



AGENDA

ENVIRONMENT AND REGENERATION POLICY OVERVIEW COMMITTEE

Friday, 4 April 2008 at 10.00 am
Medway Room, Sessions House, County
Hall, Maidstone

Ask for: **Christine Singh**
Telephone **(01622) 694334**

Refreshments will be served before the meeting

Membership (15)

- Conservative (10): Mr R A Pascoe (Chairman), Mr M J Angell, Miss S J Carey, Mr M J Harrison, Mr C Hibberd, Mr R E King, Mr R L H Long, TD, Mr R F Manning, Mr R J Parry and Mrs P A V Stockell
- Labour (4): Mr R Truelove (Vice-Chairman), Mr J I Muckle, Mr R J E Parker and Mr A R Poole
- Liberal Democrat (1): Mr D S Daley

UNRESTRICTED ITEMS

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

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 31 January 2008 (Pages 1 - 12)

B. ITEMS FOR DISCUSSION

- B1 Portfolio Holders' and Managing Director's Update
- B2 Financial Monitoring Update 2007/08 (Pages 13 - 28)
- B3 KCC Regeneration Strategy (Pages 29 - 32)
- B4 Environment & Regeneration Review (Pages 33 - 36)
- B5 2008/09 Risk Register (Pages 37 - 54)

C. SELECT COMMITTEE UPDATE

- C1 Select Committee - update (Pages 55 - 56)
- C2 Monitoring of Select Committee Recommendations (Pages 57 - 58)

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

Thursday, 27 March 2008

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.

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KENT COUNTY COUNCIL

**ENVIRONMENT AND REGENERATION POLICY OVERVIEW
COMMITTEE**

MINUTES of a meeting of the Environment & Regeneration Policy Overview Committee held on Thursday, 31 January 2008 at Sessions House, County Hall, Maidstone.

PRESENT: Mr R A Pascoe (Chairman), Mr R Truelove (Vice Chairman), Mr M J Angell, Miss S J Carey, Mr D S Daley, Mr M J Harrison, Mr C Hibberd, Mr R A Marsh, Mr J I Muckle (substitute for Mr A R Poole), Mr R J E Parker, Mrs E D Rowbotham (substitute for Mr T J Birkett) and Mrs P A V Stockell.

OTHER MEMBERS PRESENT: Mr K A Ferrin MBE, Cabinet Member for Environment, Highways and Waste and Mr R W Gough, Cabinet Member for Regeneration & Supporting Independence.

IN ATTENDANCE: Mr A Wilkinson, Managing Director Environment & Regeneration, accompanied by Mrs S Barton, Strategic Projects and Business Development Manager, Mr N Caddick, Resource Manager, Ms A Cambray, Climate Change Project Manager, Mr B Gould, Strategic Finance Advisor, Mrs V Hyland, Regeneration & Projects Manager, Mr M Overbeke, Head of Public Rights of Way, Mr A Phillips, Ashford's Future, Mr P D Wickenden, Overview, Scrutiny and Localism Manager.

UNRESTRICTED ITEMS

55. Minutes – 20 November 2007
(Item A3)

RESOLVED that the Minutes of the meeting held on 20 November 2007 are correctly recorded and that they be signed by the Chairman.

56. Budget 2008-09 and Medium Term Plan 2008-09 to 2010-11 and Financial Monitoring Update 2007-08
(Item B1 – Report by Mr A Wilkinson, Managing Director, Environment and Regeneration)

(1) Members received the draft 2008/09 Budget and Medium Term Financial Plan 2008/09 to 2010/11 together with an update of the current position in the current year.

(2) The report specifically covered the Cabinet Member's portfolios for Environment, Highways and Waste and Regeneration and Supporting Independence.

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- (3) In introducing the report Mr Gould referred to the last meeting of the Policy Overview Committee which outlined the Medium Term Plan priorities. This report showed the revenue gross expenditure, income and net expenditure, as contained in Appendices 1 and 2. It also included the Capital Investment Programme in Appendices 3 and 4.
- (4) The Committee were informed that the 2008/09 draft Revenue Budget for Environment, Highways and Waste reflected nearly a 15% increase on the current financial year on a “like for like” basis. Attention was drawn specifically to the £5 million injection into Highway maintenance works and a £4 million injection for the expansion of the current year pilot of the “Freedom Pass”.
- (5) The Committee noted that within the 2008/09 draft Revenue Budget for Regeneration and Supporting Independence there was a transfer in of the Supporting Independence Programme budget of £1 million including Towards 2010 target funding.
- (6) Within the Capital Medium Term Financial Plan the Local Transport Plan settlement from government offered a £37m programme of capital maintenance and integrated transport, though with a marked reduction in grant. The proposals before the Committee reflected a full take up of the offer. The programme also reflected a substantial investment in Waste Infrastructure (some £30m over the Medium Term Financial Plan) and as expected starts on East Kent Access Phase 2 and schemes in the Kent Thameside Growth Area.
- (7) Turning to the current year’s budget the Committee’s specific attention was drawn to the underspend in the Revenue Budget on Waste which was due to the non operation of the Allington Plant. Paragraph 9 of the report before the Committee explained the movements in budget heads since the report to the Cabinet on 3 December 2007, which was attached as Appendix 5. The current underspend forecast was £2.465 million. It would be necessary to make further calls on the corporate centre’s Emergency Conditions Reserve due to the gales and floods in recent weeks.
- (8) With regard to the Regeneration and Supporting Independence portfolio there had been little movement in the budget heads from that reported to Cabinet on 3 December 2007.
- (9) The Committee noted that the Capital Programme had seen significant rephasing into future years, as reported to Cabinet. The latest position indicated that further rephasing would be necessary. Every effort was being made to reduce the rephasing on Highways work programmes.
- (10) For the Regeneration and Supporting Independence portfolio the forecast showed an increased spend from the report to Cabinet and that expenditure related to the EuroKent spine road.

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(11) Mr Gough informed the Committee that much of the regeneration activity goes on through other portfolios. Part of the new Regeneration Strategy and associated restructuring was to ensure better co-ordination of these activities

(12) Mr Ferrin, Mr Gough and Mr Wilkinson then responded to a number of questions from Members which included the following issues:-

Produced in Kent

(13) Mr Gough informed the Committee of the Joint Venture with Hadlow College around 'Produced in Kent'

Current Financial Year Capital Programme

(14) In response to a question about the £2.117m underspend on this financial year's Highways Maintenance and Integrated Transport Scheme Capital Programme the response was that every effort would be made to reduce this re-phasing in the current year.

Congestion

(15) Several Members asked questions about the priorities for reducing congestion across Kent. The Committee noted the work that had been undertaken in Maidstone and the continued work on the Maidstone bridge gyratory system, which would need some re-siting of assets owned by EDF Energy. Acknowledging the work already undertaken to reduce congestion in Maidstone town centre the question was asked whether there was any likelihood that the town centre would become an air quality management area.

(16) Priorities after Maidstone were Canterbury and Tunbridge Wells.

(17) After Tunbridge Wells the expected priorities were Thanet and Dartford and Gravesham. The Committee noted that Dartford and Gravesham would be treated as a single area.

(18) The Committee were informed of the ongoing dialogue with the Department of Transport regarding the A2 slip roads at Canterbury and the impact that this would have on reducing congestion within Canterbury city centre.

(19) The inclusion of Kent Thameside in the list of priority plans to reduce congestion was welcomed but the comment was made that much of the problem in this area was relating to roads which were managed by the Highways Agency and not the County Council.

(20) In acknowledging the list of priorities for addressing congestion issues for particular urban areas the question was raised when other areas would be included in the list, for example Sittingbourne and Dover.

Freedom Pass

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(21) Members asked about the robustness of the financial figures in terms of the number of persons using the Freedom Pass and whether the scheme when extended across the county would become even more popular. The response was that estimates for the take up of the Freedom Pass as a pilot had far exceeded what was anticipated and that included estimates made by the transport operators for the pilot areas as well. However, the volume increase within the pilot had not created a comparable cost increase. It was therefore felt that the County Council could expect to see an uplift in the use of the Freedom Pass. The Committee noted the synergy between the Freedom Pass and the potential to reduce congestion.

Economic development

(22) One Member expressed the view that the budget was not as substantive for economic development as maybe it should be and cited a number of countywide initiatives where he felt that the activity could be co-ordinated more effectively through an economic development function.

(23) In response the Committee noted that economic development had for a long time been undertaken by the County Council as a discretionary function. The Committee noted that economic development was planned to be a statutory duty in the future.

(24) RESOLVED that the draft Budget for the Environment, Highways and Waste and Regeneration and Supporting Independence portfolios for 2008/09 and the Medium Term Plan 2008/09 to 2010/11 and the forecast position for the current year's revenue and capital budgets be noted together with the responses made to the questions from Members of the Committee.

57. Environment & Regeneration Performance Update

(Item B2 – report by Mr A Wilkinson, Managing Director, Environment and Regeneration)

(1) The Committee received a report setting out the performance by the Environment & Regeneration Directorate against a number of key documents. Work on the second Kent Local Area Agreement was currently in the process of being prepared. The current Agreement which commenced in 2005 would complete in March 2008.

(2) The report also included:-

- (a) an update on the Department's Business Plan;
- (b) measuring the success of Kent Highway Services;
- (c) looking at the Towards 2010 targets for the Regeneration & Environment portfolios and consideration of the Best Value Performance Indicators including:-

- (i) Road casualties

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- (ii) Street lighting faults
- (iii) Waste management

(3) The report also set out for the Committee the new set of 198 indicators published by the Government in October 2007 which would underpin the National Performance Framework. The Committee noted that from April 2008 the Best Value Performance Indicators would be abolished.

(4) Of the 198 indicators 20 would be collected using a "Place Survey" which replaces the Best Value Performance Indicators General Satisfaction Survey. The Committee were asked to note that the "Place Survey" differed from the Best Value Performance Indicators survey in that it asked respondents about their views on the area, rather than their views on the local authority.

(5) As well as the change flowing from the new "Place Survey" the Committee noted that a number of current Best Value Performance Indicators were not included in the new 198 national indicators. These included waste disposal costs, slight injuries in road accidents, temporary road closures, pedestrian crossings with facilities for the disabled, conditions of footways (pavements), street lighting faults, condition of unclassified roads, plan making progress and milestones and ease of use of public rights of way.

(6) Members of the Committee then asked the two Cabinet Members for responses to the following:-

- (a) The role of the Alliance Board. Mr Ferrin said that he would be very happy to provide Members with information relating to the performance indicators that the Alliance Board receives. He added that the Minutes of the meetings of the Alliance Board were available to Members of the County Council.
- (b) The ongoing work and discussions with Essex County Council regarding a lower Thames crossing.
- (c) Air quality management.
- (d) Urban congestion and reduced peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion busting teams.
- (e) One Member suggested the possibility of having a Memorandum of understanding in order to influence South East Trains in providing an improved service for Kent residents.
- (f) Target 37 – Improving the way we repair roads and pavements and how this is to be measured.

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- (g) Target 40 – Ensuring that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes.
- (h) Target 42 – Reducing the impact of KCC’s buildings and vehicles on the environment including trialling the use of bio-fuels and other new technologies. The Committee noted that the use of information technology equipment (ICE), the length of time buildings were occupied, (for example for out of school activities) and considering rationalising a number of the Kent County Council buildings were all aspects which needed to be taken into account when measuring this target. The Committee also acknowledged that the Freedom Pass represented one way in which the County Council was seeking to reduce its carbon footprint; and
- (i) The interrelationship between the Local Strategic Partnership, Local Area Agreement and Target 59 – working with partners to reduce the number of deaths and serious casualties from road accidents.

(7) RESOLVED that the report be noted and that this half yearly monitoring be made a standard item of the Committee’s future business.

58. Ashford Growth Area – Progress and issues

(Item B3 – report by Mr A Wilkinson, Managing Director Environment & Regeneration)

- (1) The Committee received a report setting out the progress and issues relating to the Ashford Growth Area.
- (2) The report informed Members of the proposal for the County Council to enter into a formal collaboration agreement with the three main Ashford’s Future Partners, Ashford Borough Council, South East England Development Agency (SEEDA) and English Partnerships and the proposed establishment of a Special Purpose Vehicle (SPV) as a key new element in the delivery structure for Ashford’s Future in Delivering Growth to Ashford.
- (3) The collaboration agreement was being developed in a effort to put the partnership on a more formal basis. This will outline those areas that the partners agree to deliver. The collaboration agreement will be complimented by a programme for development (effectively a Business Plan) for the partnership. This programme will identify lead partners for key projects and those projects to be developed by the Special Purpose Vehicle (SPV)
- (4) The Committee noted the implications of these proposals for the County Council which included:-
 - (a) the democratic accountability over public investment in Ashford;

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- (b) potential conflicts of interest (e.g. by locating the programme and the SPV delivery functions together);
- (c) Membership of the new SPV and partnership boards; and
- (d) the resource implications for the County Council.

(5) The Committee noted that the revised arrangements as proposed should retain the confidence of the Department of Communities and Local Government and improve the Ashford's Future Partnership's chances of securing adequate ongoing funding for the Ashford's Future programme including adequate revenue funding for the SPV team and the programme management role carried out currently by the core team. The report also set out for the Committee an update of activity for the Ashford's Future Partnership.

(6) Mr Angell welcomed the SPV and felt that this was a good way forward. He also indicated that he welcomed the appointment of the Interim Managing Director. He did however have some concerns over KCC's representation and felt that as a local Member he had very little input into what was going to happen in Ashford. Mr Gough responded that the County Council was a key player in the SPV and the Ashford Partnership Board but he acknowledged that communication with local Members was vital.

(7) Mr Angell also expressed concerns that the town was overcrowded and overpopulated. He mentioned specific problems associated with Junction 9 and 10 on the M20 particularly when Operation Stack was in place.

(8) Finally he answered questions relating to the water efficiency measures being referred to in paragraph 3.3 of the report.

(9) In response, the Committee noted that any major transportation scheme would be dealt with and considered by the Joint Transportation Board.

(10) In response to a question relating to how scrutiny of bodies such as the South East England Development Agency took place Mr Gough responded that he was very much in agreement with enhanced scrutiny of these types of quangos.

(11) In conclusion the Committee noted that the County Council would continue to have a very important role in the development of Ashford and in making a major contribution to the "growth" agenda. The Committee noted that the revised arrangements of the Ashford's Future Partnership would assist in formalising and streamlining the County Council's input.

(12) RESOLVED that the Committee support in principal the proposal to establish a SPV to support the delivery of the Ashford's Future programme subject to funding being made available to cover establishment and operational costs in the current and future years.

59. Borough Green and Platt Bypass

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(Item B4 – oral report by Mr A Wilkinson, Managing Director Environment & Regeneration)

- (1) The Committee received an oral report which included the anticipated timescales to build the Borough Green and Platt Bypass.
- (2) RESOLVED that the oral report be noted.

60. Waste Strategy Issues

(Item B5 – report by Mr A Wilkinson, Managing Director Environment & Regeneration)

- (1) The Committee received a report on the Waste Strategy Issues for the County Council. This had been referred to the Committee by the Informal Member Group (IMG) on Budgetary Issues. The IMG recommended that the Waste Disposal Strategy, which relied on incineration as a significant element, should be considered by the Committee.
- (2) The report provided information on proposals to invest through the capital programme in waste disposal infrastructure, to underpin delivery of the Kent Joint Municipal Waste Management Strategy and sustain a range of waste diversion routes.
- (3) The Committee noted that the Allington plant would come back online by 8 February following the completion of work to the refractory linings.
- (4) The Committee considered the issue of plastic and how best to dispose of this. Reference was made to a good model for dealing with plastic being operated in Gloucestershire. Mr Ferrin responded that there needs to be a bigger plant waste stream to make it economical for dealing with it as a single waste stream. At the current time it was more appropriate that plastic bottles were incinerated. Members of the Committee felt that there might be problems with incineration especially in terms of dioxins. Another Member expressed the view that Kent County Council should lead by example and consideration should be given to a waste stream for dealing solely with plastics.
- (5) In answer to a question relating to the Landfill Allowance Trading Scheme (LATS) and what risks there were for Kent in terms of penalties because the county had not achieved the required level of landfill diversion, Mr Ferrin responded that he felt this was minimal. He added this was still the case despite the problems which had been experienced with the waste to energy plant at Allington.
- (6) RESOLVED that the report by noted.

61. Endorsement of the Kent Countryside Access Improvement Plan

(Item B6 – report by Mr A Wilkinson, Managing Director Environment & Regeneration)

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(1) The Countryside and Rights of Way Act 2000 requires the County Council to prepare and publish a Rights of Way Improvement Plan, "the Countryside Access Improvement Plan". The Countryside Access Improvement Plan was submitted to the Committee for its endorsement as a strategy for the management of Public Rights of Way and Countryside Access for the period 2007-2017. The Countryside Access Improvement Plan sits alongside the Local Transport Plan for Kent 2006-2011.

(2) In delivering the Improvement Plan significant contributions would be made to Target 45 'Protect and enhance Kent's Ancient Woodlands and Improve Access to Countryside, Coasts and Heritage' and Target 48 'Increase Opportunities for Everyone to take Physical Exercise' contained within 'Towards 2010'.

(3) In considering the report a number of questions were asked by Members of the Committee particularly in relation:-

- (a) to access to the countryside by those who are less able;
- (b) Public Rights of Way used by horses who come across kissing gates; and
- (c) by-ways which are used by 'off riders'.

(4) RESOLVED that the Committee support the adoption of the Countryside Access Improvement Plan as a strategy to enhance the network of Public Rights of Way and open green spaces until 2017.

62. A summary of progress towards implementation of the Select Committee on Climate Change recommendations, as drawn together in Kent County Council's Climate Change Action Plan.

(Item B7 – report by the Cabinet Working Group on Climate Change)

(1) The Committee received a summary of progress made to date in implementing action arising from the Select Committee report on Climate Change which published a wide range of recommendations in October 2006. The Committee noted that the Climate Change agenda was moving fast. The Committee were informed that the Select Committee on Climate Change was to be reconvened shortly in order to consider progress and propose next steps in the context of the latest science and policy.

(2) There was an acknowledgement by the Committee that the County Council should lead by example and be a leader in the field.

- (3) RESOLVED that:-
- (a) the report be noted; and

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- (b) the Cabinet Working Group on Climate Change's invitation to interested Committee Members to participate in a challenge panel discussion at a future Cabinet Working Group meeting also be noted.

63. Select Committee Update

(Item C1 – Report by Overview, Scrutiny & Localism Manager)

(1) The Committee noted the outcome of the work of the Select Committee on Flood Risk which was to be the subject of a special County Council meeting on 13 March 2008.

(2) Attached to the report were the Minutes of the reconvened meeting of the Select Committee on Water and Wastewater, particularly for Ashford.

(3) It was noted that the Policy Overview Co-ordinating Committee was to meet shortly to consider the topics for inclusion in the Topic Review Programme. Suggestions for other potential Topic Reviews were invited from the Committee.

(4) RESOLVED that:-

- (a) the outcome of the work of the Select Committee on Flood Risk be noted and would be considered by a special meeting of the County Council on 13 March 2008;
- (b) the Minutes of the meeting for the Select Committee Water and Wastewater, particularly in Ashford be noted; and
- (c) the update on the Select Committee Topic Review Work Programme be noted.

64. Invitation to participate in a Joint Committee with East Sussex County Council

(Item C2 – Report by Overview, Scrutiny & Localism Manager)

(1) The Overview, Scrutiny and Localism Manager reported that the Chairman of East Sussex County Council's Transport and Environment Scrutiny Committee had asked whether the County Council would be interested in a one day Joint Committee to scrutinise the Highways Agency about the A21 trunk road at Flimwell.

(2) RESOLVED that the Committee support the proposed participation in a joint review with East Sussex County Council on the A21 at Flimwell and authorise the Overview, Scrutiny and Localism Manager to arrange the County Council's

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representation following consultation with the Chairman, Vice Chairman and Liberal Democrat Spokesman of the Committee.

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By: Adam Wilkinson, Managing Director Environment & Regeneration

To: Environment & Regeneration Policy Overview Committee – 4 April 2008

Subject: Financial Monitoring Update 2007/08

Classification: Unrestricted

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

Recommendation: The Committee is asked to note and comment on the report

Introduction

1. The 3rd 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. In EH&W the overall under spend has decreased by £0.335m (to -£2.23m for the Portfolio), comprising three main items: an increase in waste disposal costs of £0.410m due to the impact of the rise in oil prices, and its effect on contract indexation, and a revision to the forecast for the costs of the waste diversion due to the non operation of the Allington WtE plant. For KHS, the forecast over spend has now reduced by £200k due to improved income levels and a reduction in the forecast for spend on Forward Design activity.
3. In R&SI the under spend has reduced by £280k (to -£0.775m for the Portfolio) due, principally, to the revised funding arrangement for the Fort Hill De-dualling works (now from capital sources) leading to the removal of the forecast slippage under spend on that project, of £450k. There has been slippage on certain projects within Regeneration and Economy Division to the value of £125k. The Planning Applications Group has increased its forecast for fee income by £40k and the work on Shaw Grange has slipped by a further £20k.

Capital

4. The current forecast for EH&W is that the portfolio will under spend by a further £2.237m. The main movements (above £0.1m) are detailed below:
 - -£1.410m Re-shaping KHS Accommodation – further re-phasing as the Wrotham site is now not proceeding, following the judicial review process, so no construction spend will occur this year. There is also several weeks programme delay at the Ashford site, due to the need to revise the internal lay-out.

- -£0.500m Wetland Creation – Negotiations will not be completed before the year-end.
 - -£0.133m Safety Camera Partnership activity – slippage into 2008/09.
 - -£0.252m Energy & Water Investment Funds – the programmes have not advanced as fast as originally anticipated.
 - +£0.154m A228 Leybourne & West Malling Bypass – Costs are higher than previously anticipated, related to safety audits on traffic signal equipment.
5. The forecast for the R&SI portfolio has moved by +£0.699m. The main movement (above £0.1m) is:
- +£0.788m Eurokent Spine Road – this project is supported by the Property Enterprise Fund, which will be providing temporary funding until the costs can be recovered from the Joint Venture in later years. The previous expenditure forecast reflected KCC expenditure only, but this has now been amended to include that part of the contract works being wholly funded by other bodies.

Recommendation

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

Contact Officer:

Barry Gould
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ENVIRONMENT & REGENERATION DIRECTORATE SUMMARY JANUARY 2007-08 FULL MONITORING REPORT

1. FINANCE

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" ie 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.
- Cash limits have been adjusted since the last full monitoring report to reflect a number of technical adjustments to budget, and the following virements:
 - £0.2m from Waste Management to Capital Programme Group for the initial design costs of the Borough Green & Platt bypass
 - £0.195m from Waste Management to Environment Group for Health & Safety requirements, SSSI obligation, income generation priming and e-Government initiative.
 - £0.190m from Waste Management to Regeneration & Supporting Independence portfolio for £0.050m contribution to Dover Pride Programme Team; £0.050m Kent Empty Properties Initiative – continued engagement of consultancy advice to handle wider County remit; £0.090m Production of Regeneration Strategy and subsequent consultation and production.

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	
Environment, Highways & Waste portfolio							
Kent Highways Services	56,646	-8,511	48,135	1,030	-415	615	Additional Depot, Running Costs and SLA charges. Assumes Emergency Works met by Corporate Centre. Extra Recharges & Fees
Public Transport Contracts	7,677	-634	7,043	-25	-175	-200	Income from CFE and others above budget expectation
Rural Bus Grant	2,276	-2,276	0	430	-430	0	Non-grant income supporting further rural service.
Capital Programme Group	889	-444	445	-115	0	-115	A bid will be made to roll £160k of the design funds for Borough Green and Platt Bypass
Waste Management	60,037	-2,749	57,288	-3,245	-445	-3,690	Less tonnage via Allington and less tonnage overall. WEEE Grant and improved sales/Op. Cubit income.
Environmental Group	8,096	-3,931	4,165	795	-660	135	More project expenditure, supported by external funding, than included in the budget. Reduced income from Country Parks.
Transport Strategy	558	0	558	-115	0	-115	Vacant post. Slippage on CTRL Impact Study.
Resources	4,449	-467	3,982	970	-165	805	Directorate Budget Gap. IT licences higher than budgeted. Extra recharge (AIT) income.
Total E, H & W	140,628	-19,012	121,616	-275	-2,290	-2,565	

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Regeneration & Supporting Independence portfolio							
Regeneration & Projects - Area Teams & Major Projects	5,422	-1,112	4,310	-35	-565	-600	Extra DCLG activity. De-dualling of Fort Hill Road will slip to 2008/09 as will part of the funding for EK Empty Properties and Manston/Eurokent
Economic Development	2,946	-988	1,958	40	-65	-25	Minor Variations
Planning & Development	1,181	-57	1,124	-310	20	-290	£280k of delay in Local Development Framework, to be bid for roll forward. Similarly for Household & LT Crossing Studies. Reduced grant from Government.
Planning Applications	1,580	-468	1,112	-275	10	-265	Vacant posts. Delay on Shaw Grange remedials £250k, to be bid for roll forward.
Change & Development	285	0	285	220	-95	125	Unfunded post and seconded staff, with income
Kent Regeneration Fund	954	-850	104	-100	100	0	Projects held-back due to shortfall in funding.
Total Regen & SI	12,368	-3,475	8,893	-460	-595	-1,055	
Total Directorate Controllable	152,996	-22,487	130,509	-735	-2,885	-3,620	

1.1.3 Major Reasons for Variance:

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

Environment, Highways & Waste portfolio:

1.1.3.1 Kent Highway Services (KHS):

The budget requirement for the running costs of the KHS depot network was under estimated, at a cost of £340k, and SLA charges from Legal Services will be £265k in excess of budget reflecting an upsurge in the volume of work submitted.

Recharge and fees income for KHS is estimated to exceed the budget, particularly in the area of Section 38 Agreements (developer contributions towards the KHS design and supervision fee in respect of new housing developments), generating an extra £450k.

The demand, for operational (non street lights) maintenance on the Highway, will lead to an over spend of some £400k. However, a £240k under spending on Street Lighting Maintenance will form a roll forward bid.

A number of vacant posts in KHS Division have led to temporary appointments and there will be a cost overrun of £125k.

1.1.3.2 Public Transport Contracts:

One of the Towards 2010 targets is the provision of a Freedom Pass for public transport usage by 11 to 16 year olds. Two pilots are in progress. The take-up of passes has exceeded expectations but there hasn't been a commensurate increase in costs due to greater use of non-peak travel than anticipated. There will be additional income received from the Education Service, and others, exceeding the budget assumption by £175k.

1.1.3.3 Rural Bus Grant:

Additional non-grant income of £430k on Rural Bus Services is supporting further service provision.

1.1.3.4 Capital Programme Group:

There will be a re-phasing into 2008-09 of the design work on the Borough Green and Platt Bypass and £160k will be sought as roll-over.

1.1.3.5 Waste Management:

The Allington Waste to Energy plant is still not fully operational. After a long period of shutdown for repairs it began to come back on stream again on February 8th. As a result more waste is sent to Landfill than budgeted for, but this is at a cheaper rate, for the moment. Also, the waste tonnage to date, compared to last year, is reduced but remains volatile, hence an estimated

saving on the budget of some £3.4m is the result. Within this forecast an assessment has been made as to the period needed before full working of the Waste to Energy plant is achievable.

KCC has received WEEE grant income of £350k that was not built into the budget. Additional sales and Operation Cubit income of some £670k will be achieved. However, some £810k of WPEG budgeted income has been paid as a capital grant and therefore is not available to support the revenue budget as planned.

Income has been received from the district councils for the work of the Kent Waste Partnership and the Clean Kent Campaign (£230k).

A bid will be made to roll forward £280k to support the Kent Waste Partnership objectives.

1.1.3.6 Environmental Group:

In Environment, an ability to increase the level of external funding received, compared to the budget assumption, has enabled more projects to be achieved, resulting in an increase in both costs and income of £700k. However a reduction in the income from Country Parks, ascribed to the poor summer weather, has meant a shortfall on the budget of £100k.

1.1.3.7 Resources:

The Resources Division within the E,H&W Portfolio holds the Directorate-wide budget imbalance of £735k, which relies upon a Management Action Plan to ensure a balanced Portfolio budget by the year-end. The under spending of the Waste Management budget, detailed in 1.1.3.5 above, will provide the needed funding cover.

The Analysis & Information Team within Resources Division will exceed its income target by £190k.

Regeneration & Supporting Independence portfolio:

1.1.3.8 Regeneration & Projects Team:

There is an increased volume of DCLG activity within Regeneration & Projects, in relation to the Kent Thameside and Swale Forward Boards resulting in increased costs of £500k, which will be matched by 100% grant. The budget for this item has to be determined often before knowledge of all programmes of work is available. However, slippage of £450k on the Fort Hill, Margate de-dualling project will require a bid for roll-forward to next year.

1.1.3.9 Planning & Development:

A delay in the Minerals and Waste Local Development Framework will require a bid for roll-forward of £280k.

1.1.3.10 Planning Applications:

There is also a delay in the remedial works required to Shaw Grange of £250k.

1.1.3.11 Change & Development:

Within Change and Development, one occupied post is unfunded as the external funding has now ceased, and there are three seconded staff matched by 100% external funding of £100k. Expenditure will exceed the budget by £220k.

1.1.3.12 Kent Regeneration Fund:

Due to an expected shortfall in the Kings Hill income available for the Kent Regeneration Fund, projects have been held back wherever possible, leading to a reduction in costs and income of £100k.

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

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	The Waste WPEG grant was budgeted as 100% revenue grant but it is being paid as 50% capital grant and is therefore not available to support the revenue budget	+810	EHW	Reduced tonnage through the Allington WtE plant. Reduced tonnage in total, compared to the budget assumption.	-3,400
EHW	Directorate Budget Gap (covered from Waste under spend)	+735	EHW	Increased level of external funding enabling more projects within Environment Group	-700
EHW	More project expenditure supported by external funding within Environment Group	+700	EHW	Waste - improved sales / Operation Cubit income	-670
RSI	Increased Volume of DCLG activity - Kent Thameside & Swale Forward Boards	+500	RSI	Increased Volume of DCLG grant - Kent Thameside & Swale Forward Boards	-500
EHW	Rural Bus Services - non-grant income supporting further rural	+430	RSI	Re-phasing of Fort Hill, Margate de-dualling project	-450
EHW	Operational Highway Maintenance works	+400	EHW	Additional recharges and fees income from KHS Division	-450
EHW	Budget under-estimate on KHS depot running costs.	+340	EHW	Increase on non-grant income on rural bus services	-430
EHW	KHS Additional SLA charges (Legal Services)	+265	EHW	WEEE Grant not budgeted as income	-350
RSI	1 Unfunded post and Seconded Staff in Change & Development Division	+220	RSI	Delay in Minerals and Waste Local Development Framework activity	-280
EHW	Additional cost of temporary and agency staff within KHS	+125	RSI	Delay in Shaw Grange remedial works	-250
EHW	Reduction in Country Parks income due to poor summer weather	+100	EHW	Street Lighting Maintenance and Inventory	-240
RSI	Kent Regeneration Fund expected funding shortfall	+100	EHW	Unbudgeted income from Districts for Clean Kent and Kent Waste Partnership	-230
			EHW	Additional income from Analysis & Info Team	-190
			EHW	Additional income from base revenue supported bus services	-175
			EHW	Re-phasing into 2008-09 of design for the Borough Green & Platt Bypass	-160
			RSI	Seconded Staff funded externally in Change & Development Division	-100
			RSI	Kent Regeneration Fund - projects delayed due to expected funding shortfall	-100
		+4,725			-8,675

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

Whilst the Regeneration and Supporting Independence Portfolio shows a net under spending of £1,055k, it should be noted that a sum of £1,190k will be the subject of bids for roll forward into 2008/09, in order to complete key activities. Hence the imbalance is in reality +£135k, which relates, mainly, to a post in Change & Development for which the external funding has now ceased. The Directorate is confident that a funding solution will be found before the year-end.

The E, H & W Portfolio is showing a forecast net £2,565k under spend. This reflects that the Directorate budget net gap of £735k is a first call on the Waste Management under spend, which is forecast at £3,690k. Of the £2,565k net forecast under spend, a bid for roll forward will be made for £740k in order to complete a number of projects, leaving a residual £1,825k under spend. It is proposed to submit other bids for roll-over, subject to further discussion, as linked to the restructure of the Directorate and the replacement of a key management and financial information system.

It should be noted that this forecast assumes that the County Council's Emergency Reserve will provide funding to meet the estimated cost of £650k, for corrective work following the earthquake and floods in June and January, consistent with previous practice.

1.1.5 **Implications for MTFP:**

- The WtE plant at Allington is assumed to be at full operational capacity from 1st April 2008.
- The Directorate budget net gap of £735k has been re-aligned within the 2008/09 budget.

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

The following revenue projects are re-phasing into 2008-09, and therefore roll forward will be requested in order to complete these activities:

R&SI portfolio:

- £280k in respect of a delay in the Local Development Framework for Waste and Mineral Studies,
- £25k for the Lower Thames Crossing Study,
- £35k for the Household Study,
- £250k for Shaw Grange remedial works,
- £450k slippage on the Fort Hill de-dualling work
- £100k for the running costs of the Manston/Eurokent project.
- £50k for East Kent Empty Properties Initiative

EH&W portfolio:

- £60k in order to complete the CTRL Impact Study,
- £160k for the design of the Borough Green and Platt Bypass and
- £240k for Street Lighting maintenance programme and Inventory completion.
- £280k will be requested to roll forward to 2008-09 to support the Kent Waste Partnership objectives.

1.1.7 **Details & impact of proposals for residual variance:**

R&SI portfolio:

Under spends elsewhere in the Directorate will be achieved to provide a solution to the unfunded post within Change & Development Division.

EH&W portfolio:

As detailed in 1.1.4 above, roll forward bids will be submitted for the residual underspend after allowing for the re-phased projects detailed in 1.1.6, which are linked to the restructure of the Directorate and the replacement of a key management and financial information system.

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.

Cash limits have been adjusted since the last full monitoring report to reflect:

2007-08	2008-09	2009-10	Future
£000s	£000s	£000s	Years
			£000s

Environment, Highways & Waste portfolio:

- Major Scheme Design – external

funding for Arts Projects				
▪ Re-phasing per 2008-11 MTP	-25,987	6,782	15,265	79,330
▪ Thamesway – additional external funding from Kent Police & London & Continental Railways	407			
<u>Regeneration & Supporting Independence portfolio:</u>				
▪ Fastrack Delivery Executive – DCLG grant to install ticket machines	500			
▪ Kent Science Resource Centre – DCLG grant	717			
▪ Gravesend Community Arts Complex – DCLG grant & SEEDA funding	442			
▪ Re-phasing per 2008-11 MTP	-3,724	6,335	1,235	1,235
▪ Eurokent Road – inclusion of external funding and developer contributions in order to reflect the gross costs of the project		1,304		
▪ Gravesend Community Arts Complex – removal of revenue costs	-92	-10		

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

	Prev Yrs Exp £000s	2007-08 £000s	2008-09 £000s	2009-10 £000s	Future Yrs £000s	TOTAL £000s
Environment, Highways & Waste Portfolio						
Revised Budget per Dec Cabinet	64,753	112,251	67,028	53,795	88,428	386,255
Adjustments:						
- Major Scheme Design Art projects		160				160
- re-phasing per 2008-11 MTP		-25,987	6,782	15,265	79,330	75,390
- Thamesway external funding		407				407
Revised Budget	64,753	86,831	73,810	69,060	167,758	462,212
Variance		-1,370	3,409	0	0	2,039
split:						
- real variance		+284	+1,755			+2,039
- re-phasing		-1,654	+1,654			0
Regeneration & Supporting Independence Portfolio						
Revised Budget per Sept Cabinet	3,904	10,607	1,500	2,000	1,000	19,011
Adjustments:						
- Fastrack Delivery Exec DCLG grant		500				500
- Kent Science Resource Centre		717				717
- Gravesend Community Arts Complex		350	-10			340
- re-phasing per 2008-11 MTP		-3,724	6,335	1,235	1,235	5,081
- Eurokent Road external funding			1,304			1,304
Revised Budget	3,904	8,450	9,129	3,235	2,235	26,953
Variance		-2,471	+2,471	0	0	0
split:						
- real variance						0
- re-phasing		-2,471	+2,471			0
Directorate Total						
Revised Budget	68,657	95,281	82,939	72,295	169,993	489,165
Variance	0	-3,841	+5,880	+0	+0	2,039

Real Variance		+284	+1,755	0	0	+2,039
Re-phasing *		-4,125	+4,125	0	0	0

1.2.3 Main Reasons for Variance

Table 4 below, details all forecast capital variances over £250k in 2007-08 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 planning 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 planning stage, is explained further in section 1.2.4 below.

All real variances in excess of £250k are explained in section 1.2.5, together with the resourcing implications.

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

portfolio	Project	real/ phasing	Project Status			
			Rolling Programme	Approval to Spend	Approval to Plan	Preliminary Planning Stage
			£'000s	£'000s	£'000s	£'000s
Overspends/Projects ahead of schedule						
EHW	Highway Major Maintenance	Phasing	+2,329			
EHW	Integrated Transport Programme	Real	+516			
R&SI	East Kent Empty Property Initiative	Phasing		+398		
			+2,845	+398	0	0
Underspends/Projects behind schedule						
R&SI	Eurokent Spine Road	Phasing			-1,650	
EHW	Ashford Ring Road	Phasing		-1,535		
R&SI	Arts & Business Centre at Folkestone	Phasing		-1,219		
EHW	Re-shaping Kent Highways Accommodation	Phasing		-694		
EHW	Integrated Transport Programme	Phasing	-507			
EHW	Newtown Way Improvement	Phasing			-421	
EHW	Everards Link Phase 2	Phasing		-374		
			-507	-3,822	-2,071	0
			+2,338	-3,424	-2,071	0

1.2.4 Projects re-phasing by over £1m:

There are four schemes/programmes falling into this category, namely the Arts and Business Centre at Folkestone, the Eurokent Spine Road, the Ashford Ring Road, and the Highway Major Maintenance programme of works.

1.2.4.1 R&SI portfolio - Arts and Business Centre at Folkestone– slippage £1.219 million

This scheme is designed to assist the regeneration and employment opportunities in this part of East Kent. The project has slipped by £1.219 million representing 35% of the total value of the scheme. There has been a delay in the construction programme due to adverse weather and difficulties in pursuing the ground-works because of archaeological findings. There will be a delay in completion until late spring 2008. There are no specific service implications of this delay. Revised phasing of the scheme is now as follows:

	Prior Years	2007-08	2008-09	2009-10	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	477	2,223	800			3,500
Forecast	477	1,004	2,019			3,500
Variance	0	-1,219	1,219	0	0	0
FUNDING						
Budget:						
prudential	477	2,223	800			3,500
TOTAL	477	2,223	800	0	0	3,500
Forecast:						
prudential	477	1,004	2,019			3,500
TOTAL	477	1,004	2,019	0	0	3,500
Variance	0	-1,219	1,219	0	0	0

1.2.4.2 R&SI portfolio - Eurokent Spine Road– slippage £1.650m

This project is necessary in order that the regenerative benefits from the Manston/Eurokent developments can be achieved. The project has slipped by £1.65million representing 25% of the total value of the scheme. The proposal for this project assumed that there would be an earlier start date. However, the complex suite of agreements needing to be in place before committing to a contract has meant that the construction contract has only recently been awarded. The works are expected to complete in November 08 (3 months later than originally expected).

	Prior Years	2007-08	2008-09	2009-10	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget		2,400	4,304			6,704
Forecast		750	5,954			6,704
Variance	0	-1,650	1,650	0	0	0
FUNDING						
Budget:						
Developer contribution			763			763
External			541			541
capital receipt		2,400	3,000			5,400
TOTAL	0	2,400	4,304	0	0	6,704
Forecast:						
Developer contribution			763			763
External			541			541
capital receipt		750	4,650			5,400
TOTAL	0	750	5,954	0	0	6,704
Variance	0	-1,650	1,650	0	0	0

1.2.4.3 EH&W portfolio - Ashford Ring Road – slippage £1.535 million

This scheme is one element of the infrastructure required for the Ashford growth area. The project has slipped by £1.535 million representing 11% of the total value of the scheme. There has been a delay in the construction programme partly due to slower progress than anticipated but also to the adjoining development in County Square encountering problems, which has had an impact. There will be a delay in completion, the precise effect of which is under discussion. It should be noted that this forecast is based on the full scheme, although not all the funding is yet confirmed to be in place (and hence the noted over run in 2008/09 of £1.922m). It could be necessary to trim the scheme if the required funding is not achieved. There are no specific service implications of this delay. Revised phasing of the scheme is now as follows:

	Prior Years	2007-08	2008-09	2009-10	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget	1,437	8,697	1,840			11,974
Forecast	1,437	7,162	5,297			13,896
Variance	0	-1,535	3,457	0	0	1,922
FUNDING						
Budget:						
grant	1,437	7,458	850			9,745
loan	0	117	0			117
developer contribution	0	1,122	990			2,112
TOTAL	1,437	8,697	1,840	0	0	11,974
Forecast:						
grant	1,437	7,162	3,547			12,146
loan		0	50			50
developer contribution		0	1,700			1,700
TOTAL	1,437	7,162	5,297	0	0	13,896
Variance	0	-1,535	3,457	0	0	1,922

1.2.4.4 EH&W portfolio – Highway Major Maintenance – acceleration £2.329 million

In previous exception reports, it was reported that this £29m programme would not be completed by the year-end. Excellent progress has turned that position around, to the extent that the slippage declared previously of £1.060m (which has been reflected in the budget figures in the 2008-11 MTP and therefore also in the cash limits now used in this report) has been reversed and further works are to be completed late in the programme. There is a £2.329m acceleration against the revised budget which represents 8% of the total value of the 2007-08 annual highway major maintenance programme. It is recognised that this position results in a funding issue, and that if temporary borrowing is needed the Directorate will be required to meet the financing costs involved. The precise funding of this accelerated spend will be reviewed at year end once the final funding streams available to finance the overall 2007-08 capital spend for the authority are known. It is also acknowledged that next year's programme of works will need to be reduced as a result of the acceleration in the current year.

	Prior Years	2007-08	2008-09	2009-10	future years	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
BUDGET & FORECAST						
Budget		29,119	23,697	25,085	85,102	163,003
Forecast		31,448	21,368	25,085	85,102	163,003
Variance	0	2,329	-2,329	0	0	0
FUNDING						
Budget:						
Prudential		2,909	1,000			3,909
Prudential/Revenue		2,450				2,450
Loan		14,714	22,647	24,875	84,902	147,138
Grant		9,046	50	210	200	9,506
TOTAL	0	29,119	23,697	25,085	85,102	163,003
Forecast:						
Prudential		2,909	1,000			3,909
Prudential/Revenue		3,719	-1,269			2,450
Loan		15,774	21,587	24,875	84,902	147,138
Grant		9,046	50	210	200	9,506
TOTAL	0	31,448	21,368	25,085	85,102	163,003
Variance	0	2,329	-2,329	0	0	0

1.2.5 Projects with real variances, including resourcing implications:

Table 3 shows a real (net) over spend of £0.284m in 2007-08 and £1.755m in 2008-09, which is in respect of the following:

2007-08:

- +£516k Integrated Transport Programme which is to be met by a revenue contribution. In addition there is £0.507m being re-phased into 2008-09 funded by of supported borrowing.
- +£0.069m on Waste and country Parks projects which will be met by revenue contributions.
- -£0.213m on Waste Performance Grant funded projects; however there will be a compensatory reduction in grant.
- -£0.088m on the Thamesway project which will be matched by a compensatory reduction in grant funding.

2008-09:

- +£1.922m Ashford Ring Road – this is subject to the accessing of additional funding, otherwise the scheme will be trimmed back. A bid for additional Government grant has been submitted.
- -£0.112m Ashford Newtown Way improvement, which will be matched by a compensatory reduction in grant funding.
- -£0.055m on the Thamesway project which will be matched by a compensatory reduction in grant funding.

1.2.6 General Overview of capital programme:

(a) Risks:

The time limits placed on Government grant funding is posing operational problems with the timetable movements that is inherent in complex and large scale projects.

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

Monthly meetings with project managers take place to revise the forecast.

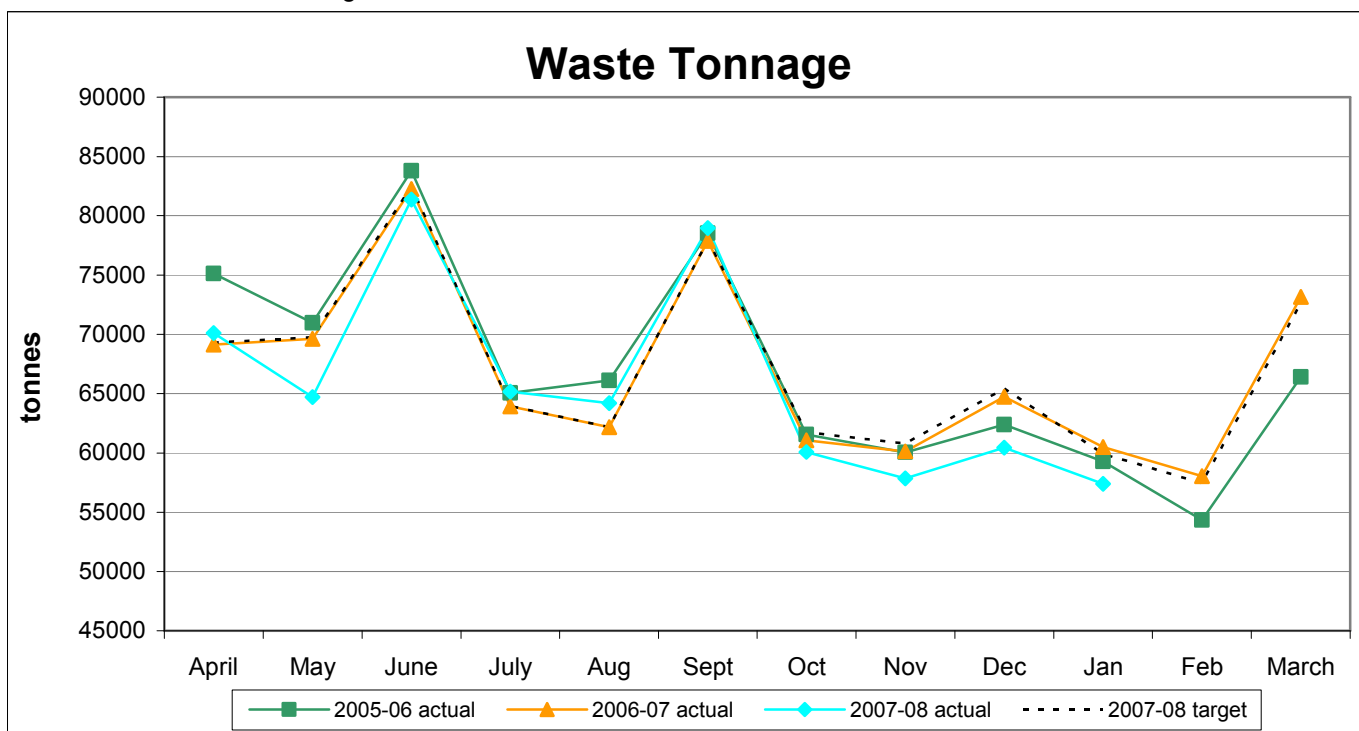
2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

2.1 Waste Tonnage:

	2005-06	2006-07	2007-08	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Business Plan Target *
April	75,142	69,137	76,102	69,290

May	70,964	69,606	64,715	69,760
June	83,770	82,244	81,351	82,425
July	65,063	63,942	65,172	63,953
August	66,113	62,181	64,202	62,189
September	78,534	77,871	78,956	77,912
October	61,553	61,066	60,086	61,751
November	60,051	60,124	57,853	60,807
December	62,397	64,734	60,450	65,426
January	59,279	60,519	57,382	59,932
February	54,337	58,036		57,443
March	66,402	73,171		72,610
TOTAL	803,605	802,631	660,269	803,498

* there has been some minor re-alignment of the profile since the first detailed monitoring report for 2007-08 to reflect outstanding data received from a number of district councils



Comments:

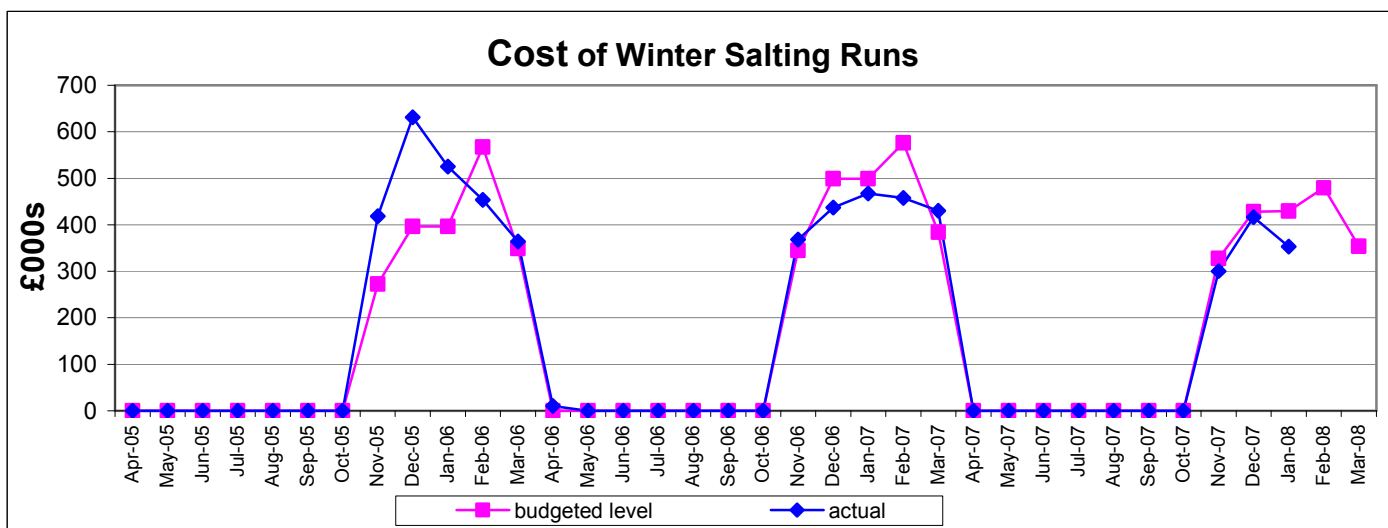
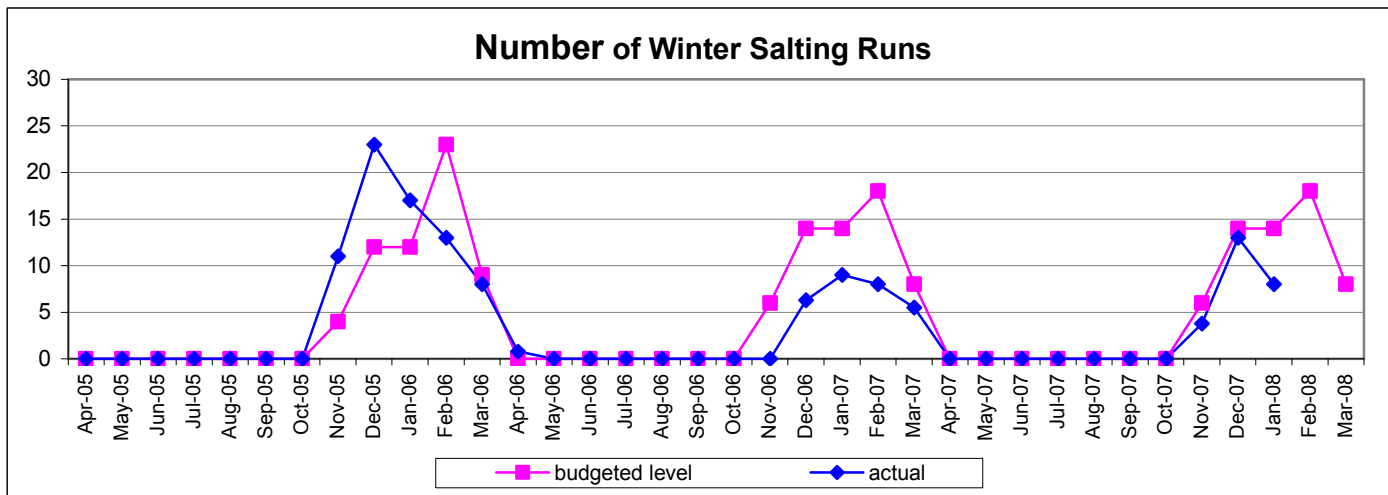
- Tonnage has declined slightly from last year. Also the expected volume to be put through the Allington WtE Plant is significantly below expectation. As, in the early years, the cost of Allington processing is higher than standard Landfill, the budget benefits from reduced costs. So, even if the total tonnage to be managed was the same as last year, there would still be an under spending on the budget, all other things being equal.
- The target tonnage profile has been amended slightly since the first detailed monitoring report for 2007-08.

2.2 Number and Cost of winter salting runs:

	2005-06				2006-07				2007-08			
	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	Budgeted level	Actual	Budgeted level	Actual	Budgeted Level	Actual	Budgeted Level	Actual	Budgeted level	Actual	Budgeted Level ²
				£000s	£000s	£000s	£000s			£000s	£000s	
April	-	-	-	-	0.8 ¹	-	10	-	-	-	-	
May	-	-	-	-	-	-	-	-	-	-	-	
June	-	-	-	-	-	-	-	-	-	-	-	
July	-	-	-	-	-	-	-	-	-	-	-	
August	-	-	-	-	-	-	-	-	-	-	-	

September	-	-	-	-	-	-	-	-	-	-	-	-
October	-	-	-	-	-	-	-	-	-	-	-	-
November	11	4	418	272	-	6	368	345	3.8	6	300	328
December	23	12	631	396	6.3	14	437	499	13	14	416	428
January	17	12	525	396	9.0	14	467	499	8	14	353	429
February	13	23	453	567	8.0	18	457	576		18		479
March	8	9	364	349	5.5	8	430	384		8		354
TOTAL	72	60	2,391	1,980	29.6	60	2,169	2,303	24.8	60	1,069	2,018

Note ¹: only part of the Kent Highways Network required salting
 Note ²: the 2007-08 budget excludes overheads, as these are now charged centrally

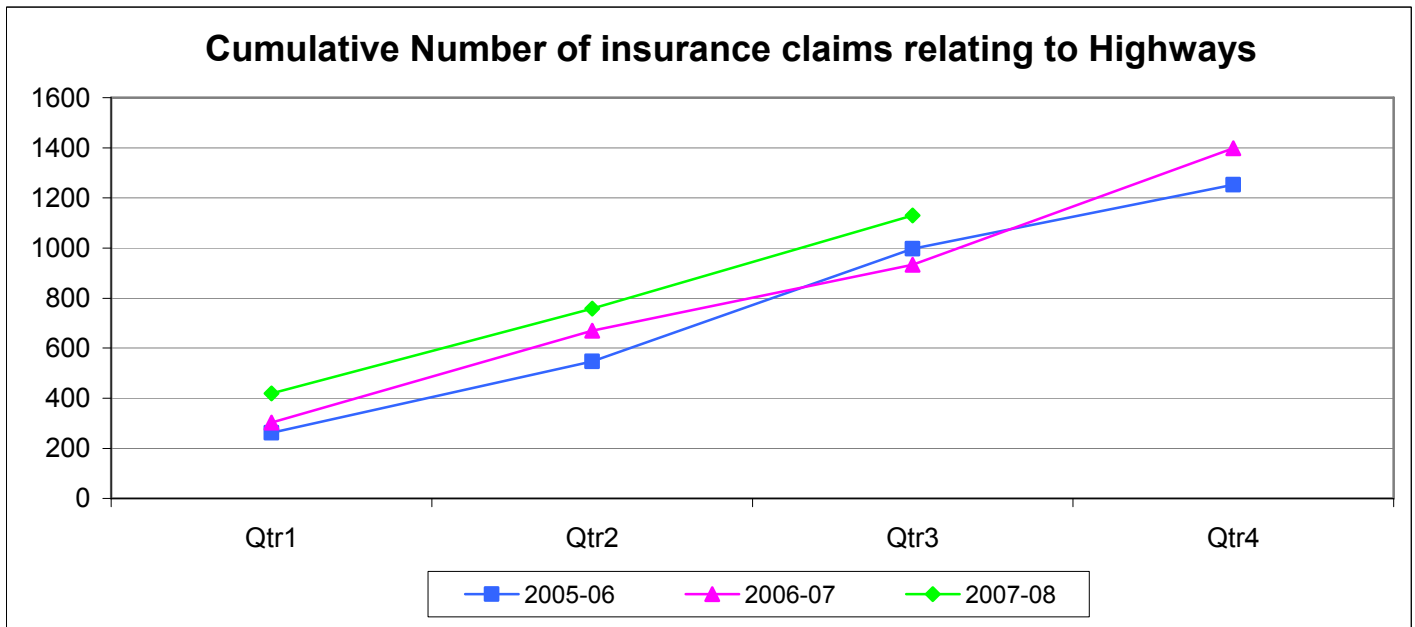


Comment:

- The charges for the Winter Maintenance Service reflect a large element of fixed cost; the smaller element being the variable cost of the salting runs. Contractual fixed costs have been apportioned equally over the 5 months of the salting period.

2.3 Number of insurance claims arising related to Highways:

	2005-06	2006-07	2007-08
	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April – June	263	303	419
July – September	547	669	758
October – December	997	933	1,130
January - March	1,252	1,398	



Comments:

- The increase in claims between 2005-06 and 2006-07 appears to reflect a national trend. Nearly all other county councils in South East England have reported a similar rise in 2006. Carriageway claims are starting to increase and this may be evidenced by the relatively high figure for the first three quarters of this financial year.

By: Adam Wilkinson, Managing Director – Environment and Regeneration

To: Environment & Regeneration Policy Overview Committee – 4th April 2008

Subject: KCC Regeneration Strategy

Classification: Unrestricted

Purpose of Report: To provide an update on progress being made towards the KCC Regeneration Strategy

Recommendation: That Members note the progress made and continue to support the continued work towards production of the KCC Regeneration Strategy

1. Introduction

- 1.1 Cabinet approved work to commence at the meeting of 21st January 2008. This report provides an update on progress to date.
- 1.2 A core team and working brief had been in place from early January 2008 and began work during the week commencing 7th January with the objective of providing the KCC Regeneration Strategy for Cabinet on the 12th May 2008.

2. Regeneration Strategy Scope & Approach

- 2.1 The proposed Strategy for KCC's role in Kent's regeneration is the continuation of a long-term corporate commitment to regeneration through the activities of Education, Social Services, Arts, Culture, Environment & Transport, and above all, a commitment to tackle deprivation at its root causes.
- 2.2 The strategy will be a living, dynamic document, updated every three years and with an annual action plan. It will set out KCC's regeneration priorities and how these relate to existing overarching Kent documents including Community Strategy, Kent Prospects and strategies for local transport, health, environment, skills, culture and other relevant areas. It will also make explicit how KCC's *Towards 2010* targets contribute to achieving KCC's corporate regeneration ambitions.

3. Project Team

- 3.1 Working directly to Adam Wilkinson, a Regeneration Strategy team was set up with Peter Welsh (Head of Analysis and Information Team) as project manager.
- 3.2 The team is made up of experienced officers from across the range of regeneration disciplines and includes representatives from CFE, KASS and CMY directorates.

4. Approach and Methodology

- 4.1 The strategy is being based upon a wide range of evidence and the first wave of analysis of core indicators, existing projects and priorities on a district by district basis is now complete.
- 4.2 National, Regional and Local strategy context analyses have been completed, including *Towards 2010*, V4K and the range of core strategies.
- 4.3 The current phase of analysis is focussing on identifying cross-Kent themes and priorities for the Strategic Action Plan section of the document

5. Engagement Process

- 5.1 Although not a statutory document, the KCC Regeneration Strategy is following best practice and engaging with partners through a series of meetings between Chief Executives and the Project Manager. These took place during w/c 28th January and w/c 4th February 2008 and prepared the ground for further substantive workshops with Districts/Boroughs and other partners organisations.
- 5.2 During the week commencing 25th February a series of workshops were held, hosted by Adam Wilkinson and Roger Gough with District Leaders, CEOs and Directors of Regeneration. The purpose of these meetings was to provide a clear opportunity to work with District partners on the key issues facing them and sought to explore opportunities for better working practices and continued project development.
- 5.3 The workshops focused on a review of the quantitative evidence compiled during the first part of the KCC Regeneration Strategy project and stimulated debate around the implications of using this intelligence-led approach, which was universally supported.
- 5.4 The findings of the workshops make up part of the evidence base of the KCC Regeneration Strategy and have confirmed or revealed issues central to its focus and delivery.

6. Drafting and Peer Review

- 6.1 The week commencing 4th March saw work on drafting the strategy begin, pulling together all of the information gathering phases, the district and comparative analysis, findings from the engagement workshop phase and the strategic context.
- 6.2 Throughout, the KCC Regeneration Strategy is being benchmarked against Equalities, Health, Environment, Transport and Rural impact assessments.
- 6.3 On 7th March, a workshop hosted by PASCAL International Observatory experts was held in Kent to provide external challenge to the strategy findings and direction. This relationship will continue beyond the project timescale and be used as a critical friend to developments.
- 6.4 The Strategic Action Plan information has been compiled across all KCC directorates and will be analysed and presented as a final stage of the work.

7. Recommendations

- 7.1 Environment & Regeneration Policy Overview Committee Members are asked to note this report, and support the continued work towards production of the KCC Regeneration Strategy.

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26th March 2008

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By: Adam Wilkinson, Managing Director, Environment & Regeneration

To: Environment & Regeneration Policy Overview Committee – 4 April 2008

Subject: Environment & Regeneration Review

Classification: Unrestricted

Purpose of Report: To provide an update to Members on the ongoing organisational review of Environment and Regeneration.

Recommendation: That Members note the progress made and continue to support the need for the proposed reorganisation of E&R, in order to facilitate the implementation of the Regeneration Strategy within the timetable agreed at Cabinet.

1. Introduction

- 1.1 As outlined in recent papers to Cabinet, entitled *Regeneration Strategy for KCC* and *Environment & Regeneration Directorate Review*, work is proceeding rapidly to produce a KCC Regeneration Strategy to be published in May 2008 and, at the same time, to review the structure and capacity within the organisation as regards its fitness to deliver the new strategy. The strategy will require strengthened economic development and regeneration capability and an enhanced ability to respond to strong external influences, including the sub-national review (SNR) of economic development.
- 1.2 The timing therefore of this organisational review allows maximum advantage to be taken of the changing policy landscape. It is imperative that KCC has both the capacity and capability to influence policy at the international, national, regional, sub-regional and local levels and to deliver regeneration outcomes on the ground for Kent. A key objective is to maintain and strengthen the interface between the Directorate, other parts of KCC, District Councils, the Regional Development Agency, and other agencies such as Locate in Kent and Kent Tourism Alliance as collaboration is the prime consideration in advancing the regeneration agenda.

2. The new proposed structure for Environment & Regeneration

- 2.1 In order to increase E&R's strategic capacity, it is proposed that a new **Regeneration Strategy Division** be formed. This new division will strengthen the Directorate's existing strategy and policy functions and will play a key role in positioning Kent at the forefront of regeneration at regional, national and international level. The division will provide an overview of all regeneration activity across Kent and will be accountable to the proposed KCC Regeneration Board¹, regularly reporting KCC's progress in delivery of the Regeneration Strategy for KCC. Acting in a client role, the division will use a programme management approach to ensure effective project delivery within

¹ See separate paper: *Regeneration Strategy for KCC* dated 6 February 2008 – Section 4.1

both Environment & Regeneration and elsewhere in KCC. The division will continue to prepare strategic planning, transport, economic & environmental policy for the county, and to carry out KCC's Local Development Framework & development control duties.

- 2.2 A new **Economy & Development Division** will deliver the catalytic regeneration projects which do not fall under the responsibility of the directorate's two key operational divisions (see next section) or elsewhere within KCC. The Economy & Development Division will operate both on a thematic and spatial basis aligned to the Regeneration Strategy. Teams will be multi-disciplinary with professionals coming together from development, planning, legal, procurement and other areas as appropriate. They will rely heavily upon full and effective support from other KCC directorates. The projects being handled by the existing Regeneration & Economy Division will be reviewed in the light of priorities that will be set out in the Regeneration Strategy for KCC.
- 2.3 The Directorate will have two major operational divisions – **Environment & Waste** and **Kent Highway Services**. The focus of these divisions will be on continuing to provide excellent front-line service delivery to the people of Kent. These divisions will have a vital role in delivering the objectives of the Regeneration Strategy for KCC. The regeneration focus will be on:
- managing Kent's waste;
 - protecting and enhancing the overall natural and built environment and improving access to it;
 - improving transport;
 - improving the health and safety of Kent's residents; and
 - reducing the fear of crime through their mutually complementary work through Kent.
- 2.4 Through their combined local community engagement and strong presence, these operational divisions will work closely with District and other partners to engender a feeling of 'pride of place'. In due course a re-branding strategy will be evolved to ensure high visibility of both environment and transport operational teams across Kent. Both operational teams have reviewed their organisational structures, with the majority of teams unaffected and will remain in their current form. There will be staff who currently work within the Business Development (**E&W**) and Business Performance & Communication (**KHS**) functions, including PAs from all service areas, who will form part of the new **Resources** division in the proposed re-structure.
- 2.5 To support the re-structuring of the directorate described above, at the heart of E&R will sit a new **Resources** division. Most resource functions currently located within divisions will be managed centrally in terms of their overall co-ordination to ensure equity and consistency of approach and to improve resource allocation across the directorate. Performance and quality management, business support, financial and procurement capability will be reviewed and, where necessary, strengthened.
- 2.6 Finally, the role of the existing **Directorate Strategy Team** will radically change. Divisional Directors will be more clearly focused on maximising the

opportunities of the new Regeneration Strategy for KCC and will work more explicitly as a single team. They will become more involved in the work of all divisions as we make further progress in working across traditional boundaries and in pursuing common objectives and shared aspirations, standards and values.

- 2.7 Many of the objectives of the Regeneration Strategy will relate to the work of other KCC directorates. E&R will seek to significantly strengthen some existing relationships, responsibilities and accountabilities to ensure the effective delivery of the Regeneration Strategy.

These include:

- KCC property acquisitions and disposals;
- cultural services/arts/sports development;
- vocational skills;
- Supporting Independence activities; and
- community development (including social enterprise).

3. Consultation

- 3.1 The consultation process has been a phased approach with Phase 1 focusing on increasing capacity for developing and delivering regeneration. This will principally affect staff in the current Strategy & Planning and Regeneration & Economy divisions. Phase 2 consults on proposals for resources functions. These will affect staff not only in the Resources division but across the whole of E&R.

- 3.2 E&R has agreed with Unison to commence formal consultation with staff on the proposed new structure from 10th March 2008 until the 17th April 2008. This takes into account the staggered release of Phase 1 and Phase 2 and ensures that consultation on both these phases finishes on the same date.

4. Timeframe

- 4.1 The intention is to have senior staff (KS13 and above) appointed to the new structure by the end of May 2008, in parallel with the publication of the new Kent Regeneration Strategy and its first annual action plan. Appointments to the remainder of the structure will take place from June 2008 onwards, with completion by September 2008.

Contact

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By: Adam Wilkinson, Managing Director Environment & Regeneration

To: Environment & Regeneration Policy Overview Committee – 4 April 2008

Subject: 2008/09 Risk Register

Classification: Unrestricted

Summary: To inform the Committee of the 2008/09 Risk Register for the Directorate and to seek comments and approval.

1. An integral part of the annual business planning process within the directorate is the production of divisional risk registers. These feed into the overall directorate-wide risk register which identifies risks that are cross-cutting in nature or are of a scale such that they warrant inclusion in the directorate-wide register even though they may be focussed in a single division.
2. The risk register for the directorate, which has been agreed and approved by the Directorate Strategy Team, is attached as appendix 1.
3. All risks are scored using a five by five matrix that assesses the likelihood of the risk occurring and its impact if it were to occur. Within the matrix the combination likelihood and risk produces a score, and these scores are categorised using a three-stage system of high, medium and low. These are colour coded as red, yellow and green in the risk register. Green in this respect does not mean there is no risk, but rather that the risk is felt to be low.
4. If members require further or more detailed information on any of the risks identified this can be obtained from Gemma Warburton in the Performance team, who coordinates the risk register for the directorate as a whole.

Recommendation

5. Members of this committee are invited to study this report and comment.

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Environment & Regeneration Directorate Risk Register 2008 - 2009

This is the Environment & Regeneration Directorate Risk Register for 2008 – 2009. In addition to this Directorate register, each Division of the Directorate has its own risk register. The focus for the Directorate register is on cross-cutting risks affecting the whole Directorate or at least several Divisions. Major risks to service delivery mostly affect a single Division and are therefore contained within Divisional registers, unless their impact is so great that the business continuity of the whole Directorate would be compromised. The Directorate register is agreed by the Directorate Strategy Team and each Division register by the respective Divisional Management Team. Monitoring against these registers is undertaken on a six monthly basis.

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

Risks should be scored for impact and likelihood to provide an overall ranking of 'high', 'medium' or 'low'. All scores should be entered onto the risk register.

i.e. Impact = 3: Likelihood = 4: Ranking = Medium

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
ER M1	I = 5 L = 4 Score = 20 Ranking = High	Financial, Reputation, Legislation	CTRL Claim (CPO Notice Dispute)	Manage/ Control	John Farmer	<ul style="list-style-type: none"> Legal Counsel Preliminary hearings 	<ul style="list-style-type: none"> Preliminary hearing before the President of the Lands Tribunal in Dec 07 Result of preliminary hearing likely end of Feb 08 to establish next action 	On-going
ER M2	I = 5 L = 3 Score = 15 Ranking = Medium	Emergencies, People, Physical, Financial, Legislation, Reputation	Health & Safety incidents with fatal/life threatening consequences (Staff) Corporate Manslaughter/ H&S prosecutions	Manage/ control	Leigh Herington, Chair of H&S Group Other key managers: Flavio Walker, Linda Davies, Geoff Harrison-Mee)	<ul style="list-style-type: none"> H&S officer H&S Champions in Divisions H&S Group Risk Assessments Procedures Staff training Monitoring Conditions of use Public notices 	<ul style="list-style-type: none"> Work towards ensuring a robust H&S Management System is in place (18001) Ensure suitable H&S Risk Assessments are in place which feed into Directorate risk register Audit of H&S training and Needs Continue to Audit high risk areas in order to identify the potential concern for corporate manslaughter 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
ER M3	I = 5 L = 3 Score = 15 Ranking = Medium	Service Delivery, People	Wrotham Judicial Review	Manage/control	Geoff Harrison-Mee	<ul style="list-style-type: none"> Close working with Planning team Legal Services advice Review options and alternatives 	<ul style="list-style-type: none"> Decision on the way forward to be agreed with Keith Ferrin and Paul Carter by spring. 	March 08
ER M4	I = 3 L = 3 Score = 9 Ranking = Medium	People, Financial, Reputation, Legislation Service Delivery	Ensuring motivated good performing staff to allow us to continue to provide/manage services and have appropriate human resource	Manage / control	DST and Line Managers within E&R Other Key Managers: Kim Hills, Chair of Work & Wellbeing Group/Change Group) and Directorate Personnel Manager	<ul style="list-style-type: none"> Management skills training Work Well Being Group liP action planning TCP and Appraisal process Learning Lunches Recruitment Retention Reward Group Events such as QSA Staff Surveys Support Line Reward Strategy Monitoring 	<ul style="list-style-type: none"> Induction training for all new managers Business Operating Plans include Strategic Objective on 'Developing motivated staff...' Regular staff survey to monitor staff views and help formulate action. Shaping future work on the results Promotion of regular appraisals, team meetings and one to ones to assess workloads and stress levels 	On-going
ER	I = 3	Financial,	Not able to	Manage/	Caroline Lwin	<ul style="list-style-type: none"> Development of funding strategies 	<ul style="list-style-type: none"> 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
M5	L = 3 Score = 9 Ranking = Medium	Reputation	<p>secure sufficient external funding / support required to ensure completion of important R&E projects.</p> <p>Having insufficient staffing capacity to ensure delivery</p>	Control		<ul style="list-style-type: none"> · Construction of robust business cases to secure funding and support · Briefings to Members to raise awareness and support · Appointment of dedicated project managers for high visibility projects · Ensure these projects are managed by experienced staff with proven track records on delivery · Use of business planning process to prioritise work activity · Regular reports to Leadership leads on strategic projects 		
ER M6	I = 3 L = 3 Score = 9 Ranking = Medium	Reputation, Financial	Ensure satisfaction with the services e.g. Member or public perceptions that the	Manage/control	Alan Loft	<ul style="list-style-type: none"> · Complaints procedure · Monitoring · Customer satisfaction monitoring · Mystery shopping 	<ul style="list-style-type: none"> · Consultation exercises · Work to achieve the Customer Charter Mark 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
			service are delivering and that money is being spent on the right things					
ER M7	I = 3 L = 3 Score = 9 Ranking = Medium	Financial Reputation	Establish a clear IT Strategy and ensure IT business improvement (MIDAS, WAMS 2, MVM, EDRMS, Kent View)	Manage/ Control	Alan Loft Other Key Managers: Barry Gould (MIDAS), David Beaver (WAMS 2), Sharon Thompson (MVM), Kelli Davis/Head of Organisation and Performance Improvement (EDRMS), Peter Welsh (Kent View)	.	<ul style="list-style-type: none"> Appoint an IT Strategy Manager Improve IT resource under new Directorate structure 	April/May 08
ER M8	I = 3 L = 3 Score = 9	Financial, Reputation	Un-expectedly high e take-up for Kent Freedom	Manage/ Control	Geoff Harrison Mee	<ul style="list-style-type: none"> Modelling of costs based on initial pilot Weekly count of applications Regular updates to Members 	.	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
	Ranking = Medium		Pass		Other Key Managers: David Hall			
ER M9	I = 3 L = 3 Score = 9 Ranking = Medium	Financial, Reputation	Ensure appropriate management of Capital Programme Major Schemes (Sittingbourne Northern Relief Road, Ashford Schemes, East Kent Access Phase 2)	Manage/ Control	Geoff Harrison Mee Other Key Managers: John Farmer	<ul style="list-style-type: none"> Regular budget reviews Project Estimate Review Board to be re-established Independent Estimate Review process Monitor construction price inflation 		On-going
ER M10	I = 3 L = 3 Score = 9 Ranking = Medium	Reputation	Borough Green/Platt by-pass implementing consent	Manage / Control	Geoff Harrison- Mee Other Key Managers: John Farmer		<ul style="list-style-type: none"> Planning consent review to identify what level of work constitutes and implementation of consent for this scheme (this must be done within 3 years to keep the consent active) 	
ER M11	I = 4 L = 2 Score = 8	Reputation, Partnerships	Failure to meet key targets in the Kent Environment	Manage/ Control	Leigh Herington (will be new Environment Policy Manager once appointed)	<ul style="list-style-type: none"> Strategies in place Monitoring, especially performance indicators Partnership working Established lines for 	<ul style="list-style-type: none"> Continue to raise awareness of issues 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
	Ranking = Medium		Strategy			accountability <ul style="list-style-type: none"> · Have secured Member support/buy-in · Business plans to include specific actions to deliver Climate Change Action Plan 		
ER M12	I = 4 L = 2 Score = 8 Ranking = Medium	Financial, Reputation, Partnerships, Physical	Failure to deliver aspirations of 'Kent – What Price Growth' by not delivering the key infrastructure that needs to be in place to achieve the sustainable communities agenda/benefits of new growth confined to Ashford and North Kent/housing development is linked to jobs growth	Manage/Control	Caroline Lwin	<ul style="list-style-type: none"> · Project progress reports · Clear delegation and accountability across directorates · Joint working · Business plan targets cover whole of county · Specific targets in business plan supporting economic and skills development · Use of economic statistics to · monitor and identify trends · Close involvement with Inward Investment Agency, (LiK) 	<ul style="list-style-type: none"> · Addressing issue of resources within Directorate restructure 	April/May 08
ER M13	I = 4	Financial	Regeneration Strategy fails	Manage/Control	Adam Wilkinson	<ul style="list-style-type: none"> · Specialist Team established 	<ul style="list-style-type: none"> · Approval/monitoring processes set up during restructure 	April 2008

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
	L = 2 Score = 8 Ranking = Medium		to materialise, resulting in no clear vision and possibly no lever to secure future funding for our services		Other Key Managers: Peter Welsh, DST		<ul style="list-style-type: none"> Directorate Restructure 	
ER M14	I = 4 L = 2 Score = 8 Ranking = Medium	Financial, Reputation	Insufficient budget/ major overspend on revenue budget 2008 – 2009 and beyond.	Manage / Control	Alan Loft Other Key Managers: Barry Gould, DST.	<ul style="list-style-type: none"> Budget monitoring Corporate reporting Activity Level Reporting Risk Assessment Management Action Plan to deliver savings Financial Procedures KHS Audit Waste Growth for 2008/09 assumed at +1% (higher than current growth level) 	<ul style="list-style-type: none"> DST agreeing MAP if required 	March 2009
ER M15	I = 4 L = 2 Score = 8 Ranking = Medium	Emergencies , People, Physical, Financial, Legislation, Reputation Service Delivery	Emergency event that disrupts staff & services for example: IT Systems failure, pandemic illness causing high level of absence &	Manage / Control	Alan Loft Other Key Managers: Natasha Stonestreet , DTB	<ul style="list-style-type: none"> Business Continuity Plan Back up of servers Virus protection & firewalls Maintenance agreements Sickness monitoring data 	<ul style="list-style-type: none"> Regular updates of Business Continuity Plans Externally hosted sites with disaster recovery in place. Testing of Directorate BCP by March 2008. 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
			threatening continuity of services. Risk is having inadequate Business Continuity Plans.					
ER M16	I = 4 L = 2 Score = 8 Ranking = Medium	Financial, Reputation	Capital Programme financial Management , (Ensure sufficient resources and appropriate scheduling to deliver the programme)	Manage / Control	Alan Loft Other Key Managers: Barry Gould, Geoff Harrison-Mee, Caroline Lwin, Bryan Raine	<ul style="list-style-type: none"> • Budget Monitoring • Corporate Reporting • Risk Assessments • Financial Procedures • Project Approval Process • Scheduling • PM Training 	<ul style="list-style-type: none"> • Monthly budget monitoring to continue alongside quarterly corporate monitoring. 	On-Going
ER M17	I = 2 L = 4 Score = 8 Ranking = Medium	Financial, Reputation	Ensure effective/appropriate management of KHS Programme delivery	Manage/ Control	Geoff Harrison Mee Other key Managers: Behdad Haratbar	<ul style="list-style-type: none"> • Monthly finance and programme reporting 	<ul style="list-style-type: none"> • 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
ER M18	I = 4 L = 2 Score = 8 Ranking = Medium	Financial, People, Service Delivery, Legislation, Reputation	E&R restructure causing disruption, low staff morale, loss of key people and expertise, pressure on E&R Directorate support services, need to restructure Directorate's budgets, expertise concentrated in too few people/areas, quality, uncertainty, excessive aspirations, filling capacity gaps e.g. project/programme management, Business Process Re-engineering,	Manage/Control	Adam Wilkinson Other Key Managers: DST	<ul style="list-style-type: none"> · Management skills training · Staff forums/consultations · Staff Change Groups · Training Budget · liP · PDP's, Appraisals, Induction · Succession Planning · Workload monitoring · Staff surveys · Support Line · Monitoring 	<ul style="list-style-type: none"> · Establish a Project Team with a Project Manager · Talent Management · Skills Audit 	April 2008

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
			IT Strategic capacity					
ER M19	I = 4 L = 2 Score = 8 Ranking = Medium	Reputation Financial	Operation Stack - Unable to find alternative solution		Leigh Herington Other Key Managers: Mick Sutch			
ER M20	I = 3 L = 2 Score = 6 Ranking = Low	People, Financial, Partnership, Reputation	Non delivery of improvements to the highway service through the KHS Alliance	Manage / Control	David Thomas	<ul style="list-style-type: none"> · Risk monitoring · Programme management · Communications · Member engagement · Operating plan and 7 Service Plans · Connected performance process to be rolled out across KHS · Regular Staff Surveys for early warning · Regular Resident, member and Parish Surveys for progress check 	<ul style="list-style-type: none"> · Alliance Executive and Board engaged in Risk management · Specific Transformation Programme Risk and issues strategy in place and monitored. · Publish a 'vision' to staff so that they know where KHS is going as well as the importance of their role in delivering the right service · Monthly Measuring Success report to Alliance Board Executive and all staff to demonstrate performance with actions identified and taken to drive improvement 	Monthly review

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
ER M21	I = 3 L = 2 Score = 6 Ranking = Low	Financial Service	Failure to secure developer contributions and infrastructure to help delivery of sustainable communities and service directorate strategies.	Manage / control	Nigel Smith	<ul style="list-style-type: none"> · Representations to Districts on LDF process. Team leads identified for each district · Joint negotiation strategies with Districts for major site developments (developments over 500 units) · Quarterly monitoring reports also sent to Cabinet, COG and FSB · Developer's Guide linked to Community Strategy · Use of in-house demographical model for identifying provision required from developers · Seek for full range of KCC services · Use of external contractor for work on minor sites and to assist with major site developments · Use of virtual multi-disciplinary teams to work on major sites · Training provided for team members on specific issues identified as part of staff development sessions · Continued liaison with AIT on service mapping (needs resourcing) 	<ul style="list-style-type: none"> · Continue series of training workshops where appropriate · Review of resource requirements and workloads in light of changes to personnel and priorities arising from Directorate re-structure · Development of standard proforma for progress reporting including project risk registers 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
ER M22	I = 3 L = 2 Score = 6 Ranking = Low	Financial	Waste Infrastructure Capital programme	Manage/ Control	Linda Davies Other Key Managers: Caroline Arnold	.	<ul style="list-style-type: none"> Following approval of funding, proposals will be developed to provide a split of options with appropriate proposals for risk transfer to avoid excess costs but mitigate exposure in each case, such as through acquiring the land. Further report setting out procurement proposals and seeking authority to proceed will be prepared Approval to move forward from 08/09 onwards to deliver these improvements will be sought through formal procedures 	
ER M23	I = 2 L = 3 Score = 6 Ranking = Low	Financial	Excessive delays in the production of the Waste Development Framework	Manage/ Control	Leigh Herington	<ul style="list-style-type: none"> Regular progress monitoring and reporting 		On-going
ER M24	I = 2 L = 3	Legislation, People, Reputation	Improving our Equality and Diversity performance	Manage / control	Linda Davies, Chair of Equalities Group/Change	<ul style="list-style-type: none"> Equalities Group Procedures Directorate Action Plan Link to Level Playing Fields', UNITE and Rainbow forums 	<ul style="list-style-type: none"> Work towards completing Level 3 of the ESLG Further promotion and monitoring of training for all staff 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
	Score = 6 Ranking = Low				Group Other Key Managers: Katie Chantler	as well as the DDA access group <ul style="list-style-type: none"> • EIA Work and ESLG work • Consultation procedures • Promotion of training opportunities to staff • Required element of project checklist • Monitoring • Access to key demographic and economic data via Kent View website • Specific actions being included in 2008/09 Business Operating Plans 		
ER M25	I = 2 L = 3 Score = 6 Ranking = Low	Legislation Reputation Financial	Infringe Data Protection Act / Freedom of Information Act	Manage / Control	Alan Loft Other Key Managers: Pauline Banks	<ul style="list-style-type: none"> • FOIA/DPA Officer • Procedures / Plan • Training • Monitoring • Corporate Reporting 	<ul style="list-style-type: none"> • Improved recording & monitoring System • Feedback/reports from FOI Co-ordinator included in QPMR to DST • Awareness sessions 	On-Going
ER M26	I = 3 L = 2 Score = 6 Ranking = Low	Financial, Reputation	Role as an accountable body for optimising external funding opportunities whilst coping with the demands of funding	Manage / Control	Alan Loft Other Key Managers: Barry Gould, Caroline Lwin, Bryan Raine,	<ul style="list-style-type: none"> • EF Procedures • EF Finance Team • EF Officers 	<ul style="list-style-type: none"> • Review 	Nov 2008

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
			regimes		Linda Davies.			
ER M27	I = 2 L = 3 Score = 6 Ranking = Low	People Emergency	Ensure reduced risk of violence to staff, especially in front-line services	Manage/ control	Leigh Herington Other Key Managers: Flavio Walker, Judith Feline, Geoff Harrison Mee	<ul style="list-style-type: none"> · Risk assessments · Procedures on lone working · Violence policy · Protective equipment · Staff training 	<ul style="list-style-type: none"> · Health and Safety group meet to discuss training and other requirements. · Extend and improve existing controls – introduction of Lone Star system in Contact Centre to be piloted as of January 2008 (CMY and E&R) with intention of introducing corporately 	On-going
ER M28	I = 3 L = 2 Score = 6 Ranking = Low	Climate, Change, Reputation	Adverse impact on environment and climate change arising from E&R business activity	Manage – Control	Linda Davies	<ul style="list-style-type: none"> · Use of dedicated staff leading on environmental regeneration projects · Mapping of existing activity · Project checklist requirement for projects demonstrate support for KCC Climate Action Change Programme · Close liaison with key agencies in project development · Learning lunches demonstrating exemplar projects · Work by Alison Cambray 	<ul style="list-style-type: none"> · Mainstream across all business activity · Further awareness raising among staff 	On-going
ER M29	I = 3 L = 2 Score = 6	People Reputation	Poor communications with staff/public	Manage/ control	Alan Loft Other Key Managers:	<ul style="list-style-type: none"> · Communications Officer/Strategy · Press & PR Strategy · Staff Survey · Complaints Monitoring · E&R Staff Forums · Change Groups 	<ul style="list-style-type: none"> · Look to address during the Directorate restructure 	On-going

Risk No	Rank	Source	Event	Planned Outcome	Accountable Manager	Existing Controls	New tasks/Action Plan	Date
	Ranking = Low				Janetta Murrie			

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By: Overview and Scrutiny and Localism Manager

To: Environment and Regeneration Policy Overview Committee - 4 April 2008

Subject: SELECT COMMITTEES - UPDATE

Classification: Unrestricted

Summary: This report updates Members on the Select Committee for Flood Risk and the Select Committee Topic Review Work Programme.

Recommendations: The Committee is asked to:-

- (a) note that the draft Minutes of the reconvened meeting of the Select Committee for Climate Change will be submitted to the meeting; and
 - (b) note the update on the Select Committee Topic Review and the Building Capacity for Policy Overview Committees.
-

Select Committee: Climate Change

1. (1) The Select Committee for Climate Change was reconvened and met on Wednesday, 26 March to discuss the progress made on the recommendations from this Select Committee Topic review, produced as a report by Alison Cambray, Climate Change Project Manager. The draft Minutes of the meeting are to follow.

Select Committee Topic Review Programme

2. (1) The Policy Overview Co-ordinating Committee (POCC) met on 14 February 2007 to consider the Select Committee Topic Review Programme. At this meeting it was agreed that the proposed topic review on Vulnerable Children would be withdrawn from the Topic Review Programme. The proposer had indicated that, as considerable work had been undertaken in the Children's Families and Education Directorate, he was satisfied that a review at this time would not be appropriate and he was happy for this to be withdrawn from the Programme.

(2) There were currently resources available for one review to start shortly and two potential topics had been identified. These were Provision of Activities for Young People and Autistic Spectrum Disorder (ASD) (proposed by the Director for Adult Social Services). After considerable deliberation, the Policy Overview Co-ordinating Committee decided that the next review to be carried out should be Autistic Spectrum Disorder (ASD), but that the review on Provision of Activities for Young People should be the next review to be undertaken once resources became available.

Building Capacity for Policy Overview Committees

3. At the meeting of the POCC on 14 February, Members received a report to aid discussion around building capacity for POCs. The comments made by

Members of POCC will be submitted to Chief Officers Group and ultimately Cabinet for their consideration of how to best build capacity for Policy Overview Committees. Initial feedback from the CPA inspection identified strengthening the Overview and Scrutiny function. I will be keeping all the Policy Overview Committees and the Policy Overview Co-ordinating Committee informed as collectively work is undertaken to continual improve the operation and effectiveness of the Policy Overview Committees

Recommendations

4. The Committee is asked to:-

- (a) note the draft Minutes of the reconvened meeting of the Select Committee for Climate Change will be submitted to the meeting; and
- (b) note the update on the Select Committee Topic Review and the Building Capacity for Policy Overview Committees.

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Background Information: *Nil*

By: Overview and Scrutiny and Localism Manager

To: Environment and Regeneration Policy Overview Committee – 4 April 2008

Subject: **MONITORING OF SELECT COMMITTEE RECOMMENDATIONS**

Classification: Unrestricted

Summary: This report updates Members on the Monitoring Select Committee recommendations.

Introduction

At the Policy Overview Co-ordinating Committee (POCC) on 14 February 2008 the Committee asked that the sponsoring Policy Overview Committees should over time review the outcomes of those topic reviews which were prepared prior to the formal monitoring process of Topic review recommendations being approved in 2006

CTRL Domestic Services

The spokesmen of the Committee have discussed in advance of today's meeting re-establishing a Select Committee to revisit the recommendations and refresh them having taken evidence from interested stakeholders. This piece of work is particularly relevant with the opening of Ebbsfleet station the impact on Ashford and the travelling public of the County.

Conclusion

If the Committee are minded to support the re-establishment of a Select Committee then the approval of the Policy Overview Co-ordinating Committee will be sought.

Recommendations

The Committee is asked to:-

- (a) note the request by the POCC to review Select Committee recommendations prior to 2006; and
- (b) to support the re-establishment of a Select Committee to revisit the recommendations and refresh them on the Future Rail Passenger Services for Kent.

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