

**ENVIRONMENT AND REGENERATION POLICY  
OVERVIEW COMMITTEE**

**Tuesday, 31st March, 2009**

**10.00 am**

Darent Room, Sessions House, County Hall, Maidstone







## AGENDA

# ENVIRONMENT AND REGENERATION POLICY OVERVIEW COMMITTEE

Tuesday, 31 March 2009 at 10.00 am  
Darent Room, Sessions House, County Hall,  
Maidstone

Ask for: **Christine Singh**

Telephone **01622 694277334**

*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 A D Crowther, Mr M J Harrison, Mr R E King, Mr R F Manning,  
Mr R J Parry, Mrs P A V Stockell and Mrs E M Tweed

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 20 January 2009 (Pages 1 - 8)

#### **B. ITEMS FOR DISCUSSION**

- B1 Portfolio Holders' and Executive Directors' Updates
- B2 Financial Monitoring Update, 2008/09 (Pages 9 - 24)
- B3 Development Contributions and Future Community Infrastructure Provision. The Effects of the Current Economic Climate and Planning Legislation (Pages 25 - 36)
- B4 Sub National Review (Pages 37 - 44)
- B5 'Unlocking Kent's Potential' - working group discussion (oral report by Kevin Lynes)

B6 A Summary of Progress in Delivery of KCC's Environment Policy, including Climate Change and an Overview of next steps for KCC and Environment and Regeneration (Pages 45 - 56)

B7 Kent Highways Services - Measuring Success (Pages 57 - 70)

**C. SELECT COMMITTEE UPDATE**

C1 Establishment of KCC Flood Risk Management Group (Pages 71 - 72)

C2 Select Committee - Update (Pages 73 - 74)

**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, 23 March 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

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### 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 Tuesday, 20 January 2009.

PRESENT: Mr R Truelove (Vice-Chairman, in the Chair), Mr M J Angell, Ms S J Carey, Mr A D Crowther, Mr D S Daley, Mr M J Harrison, Mr R E King, Mr R F Manning, Mr J I Muckle, Mr R J E Parker, Mr R J Parry, Mr A R Poole, Mrs P A V Stockell and Mrs E M Tweed

ALSO PRESENT: Mr N J D Chard, Mrs T Dean, Mr K A Ferrin, MBE, Mr R L H Long, TD, Mr K G Lynes and Mr D Smyth

IN ATTENDANCE: Mr M Austerberry (Interim Executive Director, Environment, Highways and Waste), Mr D Cockburn (Executive Director, Strategy, Economic Development & ICT), Dr L Davies (Director, Environment & Waste), Mr R Hallett (Directorate Finance Manager), Mr D Thomas (Business Improvement Manager) and Miss T Grayell (Democratic Services Officer)

#### UNRESTRICTED ITEMS

##### **107. Membership**

*(Item )*

The Democratic Services Officer reported that following the decision by County Council on 11 December that Lead Members should not serve on Policy Overview Committees concerned with their subject area, Mr A D Crowther had joined the Committee in place of Mr R L H Long and Mrs E M Tweed had joined in place of Mr C Hibberd.

##### **108. Interim Director of Economic Development**

*(Item )*

Mr D Cockburn introduced the newly-appointed Interim Director of Economic Development, Ms Claudette Forbes.

##### **109. Minutes of the Meeting held on 6 November 2008**

*(Item A3)*

RESOLVED that the Minutes of the meeting held on 6 November 2008 are correctly recorded and that they be signed by the Vice Chairman.

##### **110. Matters arising**

*(Item )*

Minute 99 – Kent Regeneration Fund

Mr D Cockburn confirmed that the information relating to the increase in income from tourism was now available and would be circulated to Members of the Committee.

#### Minute 105 – Highways Adoptions – Cold Case Project

(1) Members expressed disappointment that only 20% of the cold cases listed had so far been adopted. In discussion, Members gave specific local examples of problems and expressed the following concerns:-

- A road constructed ten years ago was still unadopted due to an ongoing row over who should pay the legal fees for the adoption process.
- Drains and manhole covers are left cracked and broken, in one case for nine years. A lack of maintenance gives a poor first impression to visitors to the area and may deter potential house purchasers. Members expressed the view that KCC has an obligation to force developers to maintain roads.
- Developers building fewer houses in the recession could divert time and energy to maintenance.
- Members considered having a special meeting to discuss this issue but ultimately agreed to delay this to allow time for more progress before looking at the issue again.

(2) Mr Ferrin advised that he expected only 40 cold cases to be outstanding by the end of the current financial year. In response to a request, Committee Members would be sent a list of those cases due to be addressed before the end of this year.

#### **111. Notes of the Informal Member Group on the Medium Term Plan held on 24 November 2008**

*(Item A4)*

RESOLVED that these be noted. Participants were thanked for a very useful meeting. The Portfolio Holders' responses to the points raised at that meeting were appended to Item B3 on today's agenda.

#### **112. Portfolio Holders' Updates**

*(Item B1)*

(1) Mr Ferrin explained that the arrangement for John Hobbs of Worcestershire County Council to undertake project work for Kent had been terminated by mutual agreement due to Mr Hobbs having taken sick leave following an injury shortly after starting work. Unfortunately, by the time Mr Hobbs would have been fit to return to work it would be too late for the project to be useful, so the arrangement had been cancelled. Worcestershire County Council and Mr Hobbs had been thanked for their willingness to help. In response to a question, Mr Ferrin and Mr Austerberry explained that the payment Kent had had to make to Worcestershire to cover Mr Hobbs' time was minimal, being about £600 per day for five days.

(2) Mr Ferrin confirmed to the Committee that the present interim appointments of Mr Austerberry and Ms C Bruce were still in place and would continue. He was very pleased with the way the appointments had worked out. Members welcomed Mr Austerberry and invited him to meet the political groups. In response to a question, Mr Ferrin explained that there was no timescale at present for permanent

appointments to be made but that, when the time came, such permanent posts would be advertised openly for competition. He emphasised that this was not because he had any doubt or lack of confidence in the interim officers, and confirmed to the Committee that interim directors had all the powers that would be held by permanent directors. He added that the last few years had been very difficult and stressful and assured Members that he had every confidence that, with the officers currently in post, the next six months would be very different from the previous three and a half years.

(3) Mr Ferrin and Mr Austerberry then went on to answer questions from Members about several other topics, as follows:-

- (a) *Public engagement by Kent Highways Services (KHS) officers.* Members reported that some local bodies had previously been advised that it was not the practice of KHS officers to attend evening meetings for bodies other than parish councils, but Members agreed that attendance would be very helpful. KHS had always been very helpful when attending parish council meetings, but many areas of the county did not have parish councils. Mr Ferrin expressed the view that, where any democratically elected body wished to invite KHS to a discussion of highways issues then KHS officers should attend, as long as an agenda item was specific and sufficient notice of it had been given so KHS officers could prepare properly and be ready to respond to questions. The volume of meetings that KHS officers were asked to attend should also be reasonable. *It was suggested that this issue be discussed further at a future meeting.*
- (b) *Officer Contacts.* Members had asked to be given contact numbers for Highways officers in their local area, such as those involved with PIPKIN projects, but these had not been forthcoming and Members had to contact the PIPKIN team via the Community Liaison Manager in their area. Mr Austerberry agreed that Members should be able to contact Kent Highways staff directly, but added that it was important for officers to ensure that all contacts made by Members with staff were still centrally captured and recorded. For routine matters, the most efficient system would remain for Members to continue to go via the Contact Centre. Members said they had experienced problems when ringing via the KCC Contact Centre to pursue questions on behalf of local residents as the Contact Centre staff was not familiar with Members and the way they worked.
- (c) *Developers income.* Mr Ferrin highlighted the need to consider that the reduction in development in Kent due to the recession might lead to a drop in income for KCC. This would be a particular issue for next year's budget.
- (d) *Winter salting.* Mr Ferrin said that in icy weather KCC would always salt roads where needed, regardless of the cost, and would not cut down salting to save costs. The only decision to be made was whether or not salting was required. He expected this year's salting budget to exceed the sum previously estimated.

- (e) *EDF Energy and Street Lighting.* Mr Ferrin said that continued frustration was being experienced with the performance of EDF in repairing street lights, although he understood that a performance improvement protocol would shortly be signed between EDF, KCC other local authorities who shared the same problem.

(4) Mr Long, Lead Member for Regeneration & Supporting Independence, updated the Committee on the forthcoming launch of a Kent Leader programme called “Kent Downs and Marshes” in Ashford on 23 January 2009. This programme would make available (*via KCC?*) £400,000 of grants to small businesses and the rural economy of mid Kent over five years. Responding to a question, Mr Long said that details of the bidding process should become clear after the launch, but confirmed that anyone could bid for funding under this programme.

(5) Mr K Lynes outlined a number of projects he had been involved with and answered questions put by Members. He referred to the launch of KCC’s Regeneration Framework earlier that morning and undertook to make available to all POC Members the “Unlocking Kent’s Potential” document which related to this. Members had the opportunity to submit views during the initial consultation period of six weeks.

(6) The “Backing Kent Business” campaign had also been launched that morning, with KCC signing a formal agreement and action plan for joint working with partner organisations with the aim of providing the best possible support to local businesses through difficult times. KCC’s webpages offered a link to the pages of various partner organisations.

(7) The Ashford Future Partnership Board (AFPB) *had been set up to allocate £4 million of growth area funding?* Much discussion had been going on with key partners to decide how to allocate the money, and Mr Hallett added that the financial modelling was very complex. Other KCC directorates were also involved in this and the issue was regularly discussed at Chief Officers Group (COG). *It was agreed that Ashford Members be sent copies of minutes of those discussions and meetings of the AFPB.*

(8) Partners in the development of Fastrack had met recently to discuss how to take the project forward. All were keen to extend the scheme, although the recession would inevitably slow down the development of Fastrack and related housing development.

(9) Mr Lynes also mentioned briefly other current projects for which he had been visiting and liaising with KCC’s partner organisations, including the Port of Ramsgate, the Array Windfarm, Manston Park, the “No Use Empty” initiative and the Rendezvous site.

(10) RESOLVED that the updates be noted.

**113. Financial Monitoring Update, 2008/09**  
(*Item B2*)

(1) Mr Hallett introduced the report and highlighted key pressures and savings. Issues arising from discussion were as follows:-

- (a) Members expressed disappointment that there had been a lack of progress on the Thameside Strategic Programme to support the growth which was still going on in the Thameside area. Mr Hallett explained that problems had been experienced in negotiating single agreements with partners. Although he explained that the amounts budgeted were relatively small, Members expressed the view that money allocated in a year should be spent in that year, as planned.
- (b) Mr Ferrin explained that the Allington incinerator had now been handed over from the contractor to the operator, WRG.

(2) RESOLVED that the content of the report be noted.

#### **114. Budget 2009/10 and Medium Term Financial Plan 2009/12**

*(Item B3)*

*(Mr N J D Chard, Cabinet Member for Finance, was present for this item)*

(1) Mr Austerberry introduced the Environment, Highways and Waste part of the Budget, highlighting the key elements in respect of proposed capital investment, and those impacting on the revenue budget. He emphasised that next year's budgets were being set against a very volatile economic climate and that the work of the Environment, Highways and Waste teams was very susceptible to changes in fluctuating oil prices. Nevertheless significantly increased sums had been found to direct towards front-line highways maintenance, and investment provided towards greater energy efficiency of the street lighting stock. Mr Austerberry, Mr Hallett and Mr Ferrin answered a number of questions from Members.

(2) Responding to a question from Mr Daley, Mr Hallett explained that income shown as coming from recyclables came from waste streams such as textiles and metals, which were still able to generate income. The market for paper and plastics was currently less buoyant and therefore the ability to generate income was more limited. Achieving the income targets would therefore need to be watched closely next year.

(3) Mr Hallett explained to Mr Muckle how changes in the Highways Maintenance Budget in the Committee report related to headings in the Budget document, as resources redirected from service units had been shown centrally this year. Mr Ferrin added that there had been a big redirection of funding this year. He gave the example of capitalising buses, of which the IMG had not been in favour but which had freed up very useful revenue which could be diverted to Highways Maintenance.

(4) Mr Parker welcomed the extra investment in vegetation control and asked about the budget for the maintenance and replacement of street trees. Mr Hallett explained that £870,000 had been allocated in the 2008/09 Budget for inspection and maintenance of street trees – *NOTE: Mr Hallett has clarified this figure with KHS and he should have quoted £720k. The difference is a management fee from Jacobs, which covered more than just tree maintenance. This non-tree maintenance management charge should have been removed from the figure quoted.* Mr Ferrin

added that no funding had been identified for replacing street trees, although some would certainly be needed. It was difficult, however, to identify how much would be needed.

(5) Mr Daley welcomed the investment in the maintenance of street trees and said he was pleased to see the street scene being taken seriously. He asked about the progress of a survey of street trees which he had been advised a while back was being carried out. Mr Ferrin reassured him that the survey was continuing. There were surveys currently ongoing on several things; for example, street lighting, and he highlighted the complexity of undertaking such surveys. For example, in the case of street lighting, it is necessary to identify the location of each light, to determine who is responsible for it (11,000 lights across Kent were not KCC's responsibility) and the type of lamp it used.

(6) Mr King welcomed the increase in the Highways Maintenance Budget. He then referred to recommendations made by the Flood Risk Select Committee and asked where in the Budget these would be covered. Mr Ferrin explained that much discussion had gone on since the Select Committee had published its report a year ago about what would be covered by the duties of the dedicated Flood Risk Officer post proposed by the Select Committee and from where the budget for it would be drawn. The post could be placed in Environment, Highways and Waste or in Emergency Planning. A major flood risk consultation by the Environment Agency, 'Thames 2100', was due to start in April 2009 and the outcome of this would also need to be taken into account when setting the job specification for the new post. Mr King commented that budget provision would have to be made regardless of where the post was to be placed.

(7) Mr Hallett then introduced the Regeneration part of the Budget and highlighted key changes in the way in which the Budget headings had been presented this year. He pointed out where savings made had allowed investment in other areas, for example, in apprentices, transport strategies, and the Supporting Kent Business project.

(8) In response to a question, Mr Hallett advised Mr Manning that funding planned to be allocated in respect of the Open Golf Championship at Sandwich would now appear in the budget for the 2010/11 financial year.

(9) RESOLVED that the information contained in the Revenue and Capital Budget report and the Medium Term Financial Plan for Environment and Regeneration, and given in response to questions put by Members, be noted, along with the issues raised by the IMG and the portfolio holders' written responses to them, which were appended to the Budget report.

## **115. Half Year Business Plan Monitoring 2008/09**

*(Item B4)*

(1) Mr Thomas introduced the report and pointed out that 88% of actions in the Business Plans were "on target" to complete in this financial year.

(2) RESOLVED that the progress against Environment and Regenerations Annual Business Operating Plans for the period 1 April to 31 October 2008 be noted.

**116. Kent Highway Services – Performance Management – Measuring Success**  
(Item B5)

- (1) Mr Thomas introduced the report and said he was seeking Members' comments on what was to be included in the performance management report. He responded to comments and questions from Members on the following indicators:-
- *TS02 – EDF Street lighting.* Members welcomed the imminent signing of the agreement between Ofgen and EDF for Kent and were keen to know when the signing would actually take place and when the first quarterly report would be due. This would be reported to the POC and the Highways Advisory Board by Norman Bateman, Head of Technical services.
  - *SP11 & SP13 – responding to letters and outstanding service requests.* Members emphasised the importance of the public face of KHS and of maintaining good public relations.
  - *TD01 – Highways adoptions.* Mr Ferrin emphasised that he always dealt very quickly with requests for him as Cabinet Member to take decisions on highways adoptions, although Members expressed concern that KCC was doing enough to improve the state of its adopted roads.
- (2) RESOLVED that the content of the report be noted .

**117. Equalities in Environment and Regeneration Directorate - Annual Report**  
(Item B6)

*Mr S Bains, Equality and Diversity Officer, was in attendance for this item.*

- (1) Dr Davies introduced Mr Bains to the Committee, who explained that he had been appointed the Equality and Diversity Officer for the E&R Directorate on 18 December 2008. Dr Davies explained that the grading system for Equality Standard for Local Government was about to change from five bands to three. Kent was currently in band 3 and was aiming for Excellent in the new 3-band grading.
- (2) Members expressed concern that the grading system was to be changed before the original system had had a chance to settle in and that Members were being asked to endorse the leadership role that they could play without being clear of what that role entailed.
- (3) RESOLVED that:-
- (a) the new Equality and Diversity Officer be welcomed and his planned action for 2009, set out at paragraph 4.1 of the report, be endorsed, with the further actions set out at paragraph 4.2 of the report;
  - (b) the leadership role Members could play in internally and externally promoting this agenda for E&R, guided by the new Equality and Diversity Officer, be endorsed, although Members expressed some concern that this role was not yet completely clear; and

- (c) it be ensured that equality and diversity is fully embedded in all E&R Business and Service Plans for 2009/10 through Members' scrutiny of these in the forthcoming months.

#### **118. Environment and Regeneration Risk Register 2009/10**

*(Item B7)*

- (1) Mr Thomas introduced the report and explained that staff at all levels of the Directorate were involved in identifying, assessing and managing risks.
- (2) RESOLVED that the information given in the report, and in response to Members questions, be noted.

#### **119. Select Committees - update**

*(Item C1)*

- (1) The Democratic Services Officer introduced the report and explained that the deadline for Members and officers to suggest topics for Select Committee Topic Reviews had been extended from February to the 28 April meeting of the Policy Overview Co-ordinating Committee.
- (2) RESOLVED that:-
  - (a) the update on the Select Committee on Passenger Rail Services and the Minutes of the 'one year on' meeting of the Select Committee on Flood Risk on 13 November, be noted; and
  - (b) suggestions for potential Select Committee Topic Reviews be put forward to the Policy Overview Co-ordinating Committee for its meeting on 28 April 2009.

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

To: Environment & Regeneration Policy Overview Committee – 31 March 2009

**Subject: Financial Monitoring Update 2008/09**

Classification: Unrestricted

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

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### **Introduction**

1. The 3<sup>rd</sup> 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. There are no significant revenue variances on either portfolio, since the 3<sup>rd</sup> quarter report attached.

#### *Capital*

3. There is likely to be some slippage on the EH&W capital forecasts since the 3<sup>rd</sup> quarter report, with a small rephasing of work on the Ashford Ring Road (although the road is now open) and delays in projects using the energy and water investment fund. This portfolio has also pushed ahead with highway maintenance work and further pressure will result. This will be offset by underspends elsewhere on the capital programme.
4. The only likely change to the R&SI capital forecasts since the 3<sup>rd</sup> quarter report is on the Dover Sea Change project, where there are delays due to the complex planning issues involved.

### **Recommendation**

5. 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](mailto:richard.hallett@kent.gov.uk)

# ENVIRONMENT & REGENERATION DIRECTORATE SUMMARY

## JANUARY 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 consolidation of the Kent Public Services Network budget from directorates to Corporate IS in the Corporate Support & External Affairs portfolio.

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

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<b>Environment, Highways &amp; Waste portfolio</b>							
Kent Highways Services	60,249	-7,015	53,234	4,085	-285	3,800	Pressures on traffic management act (£550k), increased NOMU activity (£350k), vegetation control (£900k), winter maintenance (£600k). Invest to save (£1400k)
Public Transport Contracts	15,924	-2,069	13,855	-1,077	0	-1,077	Savings on bus contracts and Freedom Pass (-£1.5m) offset by concessionary fares (+£423k)
Waste Management	66,760	-1,158	65,602	-4,530	-560	-5,090	Gross: Allington, reduced tonnage, KWP. Income: recycling and "operation cubit"
Environmental Group	8,140	-4,000	4,140	160	0	160	Country parks
Transport Strategy	617	0	617	-13	-19	-32	
Strategic Management, Finance, Performance & Information & Analysis Group	7,243	-462	6,781	-785	95	-690	Gross: IT (£260k) and MIDAS replacement (£430k) Income: AIT
<b>Total E, H &amp; W</b>	<b>158,933</b>	<b>-14,704</b>	<b>144,229</b>	<b>-2,160</b>	<b>-769</b>	<b>-2,929</b>	
<b>Regeneration &amp; Supporting Independence portfolio</b>							
Regeneration & Projects	6,372	-950	5,422	-80	0	-80	Bio fuel project - roll to match fund Interreg projects
Economic Development	3,004	-848	2,156	-1	0	-1	
Planning & Development	1,100	-46	1,054	-213	-52	-265	Gross: Waste and minerals LDF (£60k), planning enquiries. Income: Government contribution
Planning Applications	1,477	-468	1,009	-389	74	-315	Gross: Shaw Grange (£240k), planning apps (£75k), vacancies (£74k). Income: reduced planning activity because of economic downturn.
<b>Total Regen &amp; SI</b>	<b>11,953</b>	<b>-2,312</b>	<b>9,641</b>	<b>-683</b>	<b>22</b>	<b>-661</b>	
<b>Total Directorate Controllable</b>	<b>170,886</b>	<b>-17,016</b>	<b>153,870</b>	<b>-2,843</b>	<b>-747</b>	<b>-3,590</b>	

### 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 £2.2m from the waste to energy plant at Allington not being operational during significant parts of the financial year. This results from there being a saving of approximately £16 for every 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). The plant is now fully operational and no further savings are expected against this budget.
- Waste tonnage continues to be down on last year's actuals and this year's targets. This has resulted in predicted savings of about £2m.
- As discussed in previous monitoring reports, 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 experienced in the general economy during the early part of the year. These prices have generally tailed off as the economy continues to slow and demand falls. However, we still expect to exceed target by just over £427k.
- We are also achieving additional income from "Operation Cubit" which is a partnership with District Councils, Police and Fire to tackle untaxed and unwanted vehicles but this has reduced from previous reports to about £160k.
- The Kent Waste Partnership will also underspend by £330k at the year end. This money is committed for the Partnership and needs to be rolled into the new year.

1.1.3.2 Country Parks have an inherent budget problem of about £200k. 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 has reviewed all of its activity and has started to make efficiencies where possible and has reduced the expected pressure for this year to £160k. They are also trying to increase income generation and to help support this there is £800k per annum in the MTFP for some capital investment. This will be invested in facilities that will encourage people to attend the parks and to spend money while they are there.

##### 1.1.3.3 Kent Highway Services

- The main new pressure to declare on the Kent Highways Service is for winter maintenance. Due to the severe weather during the end of January and beginning of February this budget is forecast to overspend by £600k. This forecast assumes that the number of salting runs will remain at target for the rest of the financial year and therefore the pressure may be understated if the poor weather returns.
- The other pressures on this service are largely as previously reported. The additional work of the Network Operation Management Unit (NOMU), which are the general road crews that fix minor highway repairs such as potholes is now £350k. The increased vegetation control costs have reached £900k and the one-off costs of implementing the permit scheme from the Traffic Management Act have reduced to £550k. 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.
- There have also been some gross and income variances with increased fees and charges predicted of £285k and a corresponding increase in costs relating to chargeable works such as dropped kerbs.

- 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. The forecast saving on this part of the budget is £1.5m. This saving is reduced by £423k for the pressure on concessionary fares, to reimburse Districts for bringing forward free bus travel for the over 60's and disabled people from 9.30am to 9.00am, giving a net underspend against this service of £1.077m.
- 1.1.3.5 There are two underspends on the Resources division one resulting from an underspend against one-off IT money (£260k) and the other from specific roll-forward from 2007-08 for the MIDAS financial and management information system replacement project (£430k). Due to the phasing of the MIDAS replacement project, £430k 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 £5.090m waste savings, and allowing for the £0.760m re-phasing to be rolled forward, there is a residual underspend of £4.330m. 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 issues within the portfolio. In the last full monitoring report we declared that we would be using this to invest in street lighting in order to reduce electricity costs in line with the MTP. The street light replacement lanterns will be a capital item, so there will need to a revenue contribution to capital. So far, only £0.9m is guaranteed to be spent in this financial year, but we are exploring getting the remaining lantern heads delivered before the end of March. If the street lighting investment does not take up all of the £1.4m we will revisit paying off some of the coastal protection loans to save on interest payments in future years.
- 1.1.3.7 The remainder of the underspend (£2.169m) 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.

**Regeneration & Supporting Independence portfolio:**

- 1.1.3.8 There is an underspend of £80k on the bio fuels project. This is being held back in order that it can be used to match fund two Interreg projects in 2009-10. Therefore this underspend will need to roll forward.
- 1.1.3.9 The costs of major planning enquiries do not fall neatly in one financial year and the Integrated Planning and Strategy unit will need to rephase some of its budget (£205k) into the new year to align with its current expected spending profile. There is also a commitment on the minerals and waste framework, which will not be completed by the end of the financial year and will therefore need to be rolled into the new year (£60k).
- 1.1.3.10 The Planning Applications section also has the same peaks and troughs of expenditure depending on which applications are submitted. They will also need to rephase some of their budget (£75k) into the new year to meet this variable demand. Also, the Shaw Grange remedial work will not happen again this year and will cause an underspend of £240k. This "saving" will need to be rolled forward into 2009-10 to meet our commitment on this.

(shading denotes that a pressure/saving has an offsetting entry which is directly related)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Invest to Save projects	+1,400	EHW	Diversion to landfill while Allington waste to energy plant off-line	-2,200
EHW	Vegetation control	+900	EHW	Reduced waste tonnage	-2,000
EHW	Winter maintenance	+600	EHW	Public transport including Freedom pass	-1,500
EHW	One-off costs of implementing the permit scheme from the Traffic Management Act	+550	EHW	MIDAS financial and management information system replacement project phasing	-430
EHW	Concessionary fares	+423	EHW	Recycling income	-427
EHW	Increased Network Operation Management Unit (NOMU) activity	+350	EHW	Kent Waste Partnership	-330
EHW	Increased costs relating to KHS rechargeable works	+285	EHW	Increase in income from KHS rechargeable works	-285
EHW	Country parks	+160	EHW	Reduction on anticipated IT transformation spend	-260
			RSI	Shaw Grange remedial works phasing	-240
			RSI	Major planning enquiries	-205
			EHW	Additional income from "Operation Cubit" (partnership project to tackle abandoned vehicles)	-160
		+4,668			-8,037

#### 1.1.4 Actions required to achieve this position:

N/A

#### 1.1.5 Implications for MTP:

There are some significant pressures in the MTP, which are supported by a variety of savings. The £1.4m of our underspend that we are using as investment to reduce future ongoing costs will assist with meeting these savings targets.

#### 1.1.6 Details of re-phasing of revenue projects:

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

- MIDAS finance system replacement - £430k (EHW)
- Kent Waste Partnership - £330k (EHW)
- Bio fuels project - £80k (RSI)
- Planning enquiries - £205k (RSI)
- Waste and minerals framework - £60k (RSI)
- Planning applications - £75k (RSI)
- 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 £3.590m, as shown in table 1. After taking into account the £1.420m of re-phasing of projects detailed in section 1.1.6 above, we are left with an underspend of £2.170m (£2.169m EH&W and £0.001m R&SI) 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 appropriate approval via the Leader or relevant delegated authority.

The capital cash limits have been adjusted to reflect the position reflected in the 2009-12 MTP as agreed by County Council on 19 February 2009. However, these differ from the cash limits shown in 2009-10 Budget Book, as the cash limits reflected in this report only include those projects starting in the current or previous years, whereas the cash limits in the 2009-10 Budget Book also include projects due to start in future years of the 2009-12 MTP.

In addition, there has been a further change since the budget was agreed:

- |   |       |
|---|-------|
|   | £000s |
| <ul style="list-style-type: none"> <li>▪ Forthill de-dualling public realm works funded by additional Interreg money</li> </ul> | 119   |

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

	Prev Yrs Exp	2008-09	2009-10	2010-11	Future Yrs	TOTAL
	£000s	£000s	£000s	£000s	£000s	£000s
<b>Environment, Highways &amp; Waste Portfolio</b>						
Budget approved at Cty Council	88,338	73,117	123,847	140,605	326,688	752,595
Adjustments:						
-						0
Revised Budget	88,338	73,117	123,847	140,605	326,688	752,595
Variance		-1,552	2,656	5	0	1,109
<b>split:</b>						
- real variance		+1,084	+20	+5		+1,109
- re-phasing		-2,636	+2,636			0
<b>Regeneration &amp; Supporting Independence Portfolio</b>						
Budget approved at Cty Council	5,969	11,687	4,211	2,720	1,762	26,349
Adjustments:						
- Forthill De-dualling		119				119
Revised Budget	5,969	11,806	4,211	2,720	1,762	26,468
Variance		-404	336	95		27
<b>split:</b>						
- real variance		+27				+27
- re-phasing		-431	+336	+95	0	0
<b>Directorate Total</b>						
Revised Budget	94,307	84,923	128,058	143,325	328,450	779,063
Variance	0	-1,956	2,992	100	0	1,136
<b>Real Variance</b>		<b>+1,111</b>	<b>+20</b>	<b>+5</b>	<b>0</b>	<b>+1,136</b>
<b>Re-phasing</b>		<b>-3,067</b>	<b>+2,972</b>	<b>+95</b>	<b>0</b>	<b>0</b>

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 £'000s	Approval to Spend £'000s	Approval to Plan £'000s	Preliminary Stage £'000s
<b>Overspends/Projects ahead of schedule</b>						
EHW	Highway Maintenance	Real	+4,517			
			<b>+4,517</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Underspends/Projects behind schedule</b>						
EHW	Integrated Transport	Real	-3,617			
EHW	Reshaping Kent Highways Accommodation	Phasing		-2,017		
RSI	East Kent Empty Property Initiative	Phasing		-336		
EHW	Traffic Signal Head Replacement	Phasing		-255		
EHW	Country Park Access & Development	Phasing	-254			
			<b>-3,871</b>	<b>-2,608</b>	<b>0</b>	<b>0</b>
			<b>+646</b>	<b>-2,608</b>	<b>0</b>	<b>0</b>

#### 1.2.4 Projects re-phasing by over £1m:

### 1.2.4.1 Kent Highways accommodation – slippage £2.017 million

This scheme is designed to deliver the reshaping of the Highways accommodation. This phase of the scheme is to deliver the West Kent equivalent of the new Ashford depot. It has slipped by £2.017 million, which represents 8.1% of the total value of the scheme. It has been delayed in its progress because of difficulties in finding a suitable alternative site to the original option of Wrotham, which failed to get appropriate planning permission. It is difficult to give a new completion date until a site and the required planning permission has been secured but it is estimated that work will be finished by 2010. The service implications of this delay are delays in securing the efficiencies that the Ashford depot is already delivering. This delay will not affect the overall budget, which will remain the same. Revised phasing of the scheme is now as follows

	Prior Years	2008-09	2009-10	2010-11	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>BUDGET &amp; FORECAST</b>						
Budget	13,332	5,400	4,150	2,000		24,882
Forecast	13,332	3,383	6,167	2,000		24,882
Variance	0	-2,017	2,017	0	0	0
<b>FUNDING</b>						
<b>Budget:</b>						
prudential	2,000	2,450				4,450
prudential/revenue	10,483	1,975	488	2,000		14,946
PEF2			3,398			3,398
other external	9					9
capital receipts	840	975	264			2,079
TOTAL	13,332	5,400	4,150	2,000	0	24,882
<b>Forecast:</b>						
prudential	2,000	2,450				4,450
prudential/revenue	10,483		2,463	2,000		14,946
PEF2			3,398			3,398
other external	9					9
capital receipts	840	933	306			2,079
TOTAL	13,332	3,383	6,167	2,000	0	24,882
<b>Variance</b>	<b>0</b>	<b>-2,017</b>	<b>2,017</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 1.2.5 Projects with real variances, including resourcing implications:

Table 3 shows a £1.136m real variance over the period of the MTP, which is due to:

#### 1.2.5.1 EH&W portfolio:

Underspends on the Integrated Transport (IT) programme as result of difficulties with planning permission etc, currently estimated to be £3.617m by end of the financial year, will be used to offset an equivalent planned overspend on Highway maintenance of £3,617m. The overspend on the maintenance is to bring forward work to address some of the service pressures in this area, and will utilise the LTP funding available in 2008-09 as it is permissible for IT funding to be spent on highway maintenance and vice versa.

There will be a further overspend on highways maintenance of £0.9m as result of investment in street lighting and the need to replace old mercury lantern heads with new energy saving lanterns. This overspend will be covered by a contribution from revenue (from the £1.4m approved for invest to save schemes from the waste underspend).

Major scheme design will overspend by £0.2m because of:

- £0.140m on the East Kent access phase 2 scheme, funded from additional external funding,
- £0.045m on the Northfleet footbridge to be funded by a planned underspend on the Thames Delivery Board and
- £0.015m on Smartlink to be funded from a contribution from the Regeneration revenue fund.

Part 1 compensation claims are forecast to overspend by £20k. This will be covered by a contribution from Gravesham Borough Council.

Leybourne – West Malling bypass will underspend by £30k.

Everard phase 2 will underspend by £36k now that the final account has been agreed. This will be matched by a reduced drawdown from developer contributions.

Sittingbourne Northern Relief Road scheme will overspend by £55k. This will be funded from a revenue contribution of £30k and additional CLG grant.

#### 1.2.5.2 R&SI portfolio:

Forthill de-dualling is overspending by £72k and external funding is in place to cover this.

The Kent Thames Delivery Board is underspending by £0.045m in order to offset the overspend on the design fees for Northfleet footbridge, as highlighted above.

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 the reliance for some schemes on developer contributions. In the current economic climate these developer payments are much more high risk and there is no backing from the Government currently to underwrite this risk.

**(b) Details of action being taken to alleviate risks**

We have approached Government with a view to get them to consider underwriting the risk on the Sittingbourne Northern Relief Road which has £4.1m of developer contributions. However we are not confident that the Government will assist with this as they have made it clear that this risk lies with Local Authorities. Developer contributions will become an increasing issue therefore in the next few years.

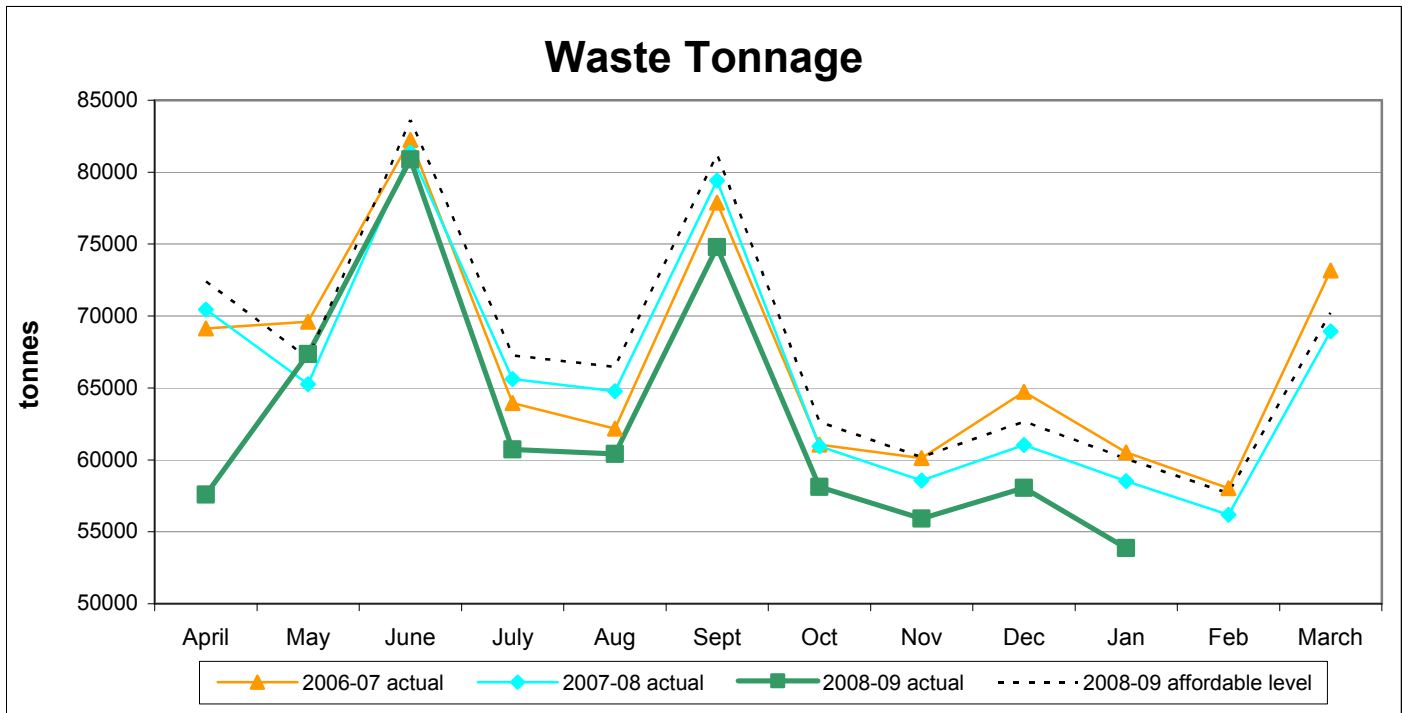
On the specific of Sittingbourne Northern Relief Road we are making every effort to confirm with the developer their willingness and ability to pay the agreed contribution and have received a "letter of comfort" from them to this effect.

## 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	57,597	72,411
May	69,606	65,256	67,361	67,056
June	82,244	81,377	80,886	83,622
July	63,942	65,618	60,724	67,275
August	62,181	64,779	60,415	66,459
September	77,871	79,418	74,780	81,212
October	61,066	60,949	58,122	62,630
November	60,124	58,574	55,917	60,180
December	64,734	61,041	58,046	62,669
January	60,519	58,515	53,865	60,073
February	58,036	56,194		57,679
March	73,171	68,936		70,234
<b>TOTAL</b>	<b>802,631</b>	<b>791,115</b>	<b>627,713</b>	<b>811,500</b>

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



**Comments:**

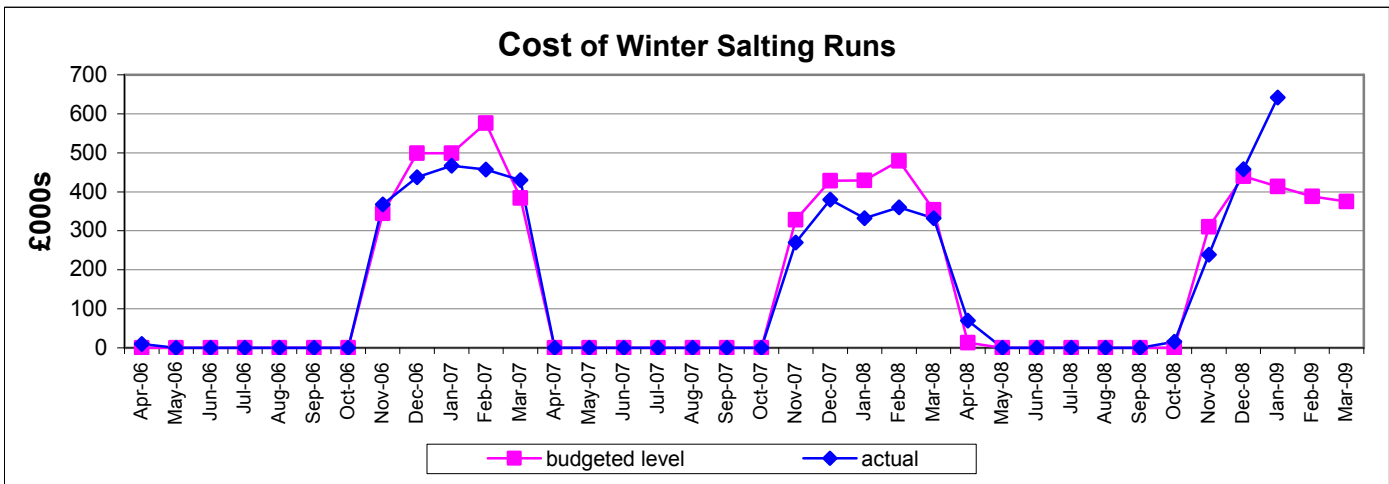
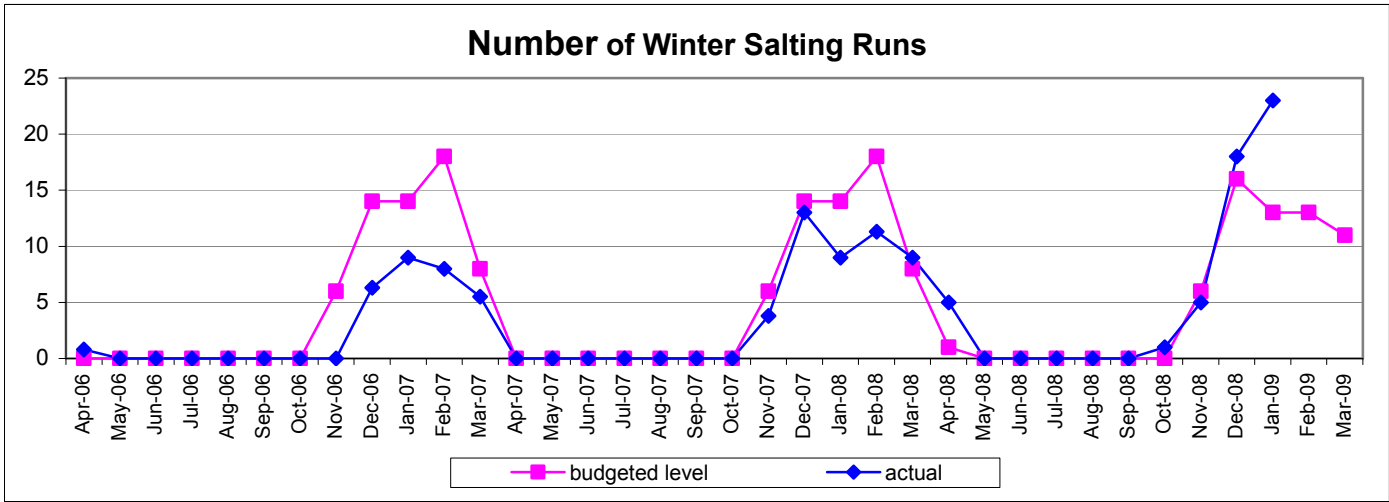
- Tonnage is significantly down on previous years. This may be reflective of the slowing economy but the same pattern did not occur in the recession in the early 90's, so this cause and effect cannot be guaranteed. The "reducing waste" campaigns may be contributing to this reduction, along with the reduction 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.

## 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 <sup>2</sup>	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted level	Actual	Budgeted
	£000s	Level £000s	£000s	Level £000s	£000s	Level £000s	£000s	Level <sup>2</sup> £000s			£000s	Level <sup>2</sup> £000s
April	0.8 <sup>1</sup>	-	10	-	-	-	-	-	5	1	70	13
May	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-	1	-	16	-
November	-	6	368	345	3.8	6	270	328	5	6	239	310
December	6.3	14	437	499	13.0	14	380	428	18	16	458	440
January	9.0	14	467	499	9.0	14	332	429	23	13	642	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
<b>TOTAL</b>	<b>29.6</b>	<b>60</b>	<b>2,169</b>	<b>2,303</b>	<b>46.1</b>	<b>60</b>	<b>1,674</b>	<b>2,018</b>	<b>6</b>	<b>60</b>	<b>1,425</b>	<b>1,940</b>

Note <sup>1</sup>: only part of the Kent Highways Network required salting

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

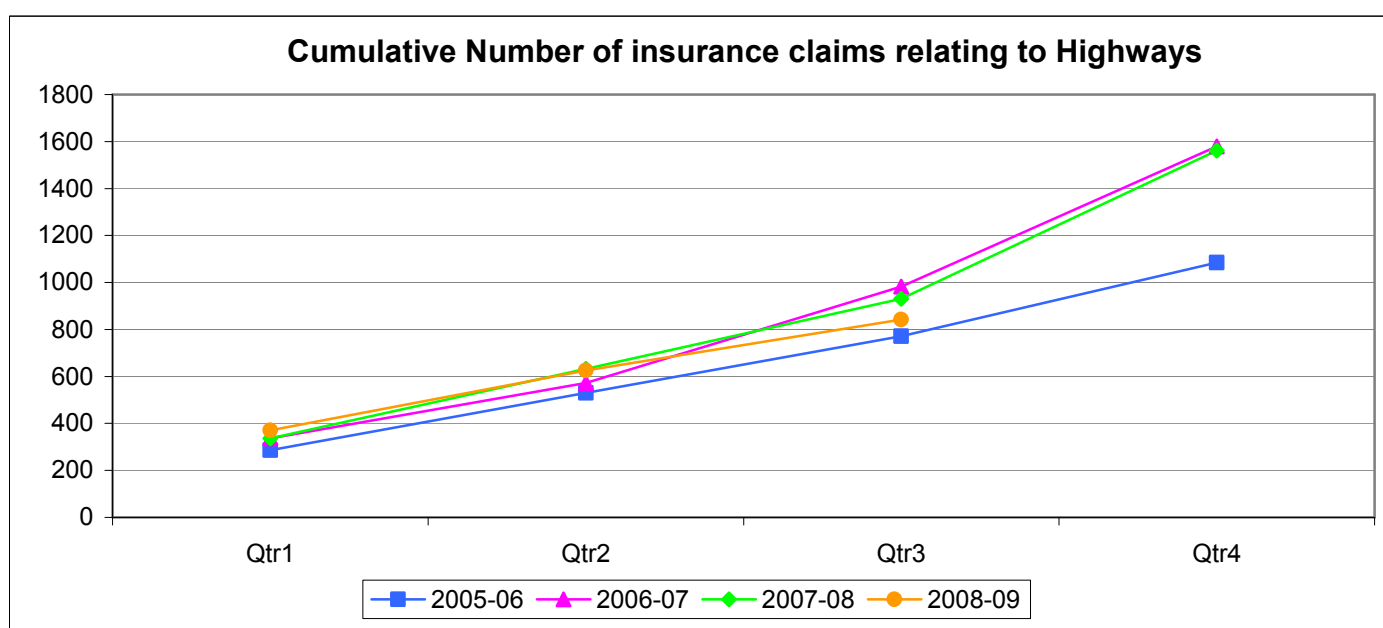


**Comments:**

- 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.
- The recent period of bad weather during January and February has caused the number and cost of salting runs to go over budget, as reported in paragraph 1.1.3.3. The table above shows costs of £1,425k compared to a budgeted position of £1,177k as at the end of January i.e. an overspend of £248k. The £600k overspend forecast in paragraph 1.1.3.3 was based on the number of additional salting runs as at mid February (the date of consolidating this report). At this point there were a further 15 runs over budget (not reported in the table above) adding an overspend of about £350k to the £248k reported in the table. Any further periods of bad weather causing additional salting runs over and above the budgeted level between now and the end of the financial year, will cause this overspend to increase.

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

	2005-06	2006-07	2007-08	2008-09
<b>Accident Date</b>	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April – June	286	337	336	371
July – September	530	572	632	626
October – December	771	982	931	842
January - March	1,085	1,579	1,561	



**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 19 January 2009.
- Quarter 1 figures for 2008-09 have now exceeded previous years and quarter 2 is currently only marginally down on last year, but 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%.

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**By:** Nigel Smith, Head of Development Investment

**To:** Policy Overview Committee – Tuesday 31<sup>st</sup> March 2009

**Subject:** Development Contributions and Future Community Infrastructure Provision. The effects of the current economic climate and planning legislation

**Classification:**

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**Summary:**

This report highlights the significant effects of the current economic climate together with potential changes in the planning system (in particular, the proposed Community Infrastructure Levy - CIL), upon development contributions and the potential to deliver community infrastructure in the future. In this respect, the report also contains recommendations regarding initiatives to both protect the County Council's interests and help place us in a position to deliver regeneration objectives

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**Recommendations:**

Although subject to additional scoping work, specifically in relation to 2 below, we request that POC approve the guiding principles and other recommendations below in order to provide a framework within which the Development Investment Team (DIT) can operate until we are in a position to make further recommendations

1. The Development Investment Team and Finance coordinating the development of an Infrastructure and finance model to deliver the objectives outlined in 8.1 subject to allocation of resources.
  2. Where required the use of mitigation measures outlined in 8.2 and conclude negotiations subject to approval by the Director of Finance and Executive Director, Strategy, Economic Development & ICT and permit the Director of Law and Governance to complete documentation as required.
  3. Consult with other authorities with a view to making a joint representation, or an individual KCC response if a joint one cannot be agreed, to CLG and Treasury in respect of CIL proposals, additional mainstream and gap funding.
-

## 1. Introduction

The purpose of this report is to advise on the proposals regarding CIL and the potential effects for KCC. However, in line with a report to Cabinet Members on 16 March 2009 and as outlined in the summary above, it also covers the wider issue of the detrimental effects of the current economic climate on the potential to deliver community infrastructure.

In so doing, the report includes reference to the primary issues of :

1. The lack of funding for delivery of the community infrastructure (schools, communities, adult social services etc) necessary to support sustainable communities, particularly when balanced against the need to support the local economy in the current climate.
2. The risk of such, both financially and ultimately economically and socially in the absence of Government gap funding in this respect.
3. The effects on the current Medium Term Plan (MTP) and the additional measures proposed, due to the current economic climate, to assist the existing prudent financial procedures.
4. The potential effects of the proposed Community Infrastructure Levy (CIL) outlined in Paragraph 4. below.
5. The overall need to respond to changing circumstances and realign resources to deliver the corporate objectives outlined in the Regeneration Framework.

## 2. The Economic Climate & Viability

Housing delivery has, of course, been dramatically affected by the downturn in the economic climate. Where proposals are being progressed, the provision of adequate infrastructure through the planning process and, in particular, development contributions, is under significant pressure, particularly where viability issues need to be balanced against housing provision.

Currently, the major sites affected are reported to Chief Officers Group and The Informal Members Group for Budgetary Issues. Based on those recently reported (Charter House, Ashford. New Town Works, Ashford and Nichols Quarry, Shepway) the percentage of original contributions secured averaged approximately 47% of the figure sought (disregarding attenuation measures such as clawbacks (deferred contributions) and provision in kind). This compares with a cumulative success rate (contained in quarterly performance reports) of around 80%.

Based upon the South East Plan housing figures **Appendix 1** attached illustrates in crude terms the potential total development contribution required, based upon various assumptions, of approximately £1,152m and the potential for only securing £541m (47%). Current experience suggests KASS and CMY will be most affected.

Although some plaudits believe the housing market will begin to recover in the first quarter of 2010 there is no guarantee and it is felt that any recovery will be tentative with viability remaining an issue. This creates potential risks for KCC as demands on infrastructure increase but our ability to deliver is restricted to the limited financial resources available.

It should be noted that the Government's planning inspectorate (ratified by the Sec of State for Communities) consider the delivery of housing and other mitigating measures as priority therefore referrals to planning appeal or inquiry can result in less preferable outcomes.

In an effort to deal with viability issues and protect KCC's interests and the future provision of infrastructure a number of attenuation measures are proposed (please see paragraph 8.2 below).

### **3. Planning – General**

National planning policy (reflected in Vision for Kent, the Kent Structure Plan and KCC's Development Contributions Guide) gives support to seeking contributions for a range of community and other infrastructure in order to ensure the delivery of sustainable communities. Kent has been at the national forefront of developing policy on contributions and, as a County Council, is well advanced. However, planning policy is in the process of radical change with the South East Plan soon to be adopted (and associated demise of the Kent & Medway Structure Plan), Local Development Documents (LDF process), the requirements of Planning Policy Statement 12 (PPS12 – June 2008) and the proposed Community Infrastructure Levy (CIL).

This means the new planning regime will be fundamentally 'plan led' and 'evidence based' and the provision of infrastructure, including the ability to finance and deliver a key test of soundness that will be scrutinised at the LDF public examination.

### **4. Community Infrastructure Levy (CIL)**

CIL is a proposed new charge, which, if implemented, will permit local authorities, but not required them to introduce a levy upon development (currently assumed to be residential and commercial) and will in the main replace S.106 negotiations.

The Planning Act 2008 (PA) makes provision for the Secretary of State, with the consent of the Treasury, to make regulations (expected to be consulted upon in Spring 2009) providing for the imposition of CIL, which may or may not be mandatory. The overall aim of CIL is to ensure the costs of providing infrastructure to support development of an area can be funded, wholly or in part, by either owners or developers of land.

Under the PA the regulations may provide for district and county councils to become charging authorities in which case they will be required to produce a charging schedule which will have regard to actual and expected costs of infrastructure and alternative sources of funding (actual and expected). The charging schedule must be

evidence based and approved; it will be subject to independent examination and possibly consultation.

The PA also states that the charging schedule must have regard to economic viability of development therefore there is no guarantee that the required infrastructure will be 100% funded by CIL. In addition, the PA describes infrastructure as including:-

- Roads and other transport facilities
- Flood defences
- Schools and other educational facilities
- Medical facilities
- Sporting and recreational facilities
- Open spaces
- Affordable housing

Currently there is no mention of adult social care, libraries, adult education or youth therefore not only is there a serious risk of KCC only receiving part funding to deliver schools and roads because of economic viability but as currently proposed KCC will not receive any CIL funding for CMY and KASS.

For these reasons alone it is essential that we lobby other authorities with a view to a joint response to the CIL consultation in addition to KCC's individual response.

In readiness to provide an evidence base to inform and influence emerging planning policy such as LDFs and CIL the Development Investment Team have prepared Service Provider Statements based upon information supplied by CFE, CMY and KASS. These will be reported to Cabinet meeting on 30 March 2009.

## **5. Risks**

The pressure to deliver the housing numbers required by the South East Plan will increase pressure on existing services and the need for additional infrastructure. Without adequate funding (including contributions) the threat of inadequate community facilities seriously threatens the ability to create communities rather than dormitory housing estates and the opportunity to maximise economic and social wellbeing for future generations.

The implications of not receiving, or a delay in receiving the anticipated contributions plus future receipts will:-

- Result in the need for directorates to contain the issue within their budget as a matter of principle.
- Severely affect KCC's ability to perform it's statutory duties as we will not be in a position to spend beyond our budgetary limits therefore the provision of infrastructure will be limited to the money available.
- Place pressure upon KCC to balance delivery of objectives set out by Government and the RF for creating sustainable communities against the

finance available.

- Place additional pressure on existing services as the same level of provision attempts to serve a greater number of Kent residents
- Prevent delivery of corporate objectives outlined in the Regeneration Framework, such as social inclusion because of a lack of local facilities.
- Increase the need to divert scarce surplus funding to make up any gap in provision.
- Increase the risk of diverting money from other lower priority proposals.
- Increase financial pressure particularly where contributions are deferred to an unknown date creating uncertainty about the timing of delivery.
- Place pressure upon KCC to raise funds via other means that may have adverse effects on Council Tax rates.
- Increase the risk of returning any unspent contributions not spent within the timeframe specified within the S.106 agreement because anticipated contributions from other sites due to contribute to the same infrastructure are delayed.

## **6. Effects upon the Medium Term Plan**

The immediate concern is the effect the economic climate and viability issues will have upon current and proposed projects included within the MTP where S.106 contributions are expected to contribute in whole or part. **Appendix 2** attached shows the total capital spend for each directorate together with the amount for specific projects where S.106 contributions are anticipated plus the actual amount involved. In preparing the current MTP the assumptions around receipts were significantly revised downwards because of the current economic climate and possible associated risks.

Development contributions are an integral part of the capital programme and a continual monitoring process ensures that payments are received when due and prioritisation of projects and authority to spend is still subject to approval by the Project Advisory Group (PAG). It is proposed that existing systems and processes, which work extremely well, linking project approvals, delivery and financial aspects, including development contribution receipts are combined to avoid any increase in risk to KCC in this difficult economic climate whilst ensuring that any spend is limited to the finance available and any shortfall managed by the directorate concerned.

Naturally uncertainty and risk increases as the time span is extended therefore looking beyond the MTP period will require further work to enable it to interlink and inform the Regeneration Framework and What Price Growth 2.

## **7. Conclusion:**

It is clear that the current economic climate, viability issues and changes (current and proposed) in the planning system are creating enormous uncertainty. Therefore more detailed work is required to formulate a comprehensive picture across the County of the infrastructure required in the short, medium and long term in order to develop a strategic approach that draws these issues together, provides intelligence and positions us effectively for the future. In doing so this should recognise central government's role in this agenda (particularly regarding gap funding) and the disparity between the Government's aspiration of creating sustainable communities for the future and the current inadequacies of the system and its consequential inability to deliver effectively.

It is proposed that this work informs and supports What Price Growth 2, the Regeneration Framework especially the Masterplan, Housing Strategy and the Next 4 Year Strategy & Programme in order to meet the challenge "Building Homes and Communities, not Estates". The work would also be used to inform a lobbying document to Central Government.

## **8. Proposals**

8.1 In order to support What Price Growth 2 and deliver the Regeneration Framework (RF) high level objectives the Development Investment Team and Finance will coordinate the development of an infrastructure and finance model to evaluate KCC's infrastructure requirements over the South East Plan period and beyond if considered necessary having regard to available financial resources, the effects of viability and current and proposed changes to the planning system including CIL.

The information gathered will provide a comprehensive package for lobbying central Government.

To deliver the aspirations will require dedicated cross directorate working and support especially where service delivery is concerned and will involve:-

- further development of the Service Provider Statements in order to produce a charging schedule capable of informing CIL, LDF and tariff processes with sufficient resilience to withstand public examination. It is proposed the Statements will be developed further to inform the MTP and future infrastructure provision including capital and revenue funding implications.
- identifying the impact upon KCC if sufficient funds are not made available to support service delivery and the potential effects upon communities.
- Investigate other possible funding sources e.g. Tax Increment Finance (TIF) which is a method of borrowing funds for infrastructure on the basis that housing requiring that infrastructure will increase tax revenues.

- annual reports to districts as part of the overall monitoring process required by existing and emerging planning policies. These reports will allow KCC to highlight the positive action being taken, outline delivery programmes, indicate where contributions will be spent or are being held for particular projects but most importantly indicate any funding gap.
- using the information obtained in lobbying documents to Central Government.
- revision of KCC's Guide to Development Contributions in order to protect our position in the current economic climate and planning environment.

8.2 Where viability is an issue or a developer seeks to renegotiate an existing S.106 Agreement we will continue to negotiate a balanced and fair level of financial contributions and where appropriate apply mitigation measures, particularly where in support of the local economy and/or where wider regeneration objectives are met:-

- Through direct provision of facilities, locally based solutions, joint use of space and/or innovation, which support or compliment KCC services and help to deliver sustainable communities.
- By retaining flexibility, where possible, within the terms of legal agreements to enable KCC contributions to be placed in one pot and spent on KCC services as and when we determine, rather than being pre-apportioned and ring fenced for particular services and specific uses. This will enable us to manage and prioritise our capital spend amongst services, as appropriate, along with the associated revenue implications.
- By agreeing deferred payment provisions as a means of trying to secure the balance of outstanding contributions if the profitability of the development improves (increased sales values, reduced build costs etc) over the period of development.
- Where a developer/landowner seeks to renegotiate the terms of a S.106 Agreement reassess the requirements and if different attempt to secure a similar level of contribution to be placed in one pot and spent on KCC services as and when we determine, rather than being pre-apportioned and ring fenced for particular services and specific uses. In addition a revision to the payment phasing may be considered
- Any other measures considered appropriate to protect KCC's interests. Please note that the contents of paragraph 8.2 have been reported to the Budget IMG to be considered at their meeting on 25<sup>th</sup> March 2009.

- 8.3 Investigate and if possible develop mechanisms to enable KCC, or in conjunction with third parties, to unlock development potential including the delivery of new housing and commercial space and beneficial use of empty properties in an effort to create sustainable communities, employment, learning opportunities and skills enhancement.
- 8.4 The importance and objectives of the RF are recognised corporately and in order to help deliver the objectives specific issues require action especially the realignment of resources, priorities and available funding. It is proposed that the Regeneration & Economy Division will deal with their element through the restructure.
- 8.5 Subject to support from districts and stakeholders expand the infrastructure and finance model to provide an overall picture for Kent.

## Appendix 1

### Potential contributions required based upon South East Plan housing figures to 2026 assuming:-

- Only relates to primary & secondary, libraries, adult education. youth and adult social care
- Based upon contribution figures in KCC's 2008 Guide
- Potential worst case scenario assuming new build (in reality a mixture of new and extended facilities will be required)
- KCC Services will be required for all new homes (again in reality some services will have surplus capacity at various points in time)
- Dwelling mix of:- 60% Houses, 30% Flats, 10% 1 bed/sheltered

District	New Homes to 2026	Contributions
Ashford	22,700	£212,381,836
Canterbury	10,200	£95,431,486
Dartford	17,340	£162,233,526
Dover	10,100	£94,495,883
Gravesham	9,300	£87,011,060
Maidstone	11,080	£103,664,790
Sevenoaks	3,300	£30,874,892
Shepway	5,800	£54,264,962
Swale	10,800	£101,045,102
Thanet	7,500	£70,170,210
Tonbridge & Malling	9,000	£84,204,252
Tunbridge Wells	6,000	£56,136,168
<b>TOTAL</b>	<b>123,120</b>	<b>£1,151,914,167</b>
<i>Over 17 years to 2026 this equates to £67.76m per annum</i>		
<b>Rates used</b>		
Houses	£13,086.56	
Flats	£4,477.64	
1 bed	£1,608.00	
<b>Average</b>	<b>£9,356.03</b>	

Based on the major sites recently reported to Chief Officer Group and IMG (Charter House, Ashford. New Town Works, Ashford and Nichols Quarry, Shepway) the percentage of original contributions secured averaged approximately 47% of the figure sought (disregarding attenuation measures such as clawbacks (deferred contributions) and provision in kind).

Applying 47% results in a total contribution of this to results in a contribution of £541m instead of the total £1,151.9m. Current experience suggests KASS and CMY will be most affected.

## Appendix 2

	2009-10 £000s	2010-11 £000s	2011-12 £000s	2012-2014 £000s	Total £000s
<b>ORS (CFE)</b>					
Total programme	278,519	216,671	82,934	189,859	<b>767,983</b>
Projects supported by Developer contributions	10,896	3,727	5,620	18,320	<b>38,563</b>
Developer contributions	6,659	3,660	5,620	16,070	<b>32,009</b>
<b>KASS</b>					
Total programme	23,046	39,430	35,770	12,651	<b>110,897</b>
Projects supported by Developer contributions	2,620	2,831	897	0	<b>6,348</b>
Developer contributions	470	2,310	865	0	<b>3,645</b>
<b>EH&amp;W</b>					
Total programme	128,633	154,163	124,938	325,986	<b>733,720</b>
Projects supported by Developer contributions	3,036	7,011	26,650	150,194	<b>186,891</b>
Developer contributions	396	3,981	15,531	112,082	<b>131,990</b>
<b>Regeneration</b>					
Total programme	6,835	6,070	4,480	6,222	<b>23,607</b>
Projects supported by Developer contributions	0	440	0	0	<b>440</b>
Developer contributions	0	170	0	0	<b>170</b>
<b>Communities</b>					
Total programme	28,589	11,933	3,282	5,670	<b>49,474</b>
Projects supported by Developer contributions	5,943	0	0	350	<b>6,293</b>
Developer contributions	157	0	0	350	<b>507</b>

**Scheme costs against which developer contributions are set are shown as the total for the particular year, not the total scheme cost against the whole life of a project**

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Background Information: *Include ALL background information taken into account in preparing the report. (This does not include previous Committee Reports)*

•	Vision for Kent.
•	Kent Structure Plan.
•	KCC's Guide to Development Contributions and The Provision of Community Infrastructure.
•	Planning Policy Statement 12.
•	Planning Act 2008.
•	KCC's Framework for Regeneration (Draft Consultation).
•	Report to Cabinet Members on 16 March 2009, Development Contributions and Future Community Infrastructure Provision. The effects of the current economic climate and planning legislation.
•	Report to Informal Member Group on Budgetary Issues 25 March 2009, "Development Contributions – Section 106 Agreements".

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**By:** Cabinet Member for Regeneration  
The Executive Director of Strategy, Economic Development  
and ICT

**To:** Environment & Regeneration Policy Overview Committee,  
March 2009

**Subject:** Implications of the Local Democracy, Economic Development  
& Construction Bill

**Classification:**

**Summary:** The report outlines the Government's proposals for economic  
development and regeneration at the regional and sub-regional  
levels. It highlights a number of issues that the Council will  
need to consider, and sets out a series of proposed next steps.

---

## **1. Introduction**

In 2006, the Government launched a review of mechanisms for delivering regeneration and economic development at the regional and sub-regional levels, known as the Sub-National Review (SNR).

Following the publication of the SNR and a consultation document to which KCC responded, the Government brought forward in November 2008 the Local Democracy, Economic Development and Construction (LDEDC) Bill, which is currently before Parliament and is likely to be implemented from 2010. The LDEDC Bill contains provisions relating to changes in regional planning arrangements and the structures that exist to promote economic development at sub-regional level. If the legislative intent of the Bill is implemented in future Government policy then there are clear opportunities for the County Council in taking forward its community leadership role.

This report:

- Summarises the key elements of the LDEDC Bill and related Government initiatives;
- Considers the relationship between the economic downturn and the proposals set out in the LDEDC Bill;
- Considers the issues and opportunities that the LDEDC Bill presents to KCC, including the relationship between new structures proposed within the LDEDC Bill and the consultation draft of KCC's Regeneration Framework; and
- Sets out some suggested next steps in addressing these issues and opportunities.

## **2. Key elements in the LDEDC Bill and related Government initiatives**

The Sub-National Review considered how economic performance in England's regions, cities and localities could be strengthened. It stressed the need for local authorities to play a stronger leading role in local economic development and regeneration, and emphasised sub-regions as the spatial unit that most effectively captures functional relationships between housing markets, local economies, communities, and supporting infrastructure. In particular, the SNR sought to ensure that:

- Economic decisions are taken at the most appropriate spatial level;
- There is clarity of roles and objectives for sub-national bodies involved in economic development; and
- There is better integration of economic, social and environmental goals.

The key proposals arising from the SNR are being taken forward through the LDEDC Bill. These are set out in the following paragraphs.

### Single Regional Strategy

The Bill proposes single regional strategies to ensure closer alignment between economic and spatial planning. Each English region, except London, will be required to produce a single regional strategy that delivers sustainable development in their area. The single strategy will supersede the current Regional Spatial Strategy and the Regional Economic Strategy. The strategy will provide a framework for the activities, plans and investment decisions of the Regional Development Agency (RDA), local authorities, the Homes and Communities Agency, and other public sector bodies.

Regional Assemblies will be abolished, and a Local Authority Leaders' Board will be established in each region to ensure democratic accountability. RDAs and LALBs will have joint responsibility for the drafting, delivery and monitoring of single strategies.

In the South East, the local authorities have established South East England Councils (SEEC) to represent local government interests in the South East. A local authority Leaders' Board (chaired by the Leader of KCC) will act as the Executive for SEEC and, with SEEDA, will comprise a South East Partnership Board. This Partnership Board will take on the status of Regional Planning Body (in place of the Regional Assembly) from 1 April 2009.

These governance arrangements were discussed at the meeting of the Regional Assembly on 4 March, and are illustrated in the structure diagram set out in Annex 1.

### Sub-regional Economic Assessment Duty

There will be a new statutory duty on County and other upper tier authorities to produce assessments of the state of their local economies. In two-tier areas, county and district councils will be required to work closely together on the development of the economic assessment. It is anticipated that the economic assessment will cover a range of matters related to the economy, labour market, housing, transport, spatial planning, environment, worklessness, regeneration, and

infrastructure. These economic assessments will inform the development of the single regional strategy.

### Investment Planning

So called 'Sub-regional partners' such as local authorities will be expected to work closely in their areas to develop a joint investment planning approach. The approach aims to enable partners to plan and deliver interventions related to the single regional strategy and the needs identified through the sub-regional economic assessments. This should involve some delegation of RDA programmes and funding.

### New arrangements for sub-regional economic governance

The Bill proposes the creation of four possible arrangements for the delivery of sub-regional economic development. In increasing levels of formality, these are:

- Multi-Area Agreements as voluntary agreements between local authorities, other partner agencies and central Government, within which the partner bodies commit to targets in exchange for specific policy freedoms and flexibilities. Within Kent, an MAA is being progressed for the Thames Gateway North Kent area.
- Multi-Area Agreements with duties, which would place a duty on MAA partner bodies to have regard to the delivery of MAA targets.
- Economic Prosperity Boards (EPBs) conceived as statutory sub-regional bodies for economic development and regeneration. The purpose of an EPB is to provide a more stable mechanism for decision-making and delivery of regeneration, as well as a more accountable one, given that EPB leadership is intended to be drawn from local authority elected members. The creation of an EPB would need to result from a review of existing arrangements and include the appropriate upper tier authority to determine the rationale for a more formalised approach.
- Economic Prosperity Boards combined with Integrated Transport Authorities (ITAs). ITAs are established for metropolitan areas in the 2008 Transport Act, and the LDEDC Bill proposes their establishment, where appropriate, in other areas depending on the wishes of the Local Transport Authority.

### **3. Related Initiatives and Legislation**

The LDEDC Bill is supplemented by a number of other initiatives which emphasise the enhanced role of local authorities in regeneration. These include:

- A enhanced role for Local Area Agreements - in Kent this is the Kent Agreement 2 (2008-11), which links priority outcomes and targets to Vision for Kent aspirations, and involves extensive county-wide partnership working. KCC has a statutory duty to produce a Local Area Agreement;
- The Government's draft Framework for Regeneration (July 2008), which highlights the central role of local authorities in regeneration;<sup>1</sup>

- Guidance on Regional Funding Advice (RFA) (2009), which asks RDAs and their partners to identify sub-regional priority areas for public investment.
- Reform of the Local Authorities Business Growth Initiative (LABGI) consultation (autumn 2008), which proposes that sub-regions become the basis for allocating incentives, linked to economic development investment that generates growth in non-domestic rates.
- The Business Rate Supplements Bill introduced to Parliament in December 2008, which proposes to grant County and other upper tier authorities the power to levy a local supplement on the business rate and retain the proceeds for the promotion of economic development.
- New 16-19 education powers: from 2010, the Government intends to transfer funding for 16-19 skills provision to County and other upper tier authorities, which will be expected to undertake related commissioning through sub-regional groupings.
- Tackling Worklessness - A Review of the Contribution and Role of Partnerships (Interim Report) (November 2008), which recommends that upper tier local authorities should be required to assess the causes of worklessness in their area and the capacity of key agencies to deliver employment, skills and enterprise programmes.

#### **4. The impact of the economic downturn**

The international recession has changed the context within which regeneration and economic development activity takes place. The forecast fall in national GDP in 2009 is at least 2, with most commentators agreeing that a fall in national output will push UK unemployment (ILO definition) up to around 2.9 to 3 million by the end of the year. Kent's economy tends to follow national trends closely.

Clearly, the implementation of the measures set out in the LDEDC will be influenced by the current recessionary impacts. RDA funding is likely to be stretched and committed to national, rather than locally determined priorities over the next few years, and the dearth of private sector finance for housing, commercial and infrastructure developments also means that new models of supporting regeneration will need to be explored.

However, local authorities have a major role to play in helping their areas cope with the recession and recover from it. This role will involve developing such new models of regeneration, as well as:

- Ensuring access to skills and training opportunities and supporting measures to combat worklessness;
- Maintaining a focus on investment to deliver longer term economic development and regeneration outcomes;
- Encouraging greater access to procurement opportunities by local businesses;
- Providing a leadership and lobbying resource in partnership with the business community and other public sector bodies.

In this context, the publication of KCC's draft Regeneration Framework is exceptionally important. The Framework articulates the Council's long term view of regeneration, and provides a platform from which KCC can respond to the issues and opportunities presented by the LDEDC in the context of the current economic climate.

## **5. KCC's response to the issues and opportunities presented by the LDEDC Bill**

The LDEDC Bill offers potential devolution of responsibilities and powers to KCC across a range of activities that facilitate economic prosperity. Local authorities, particularly at the upper tier and unitaries, are cited as key to the delivery of initiatives on economic development, skills, transport, infrastructure, physical and community regeneration.

KCC in particular has opportunities to contribute to and benefit from the proposals in the LDEDC Bill, through:

- The fact that it is the only county-wide organisation that is locally democratically accountable. This allows an opportunity for leadership on a range of strategic and service delivery issues. The measures proposed in the LDEDC emphasise strongly the importance of the democratic mandate of local authorities, and local authority leadership in relation to regeneration.
- The Council's significant strategic planning expertise, which will need to be used in developing the Single Regional Strategy
- The expertise within the Council's Strategy and Research and Intelligence teams, which will be essential in leading the statutory economic assessment duty. There will be an opportunity to explore the options for taking this forward in the forthcoming Kent Prospects Progress Report
- KCC's experience of investment planning, through (for example) the Local Transport Plan process, strategic regeneration planning with partners in the Thames Gateway and Ashford, and the role that the Council has in negotiating developer contributions. This experience will be important in the development of the sub-regional joint investment planning approach envisaged by the LDEDC Bill.
- The role that the Council already plays in leading and participating in county-wide and local regeneration partnerships in Kent. These include the Kent Partnership, the Thames Gateway and Ashford growth areas, the North Kent MAA, the Kent Rural Board, and coastal towns regeneration partnerships in Margate and Dover. The combination of strategic and local understanding will be critical in taking forward the economic assessment and the joint investment planning approach.

KCC will need to consider the mechanisms proposed in the LDEDC for economic governance. In particular, a sub-regional Economic Prosperity Board with statutory powers and local authority leadership could offer opportunities for increased accountability and more effective delivery of regeneration activity. KCC and Medway

Council will need to develop a view on whether an EPB for the Kent is the most appropriate vehicle for addressing economic development opportunities and issues.

Consideration will also need to be given with Medway Council, to the potential for an EPB to be associated with an Integrated Transport Authority. The development of the North Kent MAA provides an early opportunity to promote sub-regional working between KCC and Medway Council, in addition to that conducted through the Thames Gateway Kent Partnership.

Finally, while the Government's sub-regional focus has tended to concentrate on the city region agenda (informed, for example, by well-developed sub-regional arrangements in city regions such as Greater Manchester), KCC has given consideration to the potential for developing a 'shire region' concept appropriate to the economic needs of counties such as Kent. The County Councils Network has proposed undertaking further research into this concept, which may be valuable in giving consideration to a potential Economic Prosperity Board or other county-wide governance arrangements.

## **6. Next Steps**

There may be a temptation for local authorities to adopt a 'wait and see' stance on the measures within the LDEDC Bill, given the pressing and immediate need to respond to the local impacts of the recession.

However, there are potential gains in taking a more pro-active approach, given the opportunities that delegation of funding to the sub-regional level and new governance arrangements with democratic leadership present for regeneration in Kent and for KCC itself.

The draft Regeneration Framework provides a starting-point for such a pro-active approach, given that it provides a clear statement of the Council's overall approach to the regeneration agenda. In support of this, a number of key actions can be taken forward by the Council, including:

- Development of a preliminary economic assessment as part of the Kent Prospects progress report and the forthcoming update of *What Price Growth?*. This will support the scoping of the full economic assessment, and will also need to include initial discussions with Medway Council on the potential for a joint assessment;
- Exploration of the issues and potential associated with the proposed options for sub-regional co-operation, including an Economic Prosperity Board, Integrated Transport Authority and statutory and non-statutory Multi-Area Agreements;
- Associated with this, further development of the 'shire region' concept as an appropriate basis for sub-regional governance in Kent;
- A review of KCC's capacity to respond to the demands required by the development of the single regional strategy;
- Putting in place the new arrangements to ensure effective transfer of 16-19 skills responsibilities from the Learning and Skills Council (LSC) to KCC;

- Continued monitoring and assessment of and progress on the Local Democracy, Economic Development and Construction Bill and associated initiatives.

A cross directorate officer reference group has been established to oversee this above range of activity. CFE are leading on the transfer of 16-19 skills responsibilities from the LSC to KCC.

## **7. Recommendations**

Members are asked to:

- Note the contents of the report for information;
- Consider the policy implications of the actions set out in Section 6 (Next Steps)

Lead officer contact:  
David Oxlade  
Chief Executive's Department

Background Papers:

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KCC response to CLG's Regeneration Framework (consultation draft), October 2008.

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**By:** The KCC Environment Board  
Keith Ferrin – Cabinet Member for Environment, Highways & Waste  
Mike Austerberry – Executive Director of Environment, Highways & Waste

**To:** Environment and Regeneration Policy Overview Committee  
31 March 2009

**Subject:** **A summary of progress in delivery of KCC's Environment Policy, including climate change and an overview of next steps for KCC and Environment and Regeneration.**

**Classification:** Unrestricted

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**Summary:** **The Kent County Council Environment Policy was agreed by Cabinet in December 2007. As part of that process KCC committed to reviewing progress on implementation on an annual basis. This report highlights what significant progress has been made to date on delivering the Environment Policy (including climate change) and sets out priorities for the next 3 years (2009-2012), together with the specific role and contribution of Environment and Regeneration Directorate.**

**Recommendation:** That Members:

- a. Note progress to date and the general shape of the 'Sustainability and Climate Change Action Plan' going forward;
- b. Agree the proposed next steps for **Environment and Regeneration Directorate.**

---

## 1. Introduction

- 1.1. In December 2007 Kent County Council agreed a new Environment Policy (Annex 1). It was agreed by Cabinet that progress in implementing this policy would be reported annually together with any recommendations for amendments.
- 1.2. In addition to this, in September 2008, the Cabinet Working Group on Climate Change took papers to each of the five Directorate Policy Overview Committees (POCs) that summarised progress to date in each directorate in response to climate change, and sought support for and commitment to next steps. All five papers were approved by the respective Committees in their entirety and have become the basis for continued programmes of work in each Directorate, with ongoing support from the central climate change programme team. Each Directorate is required to report progress to their POC on a six-monthly basis commencing March 2009.
- 1.3. This paper seeks to combine these two processes providing one update for 'sustainability and climate change' as well as fulfilling requirements of the KCC ISO14001 reporting process.

1.4. Included in this report are recommendations as to strategic priorities for KCC for the next three years, together with an indication of the specific role of Environment and Regeneration (E&R) and any potential changes needed to the existing KCC Environment Policy.

## **2. Changing Policy Context**

2.1. Since agreeing the KCC Environment Policy a number of new policy drivers have arisen.

2.2. The Climate Change Act 2008 creates a platform to increase momentum both internally and externally for mitigation of, and adaptation to, climate change. It includes a new target of an 80% reduction in emissions by 2050 (26% by 2020) compared to 1990 levels which will require a review of current KCC policy (we currently have a 60% target). This translates to a 4% reduction per year.

2.3. The Carbon Reduction Commitment is a new, legally binding climate change and energy saving scheme affecting all large businesses and public sector organisations. KCC will be required to submit annual data statements on a self-certified basis and purchase carbon credits to cover our total annual emissions. It is currently anticipated that the purchase of Carbon Allowances will cost KCC around £1.3 million per annum, plus our performance will be listed in a league table each year, which will effectively determine whether we are 'refunded' or not (*or equivalent explanation*)

2.4. Kent Agreement 2 includes two targets related to climate change NI 186: CO2 emissions within Kent and NI 188: Preparing to adapt to climate change. These targets are being delivered through a pan Kent partnership with the public and private sectors.

2.5. The Comprehensive Area Assessment (CAA) replaces the Comprehensive Performance Assessment (CPA) from 2009. CAA is a new approach that will provide the first independent assessment of the prospects for local areas and the quality of life for people living there and include Kent performance on environment and climate change

2.6. Chapter 6 of Unlocking Kent's Potential: Opportunities and Challenges - Kent's Framework for Regeneration 2009-2020 is focussed on the climate challenge and highlights some of the critical opportunities.

## **3. Overview of KCC's Environment Policy**

3.1. The agreed vision of KCC's Environment Policy is *'to stabilise and progressively reduce our environmental footprint: to progressively reduce our carbon dioxide emissions and make sure our estate and services are adapted to the future impacts and opportunities of climate change: and to contribute positively to Kent's character, local environmental quality and natural environment.'* Significant progress has been made. Highlights are given below under each of the Environment Policy headings. Annex 2 gives more detail and assessment against the targets.

- 3.2. Our Decisions
- Achievement of ISO14001 accreditation for all of KCC by the end of April 2009.
  - Sustainability and climate change included in every Directorate's induction and business planning process.
- 3.3. Our Estate
- 5% decrease in office carbon emissions since 2004.
  - Over £1 million pounds invested or committed to energy efficiency measures giving lifetime savings of £1.1m and 6695 tonnes of CO<sub>2</sub>
  - Over 25 renewable energy initiatives including 10 solar and 4 biomass boilers
  - 50% recycling rate at County Hall
- 3.4. Our Travel and Transport
- On course to achieve a reduction in business miles across KCC for 2008-9
  - 642 tonnes of CO<sub>2</sub> saved through Kent Car Share
- 3.5. Our Procurement
- Achievement of Level 3 on the flexible framework.
  - Environmental business support programme set up to assist KCC's supply chain
- 3.6. Our Construction
- Development of a sustainable construction policy
  - Almost all KCC buildings are designed to BREEAM Very Good
- 3.7. Our Workforce
- Over 150 green guardians across KCC, a 100% increase in 2008, with several 'Green Teams' set up and almost 100 staff attending a cross KCC 'Good Deeds Grow' event.
- 3.8. Our Community Leadership
- More than half of Kent schools with some form of Eco Schools Award
  - Approximately 8803 tonnes of CO<sub>2</sub> saved and £278,568 of economic benefits achieved as a result of the Low Carbon Communities pilot programme.
- 3.9. The Environment Policy also contains a number of specific targets: 10% reduction in carbon, 7% reduction in water use; 10% reduction in waste and a 50% recycling rate, all by 2010. Currently all targets are on track apart from carbon reduction which remains rated red with the last annual Towards 2010 monitoring showing only a 3% decrease.

#### **4. Emerging Priorities for KCC over the next Three Years**

4.1. The sustainability and climate change agenda is broad and far reaching in terms of both risk and opportunity for KCC. Five key Themes and a number of objectives are therefore proposed for the next 3 years to progress and integrate the delivery of the Environment Policy and climate change challenges:

- Leadership and Environmental Management
- Meeting the Climate Challenge
- Water Wise and Efficient
- Towards Zero Waste to Landfill
- High Quality Landscapes

4.2. Annex 3 provides a summary of the Five Themes. A draft Sustainability and Climate Change three year plan is currently being put together for consultation at the end of March 2009. This will incorporate issues and concerns raised by Members at this Committee meeting. The remainder of this paper focuses on action Environment and Regeneration has been involved in and it is proposed should contribute to in the future.

#### **5. Progress on specific action owned directly by Environment and Regeneration**

5.1. **Our Decisions** – Environment and Regeneration was the first Directorate to achieve ISO14001 and has been accredited now for 3 years. This year Kent Highways Alliance will be included. E&R lead ISO14001 corporately, and have driven the inclusion of environmental priorities in induction and business planning processes as part of the overarching role of the E&R Greener Kent Business Unit.

In addition, Greener Kent continues to provide the Secretariat Function for the KCC Environment Board, driving improvement and innovation in environmental performance as well as jointly leading on delivery of the Climate Change agenda.

5.2. **Our Estate** – E&R houses and jointly coordinates the Energy Water Investment Fund for KCC with Laser and leads the way in implementing energy efficiency measures and piloting new low carbon technologies.

In particular, Kent Highways Alliance have replaced traffic lights with LEDs giving 70% savings in CO<sub>2</sub>, installed a biomass boiler at the Ashford Highways depot, and are developing a pilot project for LED street lights linked to the Low Carbon Communities initiative. Country Parks have assessed all their key sites, and are in the process of implementing all possible energy efficiency improvements and renewable energy opportunities in addition to the wind turbine and biomass boiler at Shorne Country Park. Coupled with this Greener Kent have developed a Green Office Audit which has now been rolled out across the whole of the KCC Estate.

5.3. **Our Travel and Transport** – E&R were the first Directorate to put in place a 10% reduction in business miles target, and early indications are that a decrease has been achieved. Kent Highways Alliance have introduced smarter working technology to increase efficiency through better driver behaviour and improved logistics planning.

The Sustainable Transport Team continues to drive reductions in CO<sub>2</sub> through Kent car share which has saved over 600 tonnes of CO<sub>2</sub> and their Travel Planning service continues to assist KCC units and Kent businesses to reduce their impact of travel.

5.4. **Our Procurement** – E&R through the Kent Sustainable Business Partnership which it coordinates through Greener Kent has been instrumental in driving forward environmental management support to its supply chain as part of Backing Kent Business. Working with the Environment Agency and Business Link Kent E&R have assisted over 60 businesses last year, generating average annual savings of around £6000, and 23 tonnes of CO<sub>2</sub>. Targeted assistance has also been provided to KASS care homes and several sports clubs linked to the Sports Development Unit.

5.5. **Our Construction** - Kent Design, linked to the KCC Sustainable Construction Policy will be key in driving forward CO<sub>2</sub> reductions in the KCC Estate and Kent. The current review of support, advice and guidance available under Kent Design will enable the public sector in Kent as well as the private sector to more effectively climate proof new development as well and major refurbishments and ensure Kent is playing a leading role in the incorporate of new low carbon and sustainable technologies.

5.6. **Our Workforce** - E&R has 20 Green Guardians and 1 Green Team in Country Parks. Greener Kent team continues to develop a cross directorate environment changing attitudes and behaviours programme including training and awareness toolkits. In February Good Deeds Grow - an awareness raising event attracted over 100 delegates from across KCC to discuss environmental performance.

5.7. **Community Leadership** – E&R have the lead for the Environmental Excellence indicators within the Kent Local Area Agreement and are working with partners across Kent to ensure delivery. In addition, E&R lead or have developed specific actions for certain aspects of the Kent Agreement 2 including taking forward recommendations from the KCC Flood Risk Select Committee, developing a public/private water action plan for Kent and jointly leading on the Climate Change and the delivery of Chapter 6 of the KCC Draft Regeneration Framework. Specific programmes include Eco Schools which now works with two thirds of Kent Schools and over half of Kent schools have some form of accreditation and the Kent Sustainable Business Partnership.

## 6. Future Challenges and Opportunities for Environment and Regeneration

6.1. Once KCC has its full accreditation to ISO 14001 in April the challenge will be to not only maintain accreditation but to demonstrate significant best practice and exemplars to demonstrate where KCC are leading. E&R's role in particular will focus on ensuring the delivery of the emerging priorities outlined in Section 4. In particular this will include:

- Facilitating the removal of barriers and strategic direction for the achievement of the Environmental Excellence National Indicators in relation to KCC, especially those relating to climate change
- Ensuring Effective implementation of the Display Energy Certificates Action Plans, and reduction of CO<sub>2</sub> from KCC buildings
- Encouraging strong Leadership and support for the development of 'smarter working' across KCC.
- Promoting more sustainable procurement, and assessment of the carbon impact of third party services
- Enabling support and reward for staff engagement and behaviour change through personal development, Ways to Success and reward

6.2. E&R are well placed to not only stimulate this across KCC, but also to lead the way in the Directorate through Highways, Waste and Country Parks in particular. As part of this E&R working with Corporate Health and Safety will look at how we can pilot combining environment with health and safety to make best use of resources.

6.3. Strong community leadership, especially in relation to the Kent Agreement 2 Indicators will be key. E&R need to ensure KCC is leading the way in the public sector in Kent, as well as working proactively with Kent business and residents especially in relation to climate change mitigation and adaptation. Demonstrating how procurement can be used as an agent of change will be significant.

6.4. In a challenging environment, it will be increasingly important for E&R to demonstrate that a sustainable environment and economic regeneration can go hand in hand. Partnership therefore with CED to deliver real change through Chapter 6 – Meeting the Climate Challenge of the draft KCC Regeneration Framework will be a significant part of E&R's work going forward.

## **7. Conclusion**

7.1. Kent County Council has made good progress towards the implementation of the KCC Environment Policy and achievement of KCC's Climate Change Commitments. However, the Towards 2010 10% carbon reduction target remains rated RED, and in the face of increasing policy, economic and regulatory drivers it is recommended that a significant proportion of activity for KCC and Environment and Regeneration over the next 3 years should focus on this area.

7.2. Though there will be a need to revise the KCC Environment Policy and the KCC Climate Change Policy in light of new Government Climate Change targets, it is recommended that this is the focus in 2010 when more information is available.

## 8. Recommendations

Members are asked to:

- c. Note progress to date and the general shape of the Sustainability and Climate Change Action Plan going forward;
- d. Agree the proposed next steps for Environment and Regeneration, in particular as outlined at **Section 6.**

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Background Papers:

- E&R POC Paper – September 2008

## **Annex 1: KCC's Environment Policy**

### **Kent County Council Environment Policy**

At Kent County Council, elected members and staff alike recognise that protection and enhancement of the environment is the key to sustaining a high quality of life in Kent. We recognise that our own activities have an impact on the environment, that we have a responsibility to ensure that these impacts are positive, and that our use of natural resources is minimised.

#### **Our vision**

**To stabilise and progressively reduce our environmental footprint; to progressively reduce our carbon dioxide emissions and make sure our estate and services are adapted to the future impacts and opportunities of climate change; and to contribute positively to Kent's character, local environmental quality and natural environment**

We will do this by applying an evidence led approach to sustainability, identifying the potential for cost savings wherever possible and committing to environmental policies and standards in the following areas:

#### **Our decisions**

We will:

- Expect every manager and decision-maker in KCC to demonstrate how they comply with this Policy
- Integrate environmental considerations into our strategic and day-to-day decision-making processes, and give significant weight to them where they conflict with other objectives
- Assess key decisions for their environmental impact, taking a pragmatic whole-life-cost view, and use such assessments to fully inform decision-making
- 'Climate proof' decisions to ensure they reduce our contribution to climate change and help us prepare for the impacts and opportunities of unavoidable climate change, including where appropriate enabling biodiversity and coastal areas to adapt to climate change in line with the KCC Climate Change Action Plan
- Continue to comply with all relevant environmental legislation and statutory duties
- Seek to embrace new environmental technology and methodologies to ensure we are at the leading edge of developments and solutions, within a well-managed risk-analysis and cost-benefit framework

#### **Our estate**

We will:

- Reduce energy use within our estate to meet carbon reduction targets of 10% by 2010 and 20% by 2015
- Increase the proportion of the energy needs of our existing estate met from renewable sources
- Reduce water use by 7.5% by 2010 across our estate
- Reduce waste generation across our estate by 10% by 2010, and increase the proportion of our corporate waste which is reused or recycled to 50% by 2010
- Maximise the efficient use of land in our Estate by reusing previously developed land and buildings wherever practical, before using greenfield land.

- Protect, enhance and restore biodiversity, the natural and historic environment within both our buildings and open space, including measures that support climate change adaptation
- Minimise light, noise, air and other forms of pollution arising from our estate
- Ensure KCC-owned highways comply with the relevant parts of this Policy

### **Our travel and transport**

We will:

- Reduce our members and employees' need to travel, including through our estate strategy, locations selected for council events, use of public transport, teleconferencing and other sustainable solutions
- Achieve reductions in total business mileage travelled by employees, encourage greater car sharing and other sustainable solutions, without adversely affecting end-user service delivery
- Promote the use of fuel efficient vehicles and technologies through our vehicle fleet and lease car scheme

### **Our procurement**

We will:

- Increase the proportion of goods and services sourced locally where there are environmental or employment benefits and in compliance with broader UK and EU purchasing legislation
- Work with our suppliers to ensure that they are taking action to reduce the environmental impacts of their businesses
- Identify those goods, including timber and paper, which can be obtained from certified sustainable sources and ensure that these supplies are used
- Work with suppliers to develop markets for environmental technologies, goods and services

### **Our construction**

We will:

- Meet high standards of sustainable construction in all new KCC buildings and refurbishments, and in all developments on KCC-owned land. The BREEAM 'very good'/Code for Sustainable Buildings level 3 or equivalent standard is required as a minimum
- Require all new KCC buildings and refurbishments to assess the feasibility of developing on-site renewable energy to help meet energy needs
- Ensure that our estate and roads are planned and managed in ways which minimise the risk of flooding and do not increase the risk of flooding elsewhere
- Seek to avoid adverse impacts on biodiversity and comply with policy and legislative requirements

### **Our workforce**

We will:

- Ensure that our members and employees understand the implications of environmental legislation and regulation, and exceed minimum environmental standards where possible
- Ensure that environmental awareness is raised and good environmental behaviour encouraged through our corporate training, performance appraisal and reward strategies
- Raise awareness of how to comply with all relevant environmental legislation and statutory duties

## **Our leadership role in the community**

We will:

- Lead Kent's communities to a better understanding of the importance of our environment and help them value and enhance the environment locally and globally
- Set out and deliver a vision of environmental excellence with our partners in the Kent Partnership through regular review and implementation of the Kent Environment Strategy

We will set out detailed action plans and guidance for delivery of these commitments, so that colleagues across KCC have a clear basis for decision-making.

This Policy is owned by the KCC Environment Board who may choose to call decision-makers to account for compliance with these commitments and escalate as necessary to the Leader and Chief Executive. Any proposed exceptions to this Policy will need to provide a sound business case based on whole-life economic, social and environmental costs and benefits.

Kent County Council's Corporate Environmental Performance Group will oversee provision of advice and support, monitoring and reporting. In particular, the Group will lead embedding of these commitments in ISO14001 accreditation for the County Council as a whole by 2010. The Group will report via the KCC Environment Board to the Leader and Chief Executive.



Paul Carter  
Leader

Peter Gilroy  
Chief Executive

Published December 2007. This Policy and its successful implementation will be reviewed annually by the KCC Environment Board, escalating any changes as necessary to the Leader and Chief Executive.

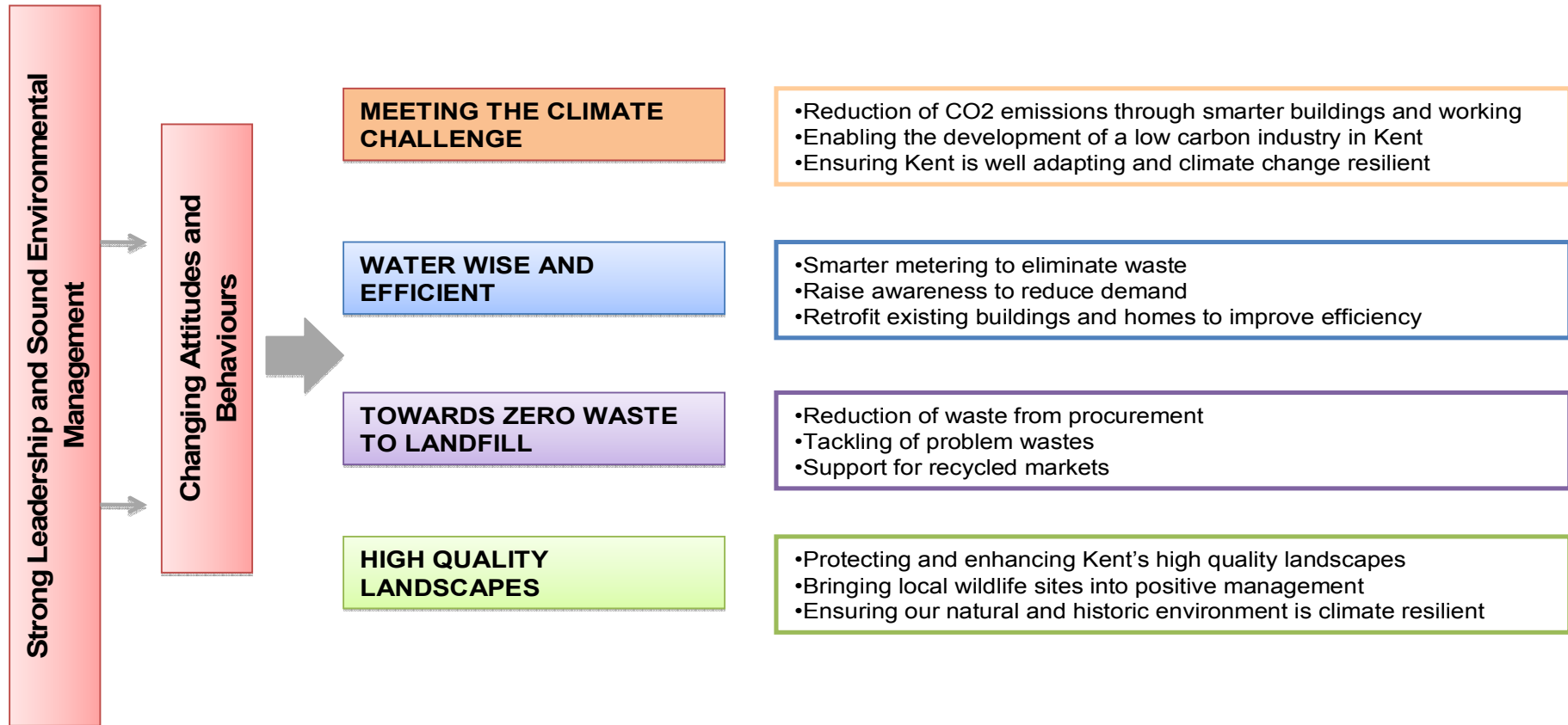
Theme	ANNEX 2 - Progress Against the KCC Environment Policy (March 2009)	KCC Policy	Future Challenge
<b>Our Decisions</b>	<p>Achievement of ISO14001 accreditation for all of KCC by the end of April 2009.</p> <p>Sustainability and climate change included in every Directorates induction and business planning</p> <p>Sustainability Appraisal Guidance for Key Decisions</p>	AMBER	AMBER
<b>Our Estate</b>	<p>5% decrease in office carbon emissions since 2004.</p> <p>56 energy projects, £1 million+ invested or committed with £1.1m and 6695 tonnes of CO<sub>2</sub> saved over the project life time</p> <p>Over 25 renewable energy initiatives including 10 solar and 4 biomass boilers</p> <p>50% recycling rate at County Hall</p>	AMBER	RED
<b>Our Travel and Transport</b>	<p>On course to achieve a reduction in business miles across KCC for 2008-9</p> <p>642 tonnes of CO<sub>2</sub> saved through Kent Car Share</p>	GREEN	RED
<b>Our Procurement</b>	<p>Achievement of Level 3 on the flexible framework.</p> <p>Environmental business support programme set up to assist KCC's supply chain</p>	AMBER	AMBER
<b>Our Construction</b>	<p>Development of a sustainable construction policy</p> <p>Almost all KCC buildings are designed to BREEAM Very Good</p>	GREEN	AMBER
<b>Our Workforce</b>	<p>Over 150 green guardians, 100% increase includes Several 'Green Teams'</p> <p>QSA Environment Categories planned for every Directorate</p> <p>Environment 'Way to Success'</p>	GREEN	AMBER
<b>Our Community Leadership</b>	<p>More than half of Kent schools with some form of Eco Schools Award</p> <p>Almost 8803 tonnes of CO<sub>2</sub> saved, £278,568 of economic benefits from Low Carbon Communities</p>	GREEN	AMBER

**Annex 3: Sustainability and Climate Change – Five Key Themes**

**KEY INPUTS**

**KEY OUTCOMES**

**KEY OBJECTIVES**



**Item B6**

**By:** Keith Ferrin, Cabinet Member, Environment, Highways & Waste  
Caroline Bruce, Interim Director, Kent Highway Services

**To:** Environment & Regeneration Policy Overview Committee  
31<sup>st</sup> March 2009

**Subject: Kent Highway Services – Performance Management – Measuring Success**

Classification: Unrestricted

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

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## 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 and the recently published highway tracker survey indicated further year on year improvement in public satisfaction.

## 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.
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# Measuring Kent Highway Services Success – a report for the Alliance Board on performance @ February 2009

A report to the Alliance Board by the Alliance Executive with support from the Measuring Success Group on 24<sup>th</sup> March 2009

## Summary of Decisions and Direction required from the Alliance Board

1. To note the progress on the issues/concerns identified by the Measuring Success Group that have been subsequently discussed at Executive with actions agreed by them to improve performance.

### Good Progress

2. The new IT system is being installed to support the streetlighting service and even with this potential disruption there has been solid performance in fixing faults where KHS can repair them. A report has been published at Highways Advisory Board on the way forward with the relationship with EDF, and their performance.
3. Progress is being made in repairing small sections of damage to drainage pipes to ensure many gullies that have not previously been working effectively are now in full operation. This programme will continue into the next financial year.
4. A 100 callers who had made a service request via the Contact Centre were contacted this month and 74 of them were happy with the overall service provided. This despite the significant increase in calls (almost 20,000) and pressure this has placed on KHS service delivery teams
5. Despite one of the busiest months on record KHS attended 100% of the 2 hour emergency calls on time. There were over 1000 such calls which is a far higher than normal.

### More Progress Needed

6. This month's performance is generally on par with the previous three months, so staying at a **RED/AMBER** overall assessment. There are some areas, set out in the table below, that the MSG have flagged to the Executive that require decisions and action by the Alliance Executive lead manager responsible for the service performance (shown in brackets in the right hand column of the table below):

Ref	Indicator and commentary from MSG	Key issue for Executive to address	Decision and actions agreed by the Executive
SP02	<b>Complaints and Compliments</b> – There were 18 'official' complaints have been recorded this month despite 113 logged 'complaints' via the contact centre (91 in January, 73 in December and 100 in November). There were 38 Compliments. Resources have updated the process for logging ALL complaints that meet KCC definition and the results should be seen next month.	<b>Is the process now clear with KHS and the Contact Centre to ensure the correct logging of complaints?</b>	<ul style="list-style-type: none"> <li>▪ The process has now been clarified and the Community Operations Customer Liaison Team Leaders will be ensuring compliance with KCC complaints definition and logging from CSM onto the Corporate reporting system (<i>Kim Hills</i>)</li> </ul>
SP06	<b>United</b> (efficiency and innovation savings) – £20,000 worth of ideas logged in February making a total of £3.7 million	<b>Is 'United' now being sufficiently promoted to raise the profile to ensure success next year?</b>	<ul style="list-style-type: none"> <li>▪ On target for £4 million and a newsletter to raise the profile and describe recent examples is due in March. Ideas valued at £2m are already being reviewed for 2009/10. Reward vouchers for staff who have come up with approved ideas are to be issued this month (<i>Cliff Malone</i>)</li> </ul>
SP13	<b>Routine service requests outstanding after 21 days</b> – due to the two previous months of bad weather this has increased to 4068 in February	<b>Is sufficient resource available to reduce this figure over the next few weeks?</b>	<ul style="list-style-type: none"> <li>▪ Reducing the backlog following the peak demand. Is a key priority No further additional resources are required and more work is being done each week than is coming in as new faults. (<i>Kim Hills</i>)</li> </ul>
TS02	<b>EDF streetlight performance</b> – The average days to complete a fault/	<b>When will the effects of the</b>	<ul style="list-style-type: none"> <li>▪ April is the next formal meeting with EDF with quarterly monitoring against the agreed Service</li> </ul>

	connection this month is 68 days.	<b>new SLA and 'rent a jointer' begin to come through in EDF repair times</b>	level Agreement now in place. A report is programmed for the September Highways Advisory Board ( <i>Norman Bateman</i> )
<b>CI01</b>	<b>Schemes Completed</b> – A total of 104 of 187 Integrated Transport Schemes (56%) are now complete together with 385 of 526 (73%) resurfacing and strengthening schemes. This is 69% of the overall programme.	<b>What is the likely out-turn result and what will be the effects on the 2009/10 programme?</b>	<ul style="list-style-type: none"> <li>The likely overall programme completion will be 75% with almost 100% completion of the resurfacing and strengthening programme (including the additional programme pulled forward from 09/10) and c.65% completion of the IT programme. This is an improvement on previous years. An end of year report will be provided to the Board on lessons that can be learned and improvements that are being put in place for the 2009/10 programme (<i>Behdad Haratbar</i>)</li> </ul>
<b>CI02</b>	<b>Schemes completed with 98-102% of target price</b> – of the 73 IT schemes where data is now available 8 are within target with a further 30 completed for less than 98% of the agreed target prices.	<b>Is this data now robust at it suggests 48% projects are going over the agreed target?</b>	<ul style="list-style-type: none"> <li>Current Information indicates that 48% of projects are going over target with an average of 4% over the target price. Improvements have now been put in place to improve this for future projects (<i>Behdad Haratbar</i>)</li> </ul>
<b>NM07/ NM08</b>	<b>Traffic systems faults requiring 2 hr or 24 hr response</b> – the number of faults have consistently been over target with the assumption that this is due to the LED replacement.	<b>Are the technical issues that are causing faults at LED sites now resolved?</b>	<ul style="list-style-type: none"> <li>New software has now been installed at 10 trial sites and the test results will be available after 25<sup>th</sup> March. If successful this will be used at all sites to resolve the LED sites fault problems (<i>David Beaver</i>)</li> </ul>
<b>TD01</b>	<b>Old S38's adopted</b> – A further 2 sites were adopted leading to a total of 51 of the 175 target now complete. But progress is being made on a number of others.	<b>What is the update position for the end of March?</b>	<ul style="list-style-type: none"> <li>At year end there are likely to be 38 sites that are left un-adopted. Of these 29 could be adopted with further chasing in the new year regarding remedial works leaving 9 'problem' sites where we are having difficulty making progress with the developer. The next phase of 'chasing' for sites completed between 2002-2005 has just been initiated (<i>David Hall</i>)</li> </ul>
<b>TD02</b>	<b>% of 2009/2010 Integrated transport programme handover to Countywide Improvements</b> – the programme appears to be shifting from between 30-71 schemes.	<b>Is the uncertainty over the size of the IT programme now resolved and is the handover process working?</b>	<ul style="list-style-type: none"> <li>The IT programme for 2009/10 has now been finalised with almost 70 schemes to be delivered. The handover process is being reviewed to ensure that schemes can be delivered in 2009/10 (<i>David Hall</i>)</li> </ul>
<b>BC01-03</b>	<b>Calls answered by the Contact Centre</b> – A huge calls demand in February with 19,742 contacts and 14,077 service requests making this one of the busiest months on record. This has lead to increased call waiting times	<b>Who from KHS is now managing the Business relationship with the contact centre and have lessons been learnt from this peak period to get performance back on track?</b>	<ul style="list-style-type: none"> <li>A plan to further improve performance is currently being developed within KHS to identify the business requirements for the service for discussion and implementation by E&amp;R Resources. The Executive is concerned that this issue needs to be resolved as part of the bedding in of the E&amp;R Resources re-structure to ensure that there is a clear business lead to work with the Contact Centre on operational delivery requirements (<i>Resources</i>)</li> </ul>
<b>BC04</b>	<b>% of calls 'first point resolution'</b> – the target for this indicator is 65% and current performance is between 29-50% which results in a large demand pushed into KHS teams.	<b>What is the progress on supporting the Contact Centre to increase the first point resolution %?</b>	

7. The Alliance Board KPI's this month have improved slightly and assessment is a **RED/AMBER** with limited chance now of meeting over 75% of our targets by year end. Current performance suggests achievement of 60%. 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.

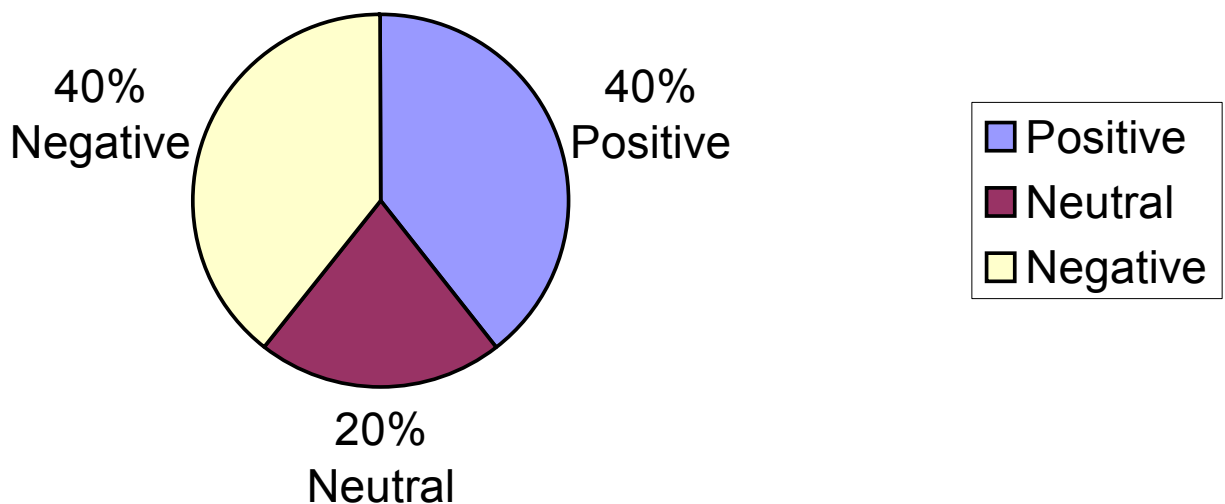
## **Author details**

Measuring Success Group: Paul Burgess (Telent and chairman), David Thomas, Kay Groves, James Whitehorn and Jackie Gibb (KCC), David Ardley and Keith Fulcher (Ringway), Matthew Sims (Jacobs)



## KENT HIGHWAY SERVICES

Tone of cutting	Last month's cuttings	This month's cuttings
<i>Positive</i>	55	52
<i>Neutral</i>	48	28
<i>Negative</i>	21	52
<b>TOTAL</b>	<b>124</b>	<b>132</b>



**- From a total of 52 negative cuttings 6 were letters.**

**Positive**

Salt stock piled before icy snap  
 Keeping the way clear for cyclists – new rangers scheme  
 Traffic calming team to hit roads

**Neutral**

Heavy rain brings more road chaos in Tunbridge Wells  
 Study focuses on reducing speed through village – survey of A274 through Headcorn  
 Shared Space scheme proves more popular

**Negative**

Pothole reports – KM campaign for members of the public to report potholes  
 Storm brews over parking – KCC want money for parking that Districts currently collect  
 Traders pay the price for road repairs in Tunbridge Wells

This month's total cuttings figures have decreased from last year's February figures (169 previously), the positive number of cuttings has fallen (81 previously), and the negative number of cuttings has risen (39 cuttings last year), the number of neutral cuttings has also fallen (49 cuttings last year). The topic with the single most amount of cuttings, which this month were negative, related to potholes.



**Appendix 4 – KHS MONTHLY COMPLAINTS SUMMARY:**

Summary of Complaints					
Reference	Service Area	Subject	Description	Type *	Resolving Action
KHSCMT001	Community Operations	Dropped Kerb	Dispute over dropped crossing decision over additional kerb	Disputed Decision	Agreement for dropped kerbs to remain
KHSCMT006	Community Operations	State of the roads	Initial complaint about the state of the roads and subsequent delay in responding	Lack of action	Delay was from the corporate centre, apology given and response to initial queries provided
KHSCMT009	Community Operations	Gritting	Lack of gritting in Woodchurch Parish	Disputed Decision	Explanation for decision taken at time of ice emergency
KHSCMT011	Community Operations	KHS driving	KHS branded vehicle driving erratically and driver displaying aggressive behaviour	Staff Conduct	Senior Manager spoke to customer and apologised. Staff member spoken to. Incident involved a private vehicle with KHS branded magnetic strips, being driven home out of hours
KHSCMT013	Community Operations	Insurance Claim	Ongoing insurance claim – decision disputed	Disputed Decision	Passed to the claims department to handle directly
KHSCMT016	Community Operations	Stopping up order	MP has written on behalf of constituent about a stopping up order	Other	Information awaited from the Customer Liaison Team Leader
KHSCMT017	Community Operations	Insurance Claim	No information received about a previous insurance claim	Lack of action / delay	Telephoned caller – explained previous letter not received and new letter sent.
KHSCMT020	Community Operations	Streetlighting	No action or update despite several telephone calls	Lack of action / delay	Apology for incorrect information given. Advised that work has now been done. Further investigations ongoing.
KHSCMT021	Community Operations	Staff Conduct	Complaint about an offensive email received by a parish clerk from a KHS member of staff	Staff conduct	Information awaited from the Customer Liaison Team Leader
KHSCMT022	Community Operations	Potholes	Despite letter, emails and phone calls, no response other than CSM log number	Lack of action / delay	Information awaited from the Customer Liaison Team Leader
KHSCMT007	Transport & Development	Various	Streetlighting, Roadworks and parking	Other	Information awaited from the Customer Liaison Team Leader

KHSCMT010	Transport & Development	Roadworks and Street Furniture	Dissatisfied with the lack of concern for pedestrian safety when roadworks are carried out and on the placing of street furniture / bus shelters etc	Lack of action / delay	Explanation of procedure for pedestrian safety and confirmation that this is taken extremely seriously. Also gave advice about street furniture
KHSCMT014	Transport & Development	Disabled Access	Incorrect information given regarding bus stops and disabled access	Other	Information awaited from the Customer Liaison Team Leader
KHSCMT015	Transport & Development	Parking	Query re parking in new development	Other	Information awaited from the Customer Liaison Team Leader
KHSCMT008	Technical Services	Drainage	Complaint about lack of action of drainage / flooding issue	Lack of action / delay	Thanks for patience and update of works to be completed
KHSCMT018	Technical Services	Streetlighting	Dissatisfied with lack of progress on defective street light	Quality of service provided	Explanation for delay. This is a parish light
KHSCMT019	Technical Services	Streetlighting	Lack of action to repair streetlight	Lack of action / delay	Information awaited from the Customer Liaison Team Leader
KHSCMT023	Technical Services	Streetlighting	Complaint about the delay to repair a streetlight	Lack of action / delay	Apology given for delay and to inform that lamp has now been replaced
KHSCMT012	Network Management	Staff driving	Complaint about the driving of a RASWA employee	Staff conduct	Information awaited from the Customer Liaison Team Leader

<b>Summary</b>		
<b>Community Operations</b>	<b>9 complaints -</b>	<b>Disputed decisions, quality of service, staff conduct and claim for compensation</b>
<b>Transport &amp; Development</b>	<b>4 complaints -</b>	<b>Lack of action / other</b>
<b>Technical Services</b>	<b>4 complaints -</b>	<b>Lack of action / delay / quality of service</b>
<b>Network Management</b>	<b>1 complaint -</b>	<b>Staff Conduct</b>
<b>Countywide Improvements</b>	<b>No complaints</b>	

**KHS - Alliance Strategic**

Description	Type	Display	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Comment
SP01 : Net positive press coverage	Percentage	Actual	39	34	25	33	27	0	<b>Owner: Caroline Bruce</b> - When performance is ABOVE target it is better. Results are consistently good.
		Target	25	25	25	25	25	25	
SP02 : Ratio of compliments to compliments and complaints	Percentage	Actual (YTD)	33	33	32	32	32	30	<b>Owner: Caroline Bruce</b> - When performance is ABOVE target it is better.
		Target	61	76	62	88	87	68	
SP03 : Callers satisfied with overall outcome	Percentage	Actual (YTD)	67	68	67	70	72	71	<b>Owner: Caroline Bruce</b> - When performance is ABOVE target it is better.
		Target	61	92	92	75	68	74	
SP04 : Leavers as proportion of staff	Percentage	Actual (YTD)	60	60	60	60	60	60	<b>Owner: Caroline Bruce</b> - When performance is ABOVE target it is better.
		Target	78	80	82	80	79	80	
SP05 : Number of lost time incidents	No.	Actual (YTD)	3.61						<b>Owner: Jerry Pert.</b> When performance is BELOW target it is better. Actuals are accumulative; Target is annual. KPI has failed annual target.
		Target	5			7.5			
SP06 : Value of efficiency savings & innovations YEAR TO DATE	£'000s	Actual (YTD)	6.79						<b>Owner: Cliff Malone.</b> When performance is ABOVE target it is better. Actuals and target are accumulative. Annual goal is £7.5m. Performance is below target.
		Target	2	0	0	1	1	1	
SP07 : Staff net satisfaction with KHS as an employer	Percentage	Actual (YTD)	3	3	3	3	3	3	<b>Owner: Caroline Bruce</b> - When performance is ABOVE target it is better. Half-year goal is 55%. Performance is below target. No further survey is planned for 2008/9
		Target	4	4	4	5	6	7	
SP08a: Residents 'net satisfaction' with roads	Percentage	Actual (YTD)	669	96	164	58	1373	20	<b>Owner: Caroline Bruce</b> - Increase in public satisfaction but still negative with County Members and Parish/Town Councils and District Members
		Target	3750	4375	5000	5625	6250	6875	
SP08b: Residents 'net satisfaction' with pavements	Percentage	Actual (YTD)	2000	2096.21	2261	2319.2	3692.22	3712.22	<b>Owner: Caroline Bruce</b> - Increase in public satisfaction but still negative with County Members and Parish/Town Councils and District Members
		Target							
SP08c: Residents 'net satisfaction' with streetlights	Percentage	Actual (YTD)							<b>Owner: Caroline Bruce</b> - Increase in public satisfaction but still negative with County Members and Parish/Town Councils and District Members
		Target							
SP09 : Overhead cost as proportion of total spend	Percentage	Actual (YTD)	9.7	10.5	10.6	10.6	10.7	10.8	<b>Owner: Mike Palmer.</b> When performance is BELOW target it is better. Actual is latest month end percentage. Target is annual percentage.
		Target	10	10	10	10	10	10	
SP10 : Days sickness per FTE	No.	Actual (YTD)	9.7	10.5	10.6	10.6	10.7	10.8	<b>Owner: Caroline Bruce</b> - When performance is BELOW target it is better. Actual and target are average numbers of days across FTE workforce.
		Target	0.44	0.65	0.77	0.89	0.68	0.66	
SP11 : Letters responded to within 10 working days	Percentage	Actual (YTD)	0.58	0.58	0.58	0.58	0.58	0.58	<b>Owner: Caroline Bruce</b> - When performance is ABOVE target it is better. Results are below target. Data is now being published at team and individual level.
		Target	2.22	2.85	3.53	4.52	5.2	5.9	
SP12 : Proportion of material diverted from landfill	Percentage	Actual (YTD)	72	73	67	70	80	77	<b>Owner: Jerry Pert.</b> When performance is ABOVE target it is better. Actuals & targets are monthly %. Currently below target for month and for YTD
		Target	92	92	92	92	92	92	
SP13 : Number of service requests outstanding after 21 days	No.	Actual (YTD)	84	85	84	84	84	85	<b>Owner: Caroline Bruce</b> - When performance is BELOW target it is better. Actual and target are month end numbers. This target will not be achieved
		Target	7270	5551	3537	3690	3099	4068	
		Actual (YTD)	3515.5	4300	4650	5005	4908	4536	

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	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%	55	0.8%	23	0.5%	70	0.6%	41	0.4%	86	0.6%	31	0.5%		#DIV/0!	35	0.6%	581	0.6%	1280	1.6%	
99	Fly Tipping	88	1.2%	112	1.7%	80	1.0%	119	1.9%	69	1.0%	73	1.5%	70	0.6%	101	1.1%	64	0.5%	90	1.4%		#DIV/0!	91	1.4%	852	0.9%	1254	1.6%	
100	Insurance Claims	35	0.5%	46	0.7%	38	0.5%	40	0.7%	39	0.6%	47	1.0%	64	0.6%	104	1.1%	673	4.8%	76	1.2%		#DIV/0!	71	1.1%	1092	1.2%	1038	1.3%	
101	Off-Road Cycleways	0	0.0%	62	0.9%	0	0.0%	67	1.1%	0	0.0%	43	0.9%	0	0.0%	73	0.8%	0	0.0%	82	1.3%		#DIV/0!	55	0.9%	97	0.1%	545	0.7%	
102	Pavements / Footways	378	5.3%	543	8.2%	376	4.6%	468	7.6%	265	3.9%	293	6.0%	307	2.8%	491	5.4%	307	2.2%	468	7.5%		#DIV/0!	349	5.5%	4868	5.2%	5195	6.7%	
103	Roads	467	6.6%	645	9.7%	282	3.4%	574	9.4%	260	3.8%	613	12.5%	430	3.9%	1816	19.9%	451	3.2%	1266	20.4%		#DIV/0!	537	8.5%	5893	6.3%	9085	11.7%	
104	Spillage / Shed Loads	185	2.6%	159	2.4%	252	3.1%	128	2.1%	258	3.8%	102	2.1%	235	2.1%	114	1.2%	267	1.9%	149	2.4%		#DIV/0!	131	2.1%	2021	2.2%	1652	2.1%	
105	Verge / Road / Edge Over Run	39	0.6%	20	0.3%	61	0.7%	20	0.3%	61	0.9%	7	0.1%	71	0.6%	54	0.6%	97	0.7%	44	0.7%		#DIV/0!	31	0.5%	524	0.6%	283	0.4%	
106	Winter Service	27	0.4%	10	0.2%	31	0.4%	30	0.5%	380	5.6%	257	5.2%	1584	14.2%	39	0.4%	2149	15.3%	31	0.5%		#DIV/0!	9	0.1%	4224	4.5%	398	0.5%	
107	Emergency Response	0	0.0%	12	0.2%	45	0.5%	10	0.2%	25	0.4%	14	0.3%	52	0.5%	11	0.1%	63	0.4%	7	0.1%		#DIV/0!	14	0.2%	216	0.2%	68	0.1%	
108	Request for Bollards (Not Repair)	2	0.0%	18	0.3%	68	0.8%	13	0.2%	89	1.3%	5	0.1%	89	0.8%	21	0.2%	140	1.0%	23	0.4%		#DIV/0!	21	0.3%	454	0.5%	101	0.1%	
109	Rabbits / Birds etc Inhabiting Highway / Verge / Structure	0	0.0%	6	0.1%	0	0.0%	2	0.0%	0	0.0%	1	0.0%	3	0.0%	3	0.0%	2	0.0%	1	0.0%		#DIV/0!	4	0.1%	29	0.0%	17	0.0%	
110	Potholes	313	4.4%	0	0.0%	547	6.7%	0	0.0%	717	10.5%	0	0.0%	1516	13.6%	0	0.0%	3084	21.9%	0	0.0%		#DIV/0!	828	13.1%	11822	12.6%	828	1.1%	
	<b>Total for Community Operations</b>	<b>1604</b>	<b>22.7%</b>	<b>1694</b>	<b>25.5%</b>	<b>1827</b>	<b>22.2%</b>	<b>1509</b>	<b>24.6%</b>	<b>2218</b>	<b>32.6%</b>	<b>1478</b>	<b>30.0%</b>	<b>4491</b>	<b>40.3%</b>	<b>2868</b>	<b>31.4%</b>	<b>7383</b>	<b>52.4%</b>	<b>2268</b>	<b>36.5%</b>	<b>0</b>	<b>#DIV/0!</b>	<b>2176</b>	<b>34.4%</b>	<b>32673</b>	<b>34.9%</b>	<b>21744</b>	<b>28.0%</b>	
111																														
112																														
113	Technical Services																													
114	Blocked Gully	239	3.4%	291	4.4%	403	4.9%	179	2.9%	254	3.7%	224	4.6%	427	3.8%	607	6.6%	494	3.5%	174	2.8%		#DIV/0!	232	3.7%	4033	4.3%	4098	5.3%	
115	Drain Covers Damaged	178	2.5%	207	3.1%	170	2.1%	166	2.7%	210	3.1%	161	3.3%	181	1.6%	226	2.5%	271	1.9%	232	3.7%		#DIV/0!	184	2.9%	2363	2.5%	2442	3.1%	
116	Ditches	14	0.2%	11	0.2%	23	0.3%	6	0.1%	18	0.3%	16	0.3%	51	0.5%	52	0.6%	58	0.4%	14	0.2%		#DIV/0!	16	0.3%	264	0.3%	275	0.4%	
117	Flooding	87	1.2%	171	2.6%	363	4.4%	80	1.3%	179	2.6%	156	3.2%	513	4.6%	494	5.4%	534	3.8%	73	1.2%		#DIV/0!	130	2.1%	2594	2.8%	1966	2.5%	
118	Grass	72	1.0%	24	0.4%	23	0.3%	27	0.4%	13	0.2%	6	0.1%	21	0.2%	7	0.1%	9	0.1%	6	0.1%		#DIV/0!	18	0.3%	1692	1.8%	728	0.9%	
119	Hedges	217	3.1%	252	3.8%	181	2.2%	137	2.2%	110	1.6%	64	1.3%	123	1.1%	135	1.5%	115	0.8%	114	1.8%		#DIV/0!	86	1.4%	3161	3.4%	3457	4.4%	
120	Weeds	138	2.0%	49	0.7%	32	0.4%	28	0.5%	12	0.2%	6	0.1%	15	0.1%	17	0.2%	13	0.1%	17	0.3%		#DIV/0!	13	0.2%	1335	1.4%	719	0.9%	
121	Trees	444	6.3%	424	6.4%	457	5.6%	306	5.0%	201	3.0%	237	4.8%	300	2.7%	577	6.3%	336	2.4%	270	4.3%		#DIV/0!	761	12.0%	5377	5.7%	4626	5.9%	
122	Streetlights	1705	24.1%	1962	29.6%	2383	29.0%	2166	35.4%	1658	24.4%	1586	32.2%	2242	20.1%	2554	28.0%	1793	12.7%	1591	25.6%		#DIV/0!	1355	21.4%	17113	18.3%	17307	22.3%	
123	Signs (lit)	61	0.9%	6	0.1%	117	1.4%	7	0.1%	84	1.2%	4	0.1%	116	1.0%	14	0.2%	129	0.9%	10	0.2%		#DIV/0!	11	0.2%	711	0.8%	52	0.1%	
124	Signs (unlit)	259	3.7%	266	4.0%	262	3.2%	231	3.8%	211	3.1%	133	2.7%	262	2.3%	258	2.8%	277	2.0%	238	3.8%		#DIV/0!	203	3.2%	2918	3.1%	2533	3.3%	
125	Road Markings / Lines	203	2.9%			190	2.3%			122	1.8%			158	1.4%			146	1.0%	0	0.0%		#DIV/0!		0.0%	1203	1.3%	0	0.0%	
126	Materials / Obstructions on the Highway	96	1.4%			177	2.2%			186	2.7%			174	1.6%			162	1.2%	0	0.0%		#DIV/0!		0.0%	919	1.0%	0	0.0%	
127	Fences / Guardrails	45	0.6%	45	0.7%	85	1.0%	32	0.5%	108	1.6%	29	0.6%	82	0.7%	67	0.7%	56	0.4%	50	0.8%		#DIV/0!	55	0.9%	652	0.7%	506	0.7%	
128	Cats Eyes	5	0.1%	0	0.0%	4	0.0%	1	0.0%	6	0.1%	1	0.0%	3	0.0%	0	0.0%	6	0.0%	1	0.0%		#DIV/0!	2	0.0%	35	0.0%	7	0.0%	
129	Bollards (unlit)	82	1.2%	60	0.9%	29	0.4%	39	0.6%	0	0.0%	40	0.8%	0	0.0%	69	0.8%	0	0.0%	66	1.1%		#DIV/0!	50	0.8%	437	0.5%	536	0.7%	
130	Bridges / Tunnels	12	0.2%	4	0.1%	15	0.2%	1	0.0%	58	0.9%	2	0.0%	235	2.1%	3	0.0%	263	1.9%	6	0.1%		#DIV/0!	2	0.0%	652	0.7%	28	0.0%	
131	<b>Total for Technical Services</b>	<b>3857</b>	<b>54.5%</b>	<b>3772</b>	<b>56.8%</b>	<b>4914</b>	<b>59.8%</b>	<b>3406</b>	<b>55.6%</b>	<b>3430</b>	<b>50.5%</b>	<b>2665</b>	<b>54.1%</b>	<b>4903</b>	<b>43.9%</b>	<b>5080</b>	<b>55.6%</b>	<b>4662</b>	<b>33.1%</b>	<b>2862</b>	<b>46.0%</b>	<b>0</b>	<b>#DIV/0!</b>	<b>3118</b>	<b>49.3%</b>	<b>45459</b>	<b>48.5%</b>	<b>39280</b>	<b>50.5%</b>	
132																														
133	Countywide Improvements																													
134	Surface Dressing	89	1.3%	3	0.0%	40	0.5%	0	0.0%	47	0.7%	0	0.0%	97	0.9%	1	0.0%	108	0.8%	7	0.1%		#DIV/0!	7	0.1%	623	0.7%	20	0.0%	
135	<b>Total for Countywide Improvements</b>	<b>89</b>	<b>1.3%</b>	<b>3</b>	<b>0.0%</b>	<b>40</b>	<b>0.5%</b>	<b>0</b>	<b>0.0%</b>	<b>47</b>	<b>0.7%</b>	<b>0</b>	<b>0.0%</b>	<b>97</b>	<b>0.9%</b>	<b>1</b>	<b>0.0%</b>	<b>108</b>	<b>0.8%</b>	<b>7</b>	<b>0.1%</b>	<b>0</b>	<b>#DIV/0!</b>	<b>7</b>	<b>0.1%</b>	<b>623</b>	<b>0.7%</b>	<b>20</b>	<b>0.0%</b>	
136																														
137	Transport and Development																													
138	Bus Shelter / Stops	6	0.1%	10	0.2%	16	0.2%	8	0.1%	11	0.2%	2	0.0%	12	0.1%	14	0.2%	10	0.1%	6	0.1%		#DIV/0!	6	0.1%	97	0.1%	83	0.1%	
139	Development Control	10	0.1%	21	0.3%	1	0.0%	23	0.4%	37	0.5%	17	0.3%	167	1.5%	27	0.3%	212	1.5%	29	0.5%		#DIV/0!	17	0.3%	501	0.5%	141	0.2%	
140	Highway Boundaries	3	0.0%	32	0.5%	2	0.0%	18	0.3%	85	1.3%	2	0.0%	187	1.7%	10	0.1%	175	1.2%	12	0.2%		#DIV/0!	4	0.1%	490	0.5%	84	0.1%	
141	Traffic Investigation Requests	103	1.5%	143	2.2%	81	1.0%	132	2.2%	88	1.3%	51	1.0%	75	0.7%	86	0.9%	93	0.7%	111	1.8%		#DIV/0!	76	1.2%	912	1.0%	783	1.0%	
142	<b>Total for Transport and Development</b>	<b>122</b>	<b>1.7%</b>	<b>206</b>	<b>3.1%</b>	<b>100</b>	<b>1.2%</b>	<b>181</b>	<b>3.0%</b>	<b>221</b>	<b>3.3%</b>	<b>72</b>	<b>1.5%</b>	<b>441</b>	<b>4.0%</b>	<b>137</b>	<b>1.5%</b>	<b>490</b>	<b>3.5%</b>	<b>158</b>	<b>2.5%</b>	<b>0</b>	<b>#DIV/0!</b>	<b>103</b>	<b>1.6%</b>	<b>2000</b>	<b>2.1%</b>	<b>1091</b>	<b>1.4%</b>	
143																														
144	Network Management																													
145	Enforcement	19	0.3%	40	0.6%	0	0.0%	37	0.6%	17	0.3%	35	0.7%	17	0.2%	37	0.4%	22	0.2%	42	0.7%		#DIV/0!	57	0.9%	179	0.2%	307	0.4%	
146	Miscellaneous Licence / Permit	29	0.4%	12	0.2%	25	0.3%	20	0.3%	19	0.3%	22	0.4%	26	0.2%	46	0.5%	27	0.2%	30	0.5%		#DIV/0!	24	0.4%	350	0.4%	199	0.3%	
147	Parking	8	0.1%	5	0.1%	38	0.5%	2	0.0%	33	0.5%	0	0.0%	34	0.3%	2	0.0%	51	0.4%	4	0.1%		#DIV/0							

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By: Mr Keith Ferrin, Cabinet Member, Environment, Highways & Waste

To: Environment and Regeneration Policy Overview Committee – 31 March 2009

Subject: **ESTABLISHMENT OF KCC FLOOD RISK MANAGEMENT GROUP**

Classification: Unrestricted

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## Introduction

1. (1) Members will recall that this Committee sponsored a Select Committee looking at the Flood Risk for Kent which was established just before the significant flooding events in 2007.

(2) Members will recall that the Select Committee report was debated at the County Council on the annual review of the progress being made against the Select Committee's recommendations took place in November 2008.

(3) Members will recall that the report of the Select Committee co-incided with the Pitt Review which was established by the Government following the floods in the Summer of 2007.

## Pitt Review

2. (1) The Pitt Review recommended that local authorities should play more of a lead role in managing flood risk, and in particular,

- *Upper tier local authorities should be the lead responders in relation to multi-agency planning for severe weather emergencies at the local level and for triggering multi-agency arrangements in response to severe weather warnings and local impact assessments.*
- *Local authorities should lead on the management of local flood risk, with the support of the relevant organisations.*
- *Local authorities should assess and, if appropriate, enhance their technical capabilities to deliver a wide range of responsibilities in relation to local flood risk management.*
- *A number of activities relating to raising community awareness of, and preparedness for, flood risk.*
- *All upper tier local authorities should establish Oversight and Scrutiny Committees to review work by public sector bodies and essential service providers in order to manage flood risk, underpinned by a legal requirement to cooperate and share information. Each Oversight and Scrutiny Committee should prepare an annual summary of actions taken locally to manage flood risk and implement the Pitt Review recommendations, and these reports should be public and reviewed by Government Offices and the Environment Agency.*

(2) I will therefore be recommending to the County Council following the elections in June, that a Flood Risk Management Group of Members is established which will report to the portfolio holder who has responsibility for this area or to the Cabinet direct., supported by a new Flood Risk Management Officer who will act as a coordinator across the relevant functions within KCC and as a single point of external contact and expertise in this area. It will be the responsibility of the Environment and Regeneration Policy Overview Committee or its successor body to periodically hold to account the portfolio holder and partners to ensure that the flood risk for Kent residents is being addressed.

(3) In the interim, I propose to arrange a meeting of the Chairman and Spokesman of the County Council's Flood Risk Select Committee to establish what the proposed Terms of Reference and remit of this Flood Risk Management Member Group should be.

**Recommendations:**

3. The Environment and Regeneration Policy Overview Committee is asked to note that:-

- (a) the proposal to establish a Flood Risk Management Member Group following the County Council elections in June be noted and also note
- (b) a meeting of the Chairman and Spokesman of the County Council Flood Risk Select Committee will be convened to develop some proposed Terms of Reference for this Flood Risk Management Member Group;
- (c) Officers will take necessary steps to appoint a dedicated officer.

Paul Wickenden  
**Overview, Scrutiny & Localism Manager**  
**Democratic Services**  
01622 694269  
[paul.wickenden@kent.gov.uk](mailto:paul.wickenden@kent.gov.uk)

Background Information: *Nil*

By: Overview, Scrutiny and Localism Manager

To: Environment and Regeneration Policy Overview Committee  
31 March 2009

Subject: **SELECT COMMITTEES - UPDATE**

Classification: Unrestricted

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Summary: This report updates Members on the progress of the Select Committee on Passenger Rail Services in Kent, and reminds Members of the opportunity to suggest items for the Select Committee Topic Review work programme for 2009/10.

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### **Select Committee on Passenger Rail Services in Kent**

1. The Select Committee report was considered by Cabinet at its meeting on 1 December, at which Members welcomed the report's findings as the basis on which the County Council could campaign for improved rail services across the county. Some further work was identified before the report could be submitted to the full Council, and, with this work now having been completed, the report will be considered by the full Council on 30 April.

### **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. No topics have so far been put forward from within this Committee's subject area, and any that Members may wish to suggest will need to be submitted very soon.

(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).

(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.

<b>Recommendations</b>
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3. The Committee is asked to:-

(a) note the update on the Select Committee on Passenger Rail Services in Kent; and

(b) put forward suggestions for potential Select Committee topic reviews for consideration by the Policy Overview Co-ordinating Committee (POCC).

Christine Singh  
Democratic Services Officer  
(01622) 694334

Background Information: *Nil*