addition as, unlike the others, he also serves on the Environment and Regeneration Policy Overview Committee.

The new Flood Risk Group would need to identify a name, and the Flood Risk Group was suggested. An executive officer would be needed to attend meetings – the new Flood Risk Officer (FRO) could attend, once appointed. Administrative resources would need to be identified to support and service the new Flood Risk Group. *Mrs Hohler would speak to Paul Wickenden to address this.*

Miss Holliday was tasked to write a memo (accompanied by a copy of these Minutes) for Mrs Hohler to present to the Leader stating that the Select Committee was very keen to establish the new Flood Risk Group as soon as possible, emphasising its timeliness, as well as to achieve the appointment of a Flood Risk Officer, and that this should be in advance of the formal process arising from the Pitt Review. As the County Council had already approved the Select Committee's report at the time of publication, it was felt that there was already support for its recommendations.

THE FUTURE RISK OF FLOODING – REFLECTIONS ON THE PITT REVIEW

LGA Conference, 18th November 2008

Notes from Conference – Liz Holliday, Natural Environment & Coast Team Leader, E&W, Kent County Council

Copies of the presentations can be found at:

<http://www.lga.gov.uk/lga/core/page.do?pagelid=1232339>

Summary – key messages for Local Authorities from the conference

A lead role

- Local authorities will be taking on greater responsibility for flood risk management.
- LGA welcomes stronger role for local government and initial findings of Defra/LGA review find that 70% of local authorities welcome the lead role.
- Defra the final responsibility for flood risk management should lie with County Council. Upper tier authorities should take the local coordination role but local expertise from districts must be retained.
- Environment Agency considers that the strategic overview includes a bigger responsibility for local authorities, taking the lead role for local flood risk and retain coastal responsibility where they have the technical capability.
- There is the need to raise the priority of flooding and any work should be viewed in the context of climate change.
- Cannot wait for Flood and Water Bill – Local Authorities have to act now. LGA will be providing actions for Local Authorities ahead of Flood and Water Bill.

Investment is required

- Key issues for local authorities that need addressing are: long term funding, technical expertise and cooperation
- Not all funding for new flooding responsibilities will come from central government

Better planning

- Holistic and integrated planning – working with all key partners
- Need to join up with Environment Agency and Met Office to ensure well informed of weather events.
- Be aware of council owned dams and reservoirs – put in place robust plans for failure of these structures.
- Learn from others - Morpeth Borough Council is example of good practice.
- Improve planning decisions in flood risk areas.

Working with the public

- LA have role to play in helping the public to be more prepared.
- LA need to improve how they are perceived as a source of advice on flooding – survey showed only 31% public trusted LA for advice.

On the horizon

- Government will publish response to Pitt Review next month (~11th December).
- Scope of draft Flood and Water Bill will be announced next year.
- Defra will be undertaking review of PPS20.
- Defra consultation on National Flood Emergency Flood Plan – this will include sandbags.

1. Keynote address – The Pitt Review: Sir Michael Pitt

Noted that the most important finding from the Review was the six priorities:

1. Reducing the risk of flooding and its impact
2. Knowing where and when it will flood
3. Better advice and help for people to protect their families and homes
4. Being rescued and cared for during an emergency
5. Maintaining power and water supplies and protecting essential services
6. Staying healthy and speeding up recovery

1.1 People and flooding

10% people live in a flood risk area but only half are aware of it or will admit it. Only 29% of people at risk take advance measures – many views of “never thought it would happen to us”. Almost half of those flooded want their house repaired to how it was before – i.e. no additional measures put in as part of repair.

There are four stages of reaction to being flooded: disbelief; fear; anger; blame. The majority put blame on the local Council and look to them to put things right after the event.

It is important to take account of health and well-being effects of flooding. Those flooded display significant effects on mental and physical well-being. Plus there are increased incidence of family breakdown because of displacement and stress on the family.

National risk register puts flooding on a par with terrorism and pandemic flu – but the public are not aware of this nor do they recognise flood risk in this way.

1.2 Flood protection measures

Example given of house which has previously suffered extensive damage from flooding. Installed flood skirt, drop down electrics, flood resistant plaster, boards, sump pump etc – in 2007 flood event there was no damage and no insurance claim was made.

Typical insurance payout for flood damage = £15k-45k. Those without adequate insurance struggle to return house to original condition.

Pitt does not support the use of sandbags unless it is done strategically and by professionals (i.e. knows where and how). At best, sandbags offer a 40% chance of success in keeping water out.

For the public, sandbags are essentially a placebo. Local authorities have different policies for sandbags – need consistency and more advice on their use.

1.3 Planning and development issues

Quarter of homes flooded in 2007 were built after 1980. 13 major developments were given planning permission against ENVIRONMENT AGENCY advice in 2006/07. Properties in flood risk areas, or restored after a flood event, use flood susceptible material. Example of Cypress Gardens in Gloucestershire cited as example.

Development in flood risk areas and/or inappropriate construction material and design are issues that need addressing by the relevant planning authorities.

1.4 Dams and reservoirs

Pitt referred to Ulley Reservoir (LA owned), which had a 40% chance of failure during 2007 flood event. There were no plans in place for this failure and reaction (1000 evacuated and closure of M1) was improvised.

3.5m people are living in areas at risk from dam or reservoir failure. But are they aware of risk and are sufficient plans in place? Most important issues in planning for risk of dam or reservoir failure are which way to safety and where will wall of water go? Need more openness about dam and reservoir risks.

Lake Sihl (Switzerland) inundation map, showing levels of risk and evacuation routes, cited as good example.

1.5 Better systems for prediction and management of flood events

On 20 July 2007 10,000 motorists were stranded overnight on M5 and surrounding roads – it was fortunate that it was summer and not cold winter night, otherwise implications of this could have been a lot worse. Better forecasting and prediction of where flooding occurs would have helped authorities to avoid this by diverting motorists in advance to appropriate routes.

Need a whole system approach – currently very fragmented. Most vital is joining up the Environment Agency and Met Office – then linking this centre up with others. This new joint centre is currently in development.

Need better use of technology for communication and visualisation of events.

1.6 Role of local government

Key question is who is accountable? This is difficult for public to discern because of number of bodies involved at national and local level. But inevitably it is the local authority that is held accountable.

Local Government have a big role to play in flood risk management. Morpeth Borough Council cited as good example in terms of improvements made since 2007 floods. Better organisation led to better response to events in September 2008.

1.7 Key areas for change

1. National and local leadership
2. A 'whole system' approach
3. Engaging with the public
4. Improved flood prediction, warnings and advice
5. PPS25 and Building Regulations
6. Investing in engineers
7. Properly protecting infrastructure and essential services
8. Mobilise the private and voluntary sectors
9. Use new technology and visualisation
10. Get people back into their homes

1.8 Implementation

Flood and Water Bill next year will bring in changes but steps can be taken now. Funding will be a future issue.

Three key considerations for local authorities:

1. How do we ensure all local authorities step up to responsibility of flood risk management? How do we hold local government to account? Is flooding high enough priority for local authorities?
2. What approach should be taken in two tier areas? County Council should take the lead but collaboration is needed with districts.
3. Resources – engineers and technical staff. How do we address the resource issue to ensure they can cope?

1.9 Points raised in response to presentation

Insurance industry view refurbishment of flooded home with flood resilient materials etc as betterment and will not pay – how can this be addressed? Pitt: "Review recommends change to building regulations so flood resilience measures have to be installed".

Qualities of leadership of army in 2007 flood events were exemplary.

10L per day is standard requirement for water. This is unsatisfactory, particularly when going over 2-3 days.

Difficult to dry out homes that have been constructed with inappropriate material – there are some victims of the 2007 floods facing their second Christmas in temporary accommodation.

2. Reflections on the Pitt Review – LGA

LGA welcomes stronger role for local government, as recommended by Pitt Review but Government needs to address lack of clarity on roles for flood risk management with a suitable strategy – powers need to be clearer. The LGA are working closely with the Environment Agency and Government to determine how local authority role sits within Environment Agency Strategic Overview and are developing models for strategic working.

Key issues for local authorities that need addressing are: long term funding; technical expertise and cooperation. An LGA and Defra capability study is looking into these issues. Initial findings are:

- 70% Local Authorities welcome lead role in local flood risk management.
- 60% Local Authorities feel existing funding is insufficient for current responsibilities.
- Local Authorities have difficulty recruiting suitable staff for flood risk management.
- 80% Local Authorities need more engineers; 40% more planners; 60% more staff training.
- Only 50% Local Authorities have partnerships with water companies and the majority of these are not very effective.

Noted that Local Authorities need to consider a range of funding options – it is unrealistic to expect all funding from central government. York City Council increased their budget to £1.1 million p/a – LGA believe all Local Authorities will need similar budget. Need investment now to improve flood risk management and emergency planning. Also need better knowledge base and understanding of risk; and improved skills base, through training.

Local Authorities may have difficulty in prioritising work relating to flood risk management, particularly if they have not experienced major flood events in recent years. There is the need to raise the priority of flooding and any work should be viewed in the context of climate change.

Local Authorities need to look at planning controls – e.g. low carbon development and adaptation of design to extreme weather. LA also have a role to play in helping the public to be more prepared.

More strategic planning and action at both national and local level is required and Local Authorities should be fully engaged in this work. Ahead of Flood and Water Bill, what should Local Authorities and others be doing now - LGA have been reviewing this and will be publishing a list of actions in the next month.

3. Reflections on the Pitt Review – Defra

Partnership is the only solution – “we don’t have powers/responsibility” is not the answer and does not help the public. People expect leadership from their local authority.

60% chance of another Morpeth (1 in 50 yr event) happening somewhere else in England. Climate change will only make things worst, especially in relation to the coast, estuaries and surface water. Coastal surges are predicted to become 1 in 5 yr event because of climate change – that's a 1953 event every 5 years!

Flood events have a dislocation effect on an area, with people and businesses leaving.

Noted that we can't wait for the Flood and Water Bill to act and improve flood risk management (draft Bill in 2009, with Royal Assent not expected till 2010 at earliest). Local Authorities have to act now – Leeds and Gloucester are leading the way. Questioned if Local Authorities are fully aware of their responsibilities?

It is not clear who is responsible for surface water and groundwater flooding – this needs to be determined. Better information transfer from the Environment Agency to Local Authorities is required.

Local Authorities need to ensure engagement with Government, Community and delivery partners.

Defra recognise that there is only so much Local Authorities can do – Defra are currently:

- Looking at the right balance between enabling powers and duties.
- Clarifying roles – this needs to be decided at local level but should identify where “buck stops”. Defra suggest the default scenario (based on Pitt Review Recommendation) is final responsibility should lie with County Council. Upper tier authorities should take the local coordination role but local expertise from districts must be retained.
- £34.5m allocated to fund work connected with Pitt Review recommendations (to “tide us over till 2010”). Have made a commitment to fund net new burdens and are negotiating with CLG to determine how. Many new burdens won't come into place until after 2010 (planned Flood and Water Bill).
- Have already banned use of impermeable paved front gardens; are looking at automatic right to connect to mains sewer and grants for homeowners to improve flood resilience of property.
- Government will publish response to Pitt Review next month (~11th December).
- Scope of draft Flood and Water Bill will be announced next year.
- Will be undertaking review of PPS20.
- Consulting on National Flood Emergency Flood Plan – this will include sandbags.
- Defra's ultimate role here is to ensure future framework is the right one.

4. Reflections on the Pitt Review – Environment Agency

From June 2008 the Environment Agency's strategic overview role includes inland flooding. It has a coordinating role in flood risk planning. Water and the environment must be managed in an integrated way – strategic overview to take this approach. The strategic overview includes a bigger responsibility for local authorities, taking the

lead role for local flood risk and retain coastal responsibility where they have the technical capability.

Environment Agency see they have three key roles:

1. Advisor

- To provide national, consistent guidance.
- Working in partnership to improve datasets on surface and ground water. (N.B. Defra will shortly be publishing guidance on surface water management)
- Currently working with Surrey County Council to identify vulnerability of key routes.
- Water UK – developed protocol for sharing of information, extend to Local Authorities.

2. Regulator

- Guidance, advice and quality assurance.
- Oversee national investment and prioritisation for flood and coastal erosion risk.
- Working with Local Authorities to reduce number of inappropriate developments – 96% planning decisions were in line with Environment Agency advice in 2006/07.

3. Provider

- Information.
- Warning services.
- Surface water maps (susceptibility of systems) – provision of information to Local Resilience Forums.
- Piloting new service with Met Office to provide better weather warnings. Also looking at pluvial warning systems.
- Have assessed infrastructure within floodplain at national level.

5. Impact of climate change

By 2080 (Foresight, 2004):

- 40% more rain
- 40% more flow
- 100% more flood volume
- 130% more properties affected
- 200% more flood damage

Conventional solutions to flood risk will become four to eight times more expensive – therefore we have to shift from defence to resilience and adaptation. Flooding has to be at heart of urban design and should be genuine, not just included to get planning permission.

6. Morpeth Borough Council experience – Multi-agency planning (see presentation for detailed information)

Local Authorities should learn from each other – learn from those that have already experienced severe flooding and have now developed emergency response plans with lessons learnt from 2007. Morpeth BC is a good example.

Multi-agency flood plan involved the Borough Council, County Council, Environment Agency and Fire & Rescue.

When planning how to deal with flood event consider every eventuality – not everyone will be getting out....some people travelled into Morpeth to see the flooding and some amateur film crews blocked emergency routes.

Any recovery structure should involve the local community to get their view on pace etc of recovery. The aim of the response plan is to reduce the time and depth of disillusionment by those affected.

The Plan should have name individuals to lead elements of work – and they must know what they are doing.

7. Insurance – ABI

The total cost of the summer 2007 floods was £3bn. The average claim was £40k (average premium £400).

ABI are calling on Government to develop a 25 year strategy to manage Britain's growing flood risk.

In the meantime, ABI and Government have agreed a statement of principles which secures industry's commitment to insure against flood risk and Government's commitment to ensure enough is being done to manage the risk. This agreement was informed by the Pitt Review findings. The aim is to get to the point where risk is managed adequately and therefore a formal agreement, such as this, is not required. The statement of principle does not apply to new developments started in 2009, therefore new build should not come outside of 1 in 75 year risk.

ABI have developed guidance, which includes what builders/developers should do and ties in with PPS25.

There is the need to improve public awareness. The general public think in the here and now; 85% of small businesses are aware of climate change but only quarter of them think it will affect their business. But how do we communicate risk without scare mongering and who should lead? A recent You Gov poll asked "who would you trust for advice"; the response showed 61% Environment Agency and 39% local authority – these figures need improving, especially as Local Authorities are to be leading on managing local flood risk.

The ABI supports the idea of changing the building regulations for inclusion of flood resilient fixtures and fittings but the effectiveness of such measures is unknown. Incentives, such as a discount on insurance for houses with such measures, is unproven for uptake.

The insurance industry is trying to develop a system whereby the premium is linked to the actual individual flood risk but more detailed information is required for this.

8. Lessons from the Netherlands

A large proportion of the country is below sea level – loss of land would be vast if beach/dune frontages were lost. The main issues for the Netherlands are sea level rise; higher river discharge (from 12m³ to 18m³ over next 20 years); and drought.

Water policy includes a hierarchy of retain, store, discharge. Water management is led by providing more space for water and multiple land use (with nature conservation and recreation benefits).

€2.2 million was spent developing strategy “Space for the River” for the whole of the Netherlands. Then each municipality develops a plan in line with this, which is approved centrally. Space for water has led to rivers being diverted to allow more room for increasing flow.

Success factors include cooperation between all government levels, integral spatial planning, making space for water and multiple land use. There is a consistent level of protection across country – 1 in 10,000 year event.

Report to Kent County Council Flood Risk Select Committee

13 November 2008

Author: Elizabeth Holliday, Team Leader Natural Environment & Coast, E&W, E&R (elizabeth.holliday@kent.gov.uk / 01622 221487)

1. Update on KCC Flood Risk Select Committee Recommendations

1.1 Background

In September 2007 the KCC Flood Risk Select Committee published its findings, including 30 recommendations. In March 2008 an extraordinary meeting of the County Council was called to discuss Flood Risk Management in Kent where it was resolved that:

- a) In order to improve the protection and preparedness of Kent and its property from flooding, a Task Force be set up of relevant agencies and utilities to draw together and implement an Action Plan for Kent based on the findings of the Select Committee Report, the Pitt Review and the Environment Agency Report of 2007 Floods;
- b) Members be invited to regular seminars with the relevant agencies and utilities to be informed of the progress of the Action Plan;
- c) existing KCC protocols be used to monitor the flood risk situation in Kent;
- d) KCC welcomes the additional funding which will be available in the future from Government for flood defence work but, given Kent's high vulnerability to flooding, efforts be made to secure extra funding to support improved flood risk management; and
- e) KCC formally request the Kent and Medway Fire & Rescue Authority to pursue recommendations 14 and 25 in consultation with Kent Police and other relevant agencies and departments at local and national government as a matter of urgency.

1.2 Action to date in Kent

In June 2008 an action plan was drawn up in response to the Select Committee Recommendations, in order to track and report on progress. This action plan, with updates as of 6th November 2008, is appended to this report. The Kent Resilience Forum (KRF) established a multi-agency Pitt Review Task and Finish Group to respond to the 15 urgent recommendations identified by the Pitt Review Interim Report (December 2007). This group has also considered the KCC Select Committee Report and the Environment Agency Report and effectively has formed the Task Group requested by the March 2008 KCC Extraordinary Meeting. The KRF Severe Weather Group is also responding to a number of the Select Committee's recommendations. Work is ongoing and progress is reported on in the appended action plan.

In response to the formal request by KCC at the March 2008 extraordinary meeting, that Kent and Medway Fire & Rescue Authority to pursue recommendation 14 (*That the Fire & Rescue Service is included as an active partner in the planning process for new developments*), it is noted that district development control currently liaise with Kent Fire & Rescue Service.

At the same meeting, KCC also made a formal request that Kent and Medway Fire & Rescue Authority pursue recommendation 25 (*That the government consider placing a duty on the FRS to respond to a flood emergency and further considers designating FRS as the lead body in charge of a flood incident*). The Pitt Review Final Report (June 2008) made a similar recommendation: (Recommendation 39) *The Government should urgently put in place a fully funded national capability for flood rescue with Fire and Rescue Authorities playing a leading role, underpinned as necessary by a statutory duty*. A formal response from Government to the report, and therefore this recommendation, is awaited.

2. Update on the Pitt Review

In December 2007 Sir Michael Pitt published an interim report on his review of the flooding emergency that took place in June and July 2007. This identified issues that required urgent action and further interim conclusions to be consulted on. Following an extensive three month consultation, Sir Pitt published his final report in June 2008. The executive summary is appended to this report.

Government said they would be providing a detailed response, with prioritised action plan, this autumn. Nothing has been published to date but it is expected shortly.

The Natural Environment and Coast Team Leader at KCC will be attending a conference on the Pitt Review on 18th November. Central Government are due to provide a response at this conference. A report on this conference can be provided if required.

Further details on the Pitt Review and the full report can be found at <http://www.cabinetoffice.gov.uk/thepittreview.aspx>

3. Other issues for consideration by Kent County Council

In reviewing the Flood Risk Select Committee Recommendations the following issues have been identified and require further consideration by KCC:

- The recommendations made in the June 2008 Pitt Review and how these are taken forward in Kent. The Kent Resilience Forum is overseeing this work and has offered to provide members with an update. It is suggested that, if required, this is requested once Government has published its response.
- The need to review and update the Select Committee Recommendations in light of the June 2008 Pitt Review final report and response from Government.
- The need to consider the actions contained within Shoreline Management Plans and Catchment Flood Management Plans alongside those of the Select Committee Recommendations.
- The need to clarify KCC's community leadership role in this agenda, given the emerging roles of other agencies.
- The need for a dedicated flood risk post within KCC to ensure relevant functions within KCC are well coordinated and to provide a key link to all the

external agencies involved. Currently this role is shared across several service functions currently Environment and Waste Division, Kent Highways Services, Strategic Planning and Emergency Planning.

- Confirm arrangements for future regular reporting on action to deliver the Select Committee and other recommendations, such as the Pitt Review, to members.

Action plan for KCC Flood Risk Select Committee Recommendations
Drafted June 2008
Reviewed November 2008

	Recommendation	Action(s)	Responsibility	Notes	Review Nov 2008
R1	That KCC look into setting up and resourcing a permanent Flood Risk Committee, in partnership with District Councils.	Flood risk standing committee to be established. Existing groups relating to flood risk to be identified and communication between existing groups to be improved.	KCC (Members) KCC – which dpt?	It is suggested that a new forum is not required as many of the listed actions for such are group are already covered by established groups. Instead communication between these groups should be improved.	There is the need for one point of contact for flood risk within KCC. Currently responsibility lies with Natural Environment & Coast Team, KHS, Strategic Planning and Emergency Planning. To enable a more coordinated and cohesive approach it is suggested that dedicated Flood Risk Officer post be created.
R2	That there should be adequate, ring-fenced, direct government funding for flood risk management.	Lobby central government for additional funding for flood risk management.	KCC (Members) EA	Consider using the LGA coastal issues special interest group as lobbying mechanism.	LGA coastal issues SIG continues to lobby on flood risk management. Select Committee to advise on any issues they would like taken to this group.
R3	That KCC should lobby the government to consider re-	No action.		Recommendation objected to by EA.	No further action required.

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

	designating the flood management arm of the Environment Agency as a dedicated flood risk agency.			Suggest no further action.	
R4	That KCC promotes the further development of an Engineering Consultancy led by Canterbury City Council Engineers.	To offer support/ promotion where required.	KCC – NEC		A county-wide drainage team has been established within KHS.
R5	That KCC supports development in brownfield and other areas subject to the rigorous application of site specific sequential and exception tests of Planning Policy Statement 25 (PS25).	For KCC planners to note.	KCC – Planning	Already observed.	No further action required.
R6	That KCC oversee the development of further sub-regional flood risk assessments, based on river catchments, and undertakes to monitor this development.	Identify gaps in assessments and work with EA and districts to complete assessments for the county.	EA District authorities KCC – Planning		EA are leading on this work, with input from the district authorities.
R7	That KCC ensures that its E&W Team are sufficiently resourced to enable them to contribute to coastal flood risk management.		KCC – NEC	Coastal Officer post has already been secured.	Select Committee to consider the need for a dedicated post for flood risk. See comments under R1.
R8	That KCC should lead on	KCC to convene meeting	KCC –	Work is already	No action taken to

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

	the co-ordination of work with landowners and other agencies to identify options for the funding of changed land-use or buy-out to ensure that plans to achieve more naturally functioning flood plains and coastline in Kent are arrived at equitably.	with EA and NE and other stakeholders to discuss current initiatives and identify way forward.	Planning & NEC	underway nationally to look at issues of blight associated with coastal policy (Defra).	date. Awaiting outcomes of Defra work.
R9	That KCC works in partnership with the EA to ensure that RBMPs are fully integrated with existing CFMPs and SMPs.	Officers leading on management plans to ensure work is joined up.	KCC – Planning & NEC EA	KCC and EA are already working to ensure integration.	No further action required.
R10	That KHS and the EA seek to reconstitute Flood Liaison Advice Groups (FLAGS) in Kent.	KHS to convene initial meeting.	KCC - KHS EA		KHS are now working with KRF, with input from Emergency Planning.
R11	That KCC instigates discussions between local planning authorities, Southern Water and others on the feasibility, benefit and cost implications of using non-return valves/sealed sewage.	KCC to table suggestion for new developments at KPOG meeting. KFRR to assess surface water and groundwater risk, identify at risk areas and provide recommendations. KCC to discuss with	KCC – Planning KCC - KHS KCC –		Not yet tabled at KPOG. KFRR study underway to assess flooding risk in Kent. Discussions to be held on Minerals and Waste Development Framework (incl. waste

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

		Southern Water installation of valves at existing developments at risk.	Planning		water) with Southern and Thames Water early 2009.
R12	That KCC promotes the use of SUDS throughout Kent.	KPOG to discuss development of model policy on SUDS for LDF.	KCC – Planning	Kent Design Guide already promotes SUDS and includes a technical appendix.	No further action required.
R13	That Kent planning authorities adopt the requirement for Drainage Impact Assessments for all new developments, following the Canterbury model.	Review the requirement of drainage impact assessment and feasibility for its inclusion.	KCC – Planning		Discussion needs to be held on this at the district level.
R14	That the Fire & Rescue Service is included as an active partner in the planning process for new developments.	KFRS to discuss with Kent planning authorities.	KFRS KCC – Planning	Noted that district development control already liaise with KFRS.	No further action required.
R15	That the Kent Design guide is revised to include information on mitigating flood damage and makes reference to innovative designs for the future.	KCC to consider flood mitigation designs etc during next review of Kent Design Guide.	KCC – Planning	Next review will take place in 2010.	No action required in this period.
R16	That KCC lobbies government to produce a set of Building Regulations for use in flood risk areas so that planners are	Lobby government for building regulations for flood risk areas.	KCC – Planning	Pitt Review also identified need for such building regulations – await outcomes of review	Further assessment of Pitt Review required. Officer attending seminar on Pitt Review recommendations for

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

	supported by increased but nationally consistent obligations to assist developers with a high level of flood proofing/ mitigation.			before actioning recommendation.	Local Authorities 18th November 08.
R17	For KCC to work in partnership with the EA to publicise actions householders can take to increase the flood resilience of their homes.	Convene a meeting with EA to discuss coordination of information provision to householders in at risk areas (link with R30). KFRR to provide recommendations on promoting community awareness.	KCC EA KCC - KHS	KRF PRTFG looking at how to improve public readiness. KFRR to consult with this group.	The KRF Public Warning and Informing Group are currently producing a document on public readiness - appended to this is an annexe on measures to make homes more flood resilient. Recommendations from the KFRR will be included in the report due in Dec 08.
R18	That KCC specifically allocate funding to enable the proposed road gully cleansing work.	KFRR to review and identify maintenance priorities.	KCC – KHS		Budget for gully cleansing increased from £1.8 to £2.8 million.
R19	That KCC works in partnership to inform the public about road drainage cleansing activities.	KFRR to identify maintenance priorities and produce programme of work.	KCC – KHS		KHS will be developing website over next two years that will list programme of works.
R20	That the government should urgently consider the EA's request for funding	EA to keep KCC, and other relevant parties, informed of developments relating to	EA		This refers to the Broomhill area, between Jury's Gap

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

	to enable vital works to proceed at Jury's Gap, Camber.	these works and others.			and Camber. The EA have brought the works forward and are in the pre-planning design stage. This work is moving on in advance of the strategy approval because of immediate need.
R21	That the EA should encourage the input of local authority and IDB experts on local strategies and schemes; IDB represented on SE RFDC.	EA to consult relevant authorities and IDBs on local strategies and schemes. EA to invite representative of IDB to SE RFDC.	EA	Consultation with relevant LAs already takes place.	In relation to the SE RFDC, IDBs are represented through the local authority representative, which has been agreed by the RFDC as the correct approach.
R22	That the EA develop and implement a phased rolling programme of maintenance to include 'low risk' areas.		EA	Need to discuss with EA.	The year of the Select Committee, cuts were made to the rolling programme. These cuts are not reflected in this year's work and the maintenance programme is in place and includes areas classed as 'low risk'.
R23	That the EA prioritise clearance of waterways in		EA	Need to discuss with EA.	Clearance work is carried out on a priority

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

	the Romney Marsh Area.				basis – most of Romney Marsh is classed as medium or high risk. Work is underway.
R24	That KRF SWG audit and promote the development of emergency flood plans for at risk areas and develop and generic flood plan for Kent.	Develop emergency flood plans and generic flood plan.	KRF SWG EA KCC – Emergency Planning		Emergency flood plans in development, with a multi-agency approach as recommended by Pitt Review. A draft plan was put out to consultation late summer/early autumn (08). EA are now working on incorporating comments received – final plan will be presented to KRF Executive Board at December 08 or February 09 meeting.
R25	That the government consider placing a duty on the FRS to respond to a flood emergency and further considers designating FRS as the lead body in charge of a flood incident.	KRF to discuss and agree action.	KRF KCC – Emergency Planning		KRF established Pitt Review Task and Finish Group to look at recommendations. This was one of them. Currently awaiting government response to Pitt Review, due

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

					shortly.
R26	That the KRF SWG formulate and publicise an action plan to raise public confidence in Kent's preparedness for flood events. Consideration to be given to merging the SWG with the Flood Warning Planning Liaison Group.	KRF to develop and publicise flood action plan. KRF and Flood Warning Planning Liaison Group to discuss merging.	KRF SWG Flood Warning Planning Liaison Group		Flood plan in development (see R24). How plan will be publicised will be determined once it is completed.
R27	That KHS should send officers to work alongside local district colleagues in an emergency situation.	No action required.	KCC – KHS	Arrangements already exist for this.	No further action required.
R28	That the EA should ensure there is a systematic survey of critical infrastructure (location and flood defences) and through the SWG promote work with utility companies to ensure supplies can be protected and maintained during flood emergency situations.	KRF PRTFG to undertake survey of critical infrastructure and review, with utility companies, protection and maintenance of supplies. KRF PRTFG to share results of review with KFRR. KFRR to review vulnerability of critical infrastructure and wider community.	KRF PRTFG KRF PRTFG KCC – KHS		KRF are having ongoing discussions with the utilities to identify issues and necessary action. KFRR undertaking review in relation to highways – due for completion Dec'08.

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

R29	That the KRF SWG liaise with partners in the KRF and east coast authorities to formulate an emergency response plan for an extreme coastal event; assess whether the current warning system/communication processes are adequate; and ensure that people are educated about what to do when they receive a flood warning.	As per recommendation. KFRR to provide recommendations on flooding emergency response procedures for highways.	KRF		KRF PRTFG looking at how to improve public readiness. KFRR to consult with this group. This is part of the ongoing multi-agency flood plan work and action for high risk areas (see R24). KFRR due for completion Dec 08.
R30	That KCC support the EA in raising flood risk awareness via town and parish councils and similar community groups.	KCC to meet with EA to discuss how they may assist with awareness raising (link with R17). KFRR to provide recommendations on promoting community awareness.	KCC – Emergency Planning KCC – KHS	KRF PRTFG developing plan for application of ‘door knocking’ flood warnings.	KRF are identifying communities at risk to develop awareness raising plan. EA made a presentation to the Local Authority Group on awareness raising work underway. KHS liaison officers have been attending parish seminars. Suggested that a short note for circulation could be prepared by KHS – would need

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
FRS – Fire & Rescue Service
KFRR – Kent Flood Risk Review (KHS)
KPOG – Kent Planning Officers Group
PRTFG – Pitt Review Task & Finish Group
SWG – Severe Weather Group

EA – Environment Agency
IDB – Internal Drainage Board
KFRS – Kent Fire & Rescue Service
KRF – Kent Resilience Forum
SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
KCC – Kent County Council
KHS – Kent Highway Service
NEC – Natural Environment & Coast
SMP – Shoreline Management Plan

					consultation with EA and KRF.
--	--	--	--	--	-------------------------------

ABBREVIATIONS

CFMP – Catchment Flood Management Plan
 FRS – Fire & Rescue Service
 KFRR – Kent Flood Risk Review (KHS)
 KPOG – Kent Planning Officers Group
 PRFTFG – Pitt Review Task & Finish Group
 SWG – Severe Weather Group

EA – Environment Agency
 IDB – Internal Drainage Board
 KFRS – Kent Fire & Rescue Service
 KRF – Kent Resilience Forum
 SERFDC – SE Regional Flood Defence Committee

E&W – Environment & Waste (Environment & Regeneration)
 KCC – Kent County Council
 KHS – Kent Highway Service
 NEC – Natural Environment & Coast
 SMP – Shoreline Management Plan