

**ENVIRONMENT, HIGHWAYS AND WASTE POLICY  
OVERVIEW AND SCRUTINY COMMITTEE**

**Thursday, 29th July, 2010**

**10.00 am**

Darent Room, Sessions House, County Hall, Maidstone







## AGENDA

# ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 29th July, 2010, at 10.00 am**      Ask for      **Karen Mannering**  
**Darent Room, Sessions House, County Hall, Maidstone**      Telephone      **01622 694367**

*Tea/Coffee will be available 15 minutes before the meeting*

### Membership (12)

Conservative (11):      Mr C Hibberd (Chairman),      Mr J R Bullock, MBE,      Mr N J Collor,  
Mr J Cubitt,      Mr M J Harrison,      Mr J D Kirby,      Mr S Manion,  
Mr R A Pascoe,      Mr W Richardson,      Mrs E M Tweed      and  
Mr M Whiting

Liberal Democrat (1):      Mr M Robertson (Vice-Chairman)

### **UNRESTRICTED ITEMS**

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

#### Item No

#### **A. Committee Business**

- A1      Substitutes
- A2      Declaration of interests by Members in items on the Agenda for this meeting
- A3      Minutes - 25 May 2010 (Pages 1 - 10)

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

- B1      Cabinet Member's Update
- B2      Financial Monitoring 2010/11 (Pages 11 - 14)
- B3      Outturn Monitoring Report (Pages 15 - 76)
  - A. Outturn Business Plan Monitoring 2009/10 and Risk Register
  - B. EHW Financial Outturn 2009/10
- B4      Winter Service Consultation 2010 (Pages 77 - 98)
- B5      Interim Guidance Note 3: Residential Parking (Pages 99 - 110)
- B6      Repairs to Weather Damaged Roads Update (Pages 111 - 114)

B7 Strategic Transport Issues Verbal Update

B8 Sustainability and Climate Change Update (Pages 115 - 122)

**C. SELECT COMMITTEE UPDATE**

C1 Select Committee - update (Pages 123 - 142)

**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

**Wednesday, 21 July 2010**

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

**KENT COUNTY COUNCIL**

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**ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW  
AND SCRUTINY COMMITTEE**

MINUTES of a meeting of the Environment, Highways and Waste Policy Overview and Scrutiny Committee held at Oakwood House, Maidstone on Tuesday, 25 May 2010.

PRESENT: Mr C Hibberd (Chairman), Mr M Robertson (Vice-Chairman), Mr J R Bullock, MBE, Miss S J Carey (Substitute for Mr W Richardson), Mr A R Chell (Substitute for Mr R A Pascoe), Mr N J Collor, Mr J D Kirby, Mr S Manion, Mrs P A V Stockell (Substitute for Mr J Cubitt), Mrs E M Tweed and Mr M Whiting

ALSO PRESENT: Mr D L Brazier and Mr N J D Chard

IN ATTENDANCE: Mr M Austerberry (Executive Director, Environment, Highways and Waste), Mr J Burr (Director of Kent Highway Services), Mr S Allum (Mobility Management Team Leader), Mr N Bateman (Head of Technical Services), Mr D Beaver (Interim Head of Network Management), Mr B Haratbar (Head Of Countywide Improvements), Mrs S Kinsella (Street Lighting Team Leader), Mr M Sutch (Head of Planning & Transport Strategy), Mrs C Valentine (Community Delivery Manager) and Mrs K Mannering (Democratic Services Officer)

**UNRESTRICTED ITEMS**

**1. Minutes - 25 March 2010**

*(Item A3)*

RESOLVED that the Minutes of the meeting held on 25 March 2010 are correctly recorded and that they be signed by the Chairman.

**2. Cabinet Member's and Executive Director's Update**

*(Item B1)*

(1) Mr Chard gave a verbal report on the following issues:-

*Kent Highway Services*

Highways Capital Maintenance outturn; Weather damaged repairs to roads; Kent Permit Scheme; Kickstart; Traffic signals; Drainage; Road Safety – Ditch the Distraction; June and July Road Safety Campaigns; Kent & Medway Safety Camera Partnership.

*Environment & Waste*

Recent successful prosecutions through Clean Kent Partnership; Charter Mark for Customer Excellence; Flood Risk Management Officer; Country Parks.

*Integrated Strategy & Planning*

DaSTS Study London to Dover/Channel Tunnel; Lower Thames Crossing; Rail Summit; A21 Tonbridge – Pembury; Lydd Airport; South East Plan: Minerals Review; Minerals & Waste Development Framework; Local Development Frameworks.

(2) Mr Chard stated that, in future, a list of the issues intended to be included in his oral update would be circulated prior to the meeting.

(3) RESOLVED that the update be noted and a copy circulated to Members of the Committee.

### **3. Winter Service Consultation 2009/10**

*(Item B2)*

(1) At the POSC on 23 March 2010, it was reported that a consultation process on the winter service for 2009/10 would be taking place commencing April 2010. The results of the consultation would be used to inform and improve the winter service policy and plan for 2010/11. District winter plans would be made available on line to county and district Members. The report set out those involved in the consultation. The independent polling organisation IPSOS MORI had been commissioned to conduct in depth interviews with Chief Executives and assess the results of on line surveys.

(2) An interim summary of the results from the district councils was set out in the Appendix to the report. Some of the key findings were:

- Different experience across the districts
- Most main roads were cleared and treated adequately
- During the first phase of the bad weather KHS was thought to be badly prepared but the second phase showed that learning had clearly taken place
- There was a need for local district plans
- Inconsistent communication
- Contact centre needed to respond better to residents
- The Winter Service Policy was considered to be a reference document
- District and KHS should come together for discussions on key priority areas
- Good pre winter meeting needed to identify local priorities

(3) The online fieldwork would be closed on 1 June and IPSOS Mori would submit their final report by 16 June. The final consultation report and an initial draft Winter Service Policy would be presented to the July POSC meeting.

(4) RESOLVED that:-

- (a) the contents of the report be noted; and
- (b) the results of the discussions that had taken place at the meeting be incorporated into the report that would be presented to the Committee in July.

#### **4. Street Lighting Policy and Strategy 2010**

*(Item B3)*

(1) Kent Highway Services (KHS) provided and maintained street lights, lit signs and lit bollards for the benefit of highway users and to aid crime prevention. However, there was no statutory requirement on highway authorities to provide public lighting. All do and therefore require a policy and strategy document to lay out the way in which lighting was provided and maintained.

(2) Street lighting had made great steps forward in the recent past as shown by the very positive responses given as feedback by county and district members and parish councillors in the tracker survey of December 2009. The performance had remained at a consistently high level for defects wholly in the control of KHS. To maintain the progress that had been made and to set out the service direction for the future, a new policy and strategy had been produced by the Street Lighting team.

(3) The policy and strategy had been designed to address the three main principles of the street lighting service -

Energy and Carbon Emissions

Maintenance

Efficiency and Cost Reductions

(4) The proposed Policy document and the Strategy were attached as Appendices to the report. The hierarchy of the documents was very clear with the Strategy delivering the deal behind the Policy. Once the documents were approved, an Asset Management Plan would be created which would set out the levels of service to be delivered and the intervention criteria for maintenance that would apply.

(5) RESOLVED that the adoption of the Policy and Strategy for Street Lighting be supported and recommended to the Cabinet Member for adoption.

#### **5. Policy for the Management of Obstructions and Temporary Items on the Highway**

*(Item B4)*

(1) The report sought approval to a policy for the control and licensing of temporary items on the highway, including Advertising Boards and Tables and Chairs. The Enforcement Team had reviewed the previous Street Furniture Policy document and recommended updating current working procedures and improved control of obstructions on the highway. The main focus of the policy was to allow safe movement for pedestrians, those with buggies and those who had reduced mobility. Enforcement of the policy would be a key point, to remove items causing danger and a process of warnings and charges, ending in removal and disposal, where necessary, of items not licensed or not complying with licensing requirements.

(2) Details of the policy outline; charging and enforcement action were set out in the report. The proposals brought the control of A boards into line with current work practices, particularly in relation to Tables and Chairs which were already licensed,

rather than simply having operating guidelines. There were no major differences in approach and the proposals were both relevant and practicable in the control of A boards, to make the highway a safer place. The suggested fees were £65 per single A-board licence, (Tables and Chairs were currently £150 licence). A non-compliance charge of £47.50 would be applied, where a licence requirement or previous warning was not complied with. Licences were renewable on a yearly basis and would remain unchanged until such times as all licensing charges for highway activities were reviewed.

(3) Subject to the views of the Committee, it was proposed to recommend the approval of the Policy for Obstructions and Temporary Items on the Highway, to allow for licensing A-Boards on the highway as outlined in the report, also for charging of annual fees for A-board or Tables and Chairs licence and of a non-compliance charge to cover the cost of an inspection for any items on the highway, where a premise had after warning, failed to comply with what was required of them, whether through licence or formal warning. This would support the current approach being developed to improve control measures used for items on the highway, helping KHS to continue to provide a better experience for all highway users.

(4) RESOLVED that the Cabinet Member for Environment, Highways and Waste be recommended to approve the Policy for the Management of Obstructions and Temporary Items on the Highway.

## **6. Cycle Kent 2010**

*(Item B5)*

(1) Cycling was a low cost form of transport that offered numerous benefits for the people of Kent. Investment in cycle infrastructure was extremely cost effective with a reported benefit to cost ratio of at least 3:1 and often higher. Much had been done to meet the targets outlined in the Local Transport Plan for Kent 2006/11 (LTP). However, continued investment in a safe, high quality cycle network, training and promotion was required to significantly increase the number of people choosing to cycle on a regular basis. *Cycle Kent 2010* brought together a new strategic approach with support from national and local stakeholders to ensure that a well planned network that was popular, safe and convenient to use was achieved.

(2) The report outlined the rationale for investing in and supporting a growth in cycling. It highlighted achievements and steps being taken to meet the target to increase cycling trips in Kent. Additionally, Members were invited to attend and support a major event called **Cycle Kent 2010** on 18 June at Shorne Woods Country Park which would showcase cycling to key national and local decision makers.

(3) Whilst much had been achieved to date, it was important that the impetus was maintained and strengthened through further co-ordinated and joint working with partners. To this end, all County and District Members had been invited to attend *Cycle Kent 2010*. This important event for decision makers offered a unique opportunity to meet and question key figures from Cycling England, Sustrans, Department of Health and Britain's Olympic Team. The aim of the event was to maximise the potential of cycling in the county by bringing key stakeholders together to form a new Kent wide partnership and working group that would produce and drive forward a countywide cycling development plan.

(4) Cycling offered a unique combination of well documented benefits for the people of Kent. Benefits included improved health, well-being and fitness as well as delivering reductions in pollution and congestion. In addition, investment in cycling was cost effective and had wide public support.

(5) RESOLVED that:-

- (a) the work undertaken to date to develop and promote cycling initiatives in Kent be noted; and
- (b) the *Cycle Kent 2010* event on 18 June 2010 be endorsed and supported.

## **7. The Minerals and Waste Development Framework Informal Members Group** (Item B6)

(1) The Planning and Compulsory Purchase Act 2004 required the County Council to prepare a *Minerals and Waste Development Framework* (MWDF). This would contain policies and proposals for minerals and waste planning over the next 15-20 years. The MWDF would take into account the waste collection and disposal by KCC and the District Councils, but was at arms length from them. The programme for preparing the MWDF was set out in a *Development Scheme* (DS) approved by Government in May 2009.

(2) When it was adopted, the MWDF would become part of the statutory development plan, alongside the District Council *Local Development Frameworks* and the *South East Plan*. The MWDF was therefore a *Framework Plan* that set out the County Council's policy. Decisions on the policy direction at critical stages of the process, and the adoption of the MWDF were therefore matters for the POSC and the full Council.

(3) The MWDF had considerable technical content and its preparation would extend over about three years up to adoption of the Core Strategy, with the Sites Development Plan Document following immediately after this. The MWDF must be adopted by the full Council, and the route for such a policy document was through the EH&W POSC. The Informal Members Group included members of not only the POSC but also the Planning Applications Committee with experience of minerals and waste related developments. During the preparation of the MWDF the IMG might wish to invite other Members to attend for particular matters. The terms of reference; functions; and programme for the IMG were set out in the report.

(4) RESOLVED that the terms of reference; operation; and programme for the MWDF Informal Members Group be noted.

## **8. Passenger Rail Services** (Item B7)

(1) Following the completion of the Channel Tunnel Rail Link (HS1) in 2007, full domestic services between Kent and Stratford/St. Pancras using the high speed line were introduced from 13 December 2009. At the same time Southeastern completely

revised the timetable for all its services in Kent, South London and Sussex. The report updated Members on passenger rail services following the extensive timetable changes in December 2009.

(2) The Strategic Rail Authority (SRA) had consulted on a draft train specification for the Integrated Kent Franchise (IKF) in February 2004. The specification outlined the proposed number of trains per hour between stations in the peak and off-peak periods. The County Council responded to the draft, objecting in particular on proposals for the:-

- Loss of the Maidstone to Cannon Street service
- Loss of off-peak services at many smaller rural stations
- Reduction of services on the North Kent Line (NKL) to London termini other than St. Pancras
- HS1 services extending only as far as Folkestone Central station

(3) Despite intense lobbying from MPs, Maidstone and Tonbridge and Malling Borough Councils as well as the County Council, the Maidstone – Cannon Street services were cut from December. There were also fewer services from stations east of the Medway Towns on the NKL to Victoria and Charing Cross/Cannon Street and the journey times were now longer compared to the pre-13 December situation as more intermediate stops were made.

(4) Kent County Council held a Rail Summit on 25 March which involved Southeastern, Network Rail, Passenger Focus and rail user groups. Follow up meetings between the County Council and individual rail user groups were planned.

(5) At the Stakeholder meeting on 5 May, Southeastern discounted the likelihood of any significant changes being made in the current franchise which ran until 2012, with a possible extension to 2014 if performance targets were met by the train operator. Southeastern's revenues had not increased as forecast in the franchise agreement due to the recession and the delays in housing and employment development - particularly at Ebbsfleet and Stratford. Indeed, Government had had to grant Southeastern additional subsidy recently to compensate for the loss in revenue.

(6) As the last Government and Southeastern had refused to reintroduce the Maidstone to Cannon Street services, and to enable the High Speed services to stop at Deal, it was necessary to lobby the new Government. In addition, it was imperative that very strong representations were made to the Government to influence the train specification for the next franchise starting in 2014 to ensure that the current deficiencies in rail services were corrected. Specifically for services to and from Maidstone, options for improved services included reinstatement of the Cannon Street service: an all-day service to Blackfriars, City Thameslink, Farringdon and St. Pancras before or after the Thameslink scheme was completed; or the extension of high speed services to Maidstone West, via Strood.

(7) RESOLVED that the contents of the report be noted.

## **9. The Transportation and Safety Package Programme 2010/11**

*(Item B8)*

(1) Kent County Council's (KCC) local transport funding for 2010/11 was determined by the Department for Transport (DfT) in November 2007 as part of its assessment and settlement announcement regarding Kent's transport strategy, the Local Transport Plan (LTP). The funding had been provided to support local transport schemes that delivered the LTP, which itself set out the County Council's approach to achieving a number of key transport objectives.

(2) Kent's LTP funding for 2010/11 included a capital allocation of **£11.065m**, this consisted of borrowing approvals and grant and was intended for the implementation of Integrated Transport (IT) schemes. It was proposed that the total spend on IT schemes in 2010/11 was **£8.752m**; the balance was required for overhead costs including the cost of Over-run Scheme (schemes started in the latter part of 2009/10 and being completed in early 2010/11 financial year). Of this **£2.625m** was required to complete the 2009/10 programme, which included those schemes that were deferred in order to provide additional funding for maintenance. This resulted in a budget for implementing specified new schemes of **£6.052m**, which included an allowance of £50k for additional Casualty Reduction Measures (CRM) likely to come forward during the year and a small contingency reserve. The new schemes proposed for 2010/11 were set out in Appendix 2 of the report. The remaining £75k would be used to fund forward design work needed for planned 2011/12 schemes. The original allocation for new schemes in 2008/09 was £9.952m.

(3) The Transportation and Safety Package Programme for 2010/11 had been devised using Kent's Scheme Prioritisation System (SPS). All scheme proposals had been subjected to a formal assessment and had been prioritised in accordance with their likely impact and wider contribution towards Kent's strategic and local transport objectives.

(4) RESOLVED that:-

(a) the Cabinet Member for Environment, Highways and Waste be recommended to approve the proposed Transportation and Safety Package Programme for 2010/11, as set out in the Appendices to the report; and

(b) the Joint Transportation Boards receive updates on the approved schemes in their areas.

## **10. Future of Highways - Procurement Update**

*(Item B9)*

(1) On 21 April 2010, the Cabinet Member for Environment, Highways and Waste informed all county members that a decision had been made to procure a new highways maintenance contract. The report provided further information for members' interest, together with an Indicative Timeline.

(2) The main term maintenance and consultancy contracts were re-tendered in 2006 and the three contracts shown in Figure 1 of the report, were awarded with an initial five year term to 2011 with possible annual extensions to 2016. For some months the

Executive Director for Environment, Highways & Waste had been reviewing the highways procurement strategy and developing options for future service delivery with the Cabinet Member and other key stakeholders. The debate had centred on value for money and delivery. As a result of the review work, the decision had been made to re-procure the existing maintenance contracts.

(3) There would be a highways core services contract(s) for routine maintenance to be awarded in early summer 2011, with the following scope:

- routine maintenance (carriageway, footway, structure repairs);
- winter service;
- emergency and out of hours response;

It was essential to have such a core services contract to provide an adequate resource (vehicles and drivers) to deal with any eventuality and especially throughout the winter service.

A 'competitive dialogue' process would determine whether other services should also be included in the core services contract to drive greater economies of scale and deliverability resilience.

(4) Officers were currently preparing the contract notice that would appear in OJEU (the Official Journal of the European Union) and this would seek expressions of interest in the contract. Significant interest was expected, and a Suppliers' Day was planned for 8 June to give prospective bidders the opportunity to hear more about the County Council's requirements and the procurement process. An invitation to the session would be extended to members of the POSC and a further update would be presented at the July meeting.

(5) RESOLVED that:-

(a) the content of the report be noted; and

(b) Members inform the appropriate officers whether they wish to attend the Suppliers' Day on 8 June.

## **11. Select Committee - Update**

*(Item C1)*

### *Select Committee: Renewable Energy*

(1) Further to Minute 9 of 25 March 2010, the Select Committee had continued with its evidence gathering meetings; attended conferences; and made visits that included Pine Calyx, nr Dover and Renewable Energy Systems Holdings Limited. The Select Committee was now looking to form its recommendations and write its report by the end of July.

### *Suggestions for Select Committee Topic Reviews*

(2) The Scrutiny Board at its meeting on 24 February 2010 received an update on the current Select Committee topic review programme. Although resources to support reviews were all currently allocated, there would be the potential to start new reviews in November 2010 and January 2011. It was agreed that Members be asked

to consider whether there were any topics that they would like to put forward for consideration for inclusion in the future topic review programme.

(3) RESOLVED that:-

(a) the report be noted; and

(b) Members submit any suggestions for the 2010/11 Select Committee Topic Review Programme to Karen Mannering.

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**TO: Environment, Highways and Waste (EHW) Policy  
Overview & Scrutiny Committee – 29 July 2010**

**BY: Nick Chard, Cabinet Member for EHW  
Mike Austerberry, Executive Director of EHW**

**SUBJECT: Financial Monitoring 2010/11**

**Classification: Unrestricted**

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**Summary:**

Members of the POSC are asked to note the June budget monitoring exception report for 2009/10 reported to Cabinet on 12 July 2010.

**FOR INFORMATION**

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**1. Introduction**

- 1.1 This is a regular report to this Committee on the forecast outturn against budget for the EHW portfolio.

**2. Background**

- 2.1 A detailed quarterly budget monitoring report is presented to Cabinet, usually in September, December and March, and a draft final outturn report in June. These reports outline the full financial position for each portfolio and are reported to POSCs after they have been considered by Cabinet. In the intervening months an exception report is made to Cabinet outlining any significant variations from the quarterly report. The June exception monitoring report for 2010/11 is attached.

**3. Revenue**

- 3.1 The overall position for the EHW Directorate reported to Cabinet on 12 July was a predicted overspend of £0.29m. This has been caused by pressure on the Freedom Pass budget because of the popularity of the pass and the increased numbers of journeys taken.
- 3.2 There is also considerable price pressure on Waste, with the April RPI being much higher than budgeted. However this is being offset by forecast tonnage being lower than budgeted.

- 3.3 Since the exception report was written, the in-year budget reductions have been announced. Our revenue allocation from Area Based Grant (ABG) for road safety has been cut by £0.608m. This has resulted in a reduced contribution to the Kent & Medway Safety Camera Partnership of £0.44m and other road safety reductions of £0.168m (including not going ahead with the speed limit review).
- 3.4 KCC's allocation for 'Kickstart' funding of £0.441m was also removed but this reduction has not been passed on to the EHW portfolio.

#### **4. Capital**

- 4.1 The capital budget has seen significant in-year reductions since the exception report was written. The Integrated Transport (IT) funding has been cut by £4.105m, the road safety allocation by £0.508m and the highway maintenance allocation by £0.04m.
- 4.2 The reduction in the IT funding has meant that a number of schemes will now have to be deferred. A full list of the proposed deferred schemes has been provided to Members. In order to ensure best value for money, the schemes still going ahead in this financial year are those that are already being constructed, those which contribute to road safety, those which tackle congestion and those which attract matched funding. Schemes which are proposed as not being funded this year will receive further consideration if a Member wishes to contribute from their Member Highway Fund, and/or will receive further consideration next year once the national funding position is clearer.
- 4.3 The reduction in the road safety allocation will mean that new speed signs expected as a result of the Speed Limit Review will no longer be installed, as the review is not going ahead, (see revenue reduction above) and no more speed cameras will be installed.
- 4.4 The reduction on highways maintenance will result in a small revision to the programme of work for structures.

#### **5 Recommendations**

- 5.1 Members of the POSC are asked to note the budget variations for the EHW Portfolio for 2010/11 based on the June exception report to Cabinet and the effects of the subsequent in-year budget reductions.

**ENVIRONMENT, HIGHWAYS AND WASTE  
EXCEPTION MONITORING REPORT  
JUNE 2010-11**

**REVENUE**

	Cash Limit £000s	Variance		Movement £000s
		This month £000s	Last report £000s	
Directorate total	151,261	290	N/A	N/A
Management action	0	0	N/A	N/A
<b>Directorate total after management action</b>	<b>151,261</b>	<b>290</b>	<b>N/A</b>	<b>N/A</b>

The RPI index for April was much higher than budgeted, which has put significant price pressure on some of the Waste contracts. The Allington waste to energy price per tonne is £2.38 more than the budgeted figure which increases costs (assuming minimum tonnage through Allington of 325,000 tonnes) by £0.773m. Inflation on other disposal and Household Waste Recycling Centre contracts is expected to increase the total price pressure on waste to £1.1m.

This price pressure is expected to be offset by overall tonnage being less than the budgeted 760,000 tonnes. It is very early in the year to predict outturn tonnage with any level of certainty but there is an expectation that tonnage will be at least 16,000 tonnes below budget which would give a saving of £1.1m at an average disposal cost per tonne of £68. Therefore at this stage it is expected that the waste budget will break even.

Initial estimates on the cost of the Freedom Pass show a pressure of £390k due to the popularity of the pass and the number of journeys now being undertaken. This may increase during the year depending on the take-up of passes in the new academic year and more will be known around October.

Vacancies are being held in Resources to offset these pressures and there is expected to be an underspend of £0.1m

Overall, this leaves the Directorate with an unresolved pressure of £0.29m. We are looking at ways to address this but have no firm plans at present. The lack of room for manoeuvre in waste disposal and the constant pressures on highways maintenance mean that finding alternative savings is very difficult. However, the Directorate will do everything it can to produce a balanced budget at the year-end and is confident of doing so.

## **CAPITAL**

There were no exceptional capital movements to report for June.

Richard Hallett  
Directorate Finance Manger  
16 July 2010

By: Nick Chard, Cabinet Member, Environment, Highways & Waste  
Mike Austerberry, Executive Director, Environment, Highways & Waste

To: Environment, Highways & Waste Policy Overview and Scrutiny  
Committee - 29<sup>th</sup> July 2009

**Subject: Outturn Business Plan Monitoring 2009/10 and Risk Register**

Classification: Unrestricted

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Summary: This report details the directorate's progress against the Business Plans during the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010, covering achievement of performance against activity / projects and targets.

A copy of the refreshed EHW Risk Register, following the 2010/11 business planning cycle, is also included as promised to this committee in January 2010.

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## 1. INTRODUCTION

- 1.1 The Environment, Highways & Waste directorate completed the half-year monitoring of the priorities set out within the Service Level Business Plans and presented it to this committee in January 2010. This report presents a summarised **full-year** picture for each of the service units and an overview of the directorate as a whole.
- 1.2 As part of this outturn monitoring, progress was checked against each of the 2009/10 Service Level Business Plans and found that of the 166 projects and developments identified in our business plans for 2009/10, 159 (96%) were complete or part complete and being taken forward into 2010/11.
- 1.3 A copy of the Executive Director's Statement along with the individual reports for each of the units – Environment & Waste, Integrated Strategy & Planning, Kent Highway Services and Resources can be found at Appendix 1.
- 1.4 Also, as part of our refined business planning process we dovetailed our risk registers more closely with our 2010/11 business plans. Therefore, as promised to this committee in January 2010, the EHW 2010/11 Risk Register is attached at Appendix 2.
- 1.5 Members will be aware that the inclusion of risks on this register does not necessarily mean there is a problem. On the contrary it reflects the fact that we are well aware of them and of the need for controls.
- 1.6 During 2010/11 the controls in the risk register will continue to be tested and checked in order of significance, and new actions monitored.

## 2. RECOMMENDATIONS

- 2.1 Members are asked to **NOTE** the progress against Environment, Highways & Waste Service Level Business Plans for the period 1<sup>st</sup> April 2009 to 31<sup>st</sup> March 2010.
- 2.2 Members are asked to **NOTE** the Environment, Highways & Waste Directorate Risk Register updated in February 2010.

### **Richard Hallett**

Directorate Finance Manager, Environment, Highways & Waste  
01622 694035

[Richard.hallett@kent.gov.uk](mailto:Richard.hallett@kent.gov.uk)

### **Contact Officer(s):**

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Gemma Jones, Business Performance & Improvement Officer, 01622 696870,

[gemma.jones2@kent.gov.uk](mailto:gemma.jones2@kent.gov.uk)

## **Executive Director's summary - 2009/10 outturn monitoring**

### **Introduction**

The Environment, Highways and Waste directorate delivers high profile, universal services to the people of Kent. Our over-riding priority is to deliver these services with the greatest front-line impact, maintaining efficiency and maximising value for money at all times, whilst ensuring that our customers are treated well.

Looking back on the outcomes and achievements of the past year, I am encouraged to see sustained good performance of our directorate, illustrated by the fact that of the 166 projects and developments we identified in our business plans for 2009/10, 105 are complete, with the great majority of the remaining projects ongoing into next year. The attached reports provide detail of each of these.

### **Kent Highway Services**

KHS is the service where we have our most direct and immediate interface with the public of Kent. The past winter was the worst in the UK for over 30 years. KHS and our partners in the districts responded positively to the enormous demands placed on the service both in dealing with the adverse conditions at the time and the substantial increase in repair work that was needed once the emergency itself had passed. KHS conducted an extensive review of our winter service following the particularly harsh conditions, including formal consultation with Members and Parishes, and will use the lessons learnt to improve our response in future – we recognise that there were some problems and have built improvements into our future plans.

This abnormally harsh weather left roads across the entire country in serious need of urgent repairs. In response to this we arranged a major programme of repairs on Kent's minor road network. The '*Find and Fix*' initiative was launched using a number of local contractors to ensure a robust and systematic response to the deteriorating road condition. The entire initiative will run into the summer period to ensure a complete programme of repairs across the whole County.

Significant improvements have also been made in recent months to tackle the backlog of other routine repairs and whilst there is still more to be done the foundations are now in place to keep on top of basic maintenance. The 'pride in the patch' trial to raise the inspector/gang accountability for their area has been successful and is being rolled out across the County. The market testing of resurfacing schemes to challenge the competitiveness of the term contract has helped deliver efficiency savings of around 8%, which was reinvested in further work on the ground.

Investment in the highways asset reached nearly £50m in 2009-10 which was nearly double the previous year, the delivery of which was a major achievement for the team. The replacement of over 7,000 old mercury street lights has helped improve the quality of lighting, reduce faults and lowered energy consumption. The traffic light conversion to LED lamps is now complete, delivering savings in energy and more efficient maintenance.

The recent Highway Tracker Survey has shown that whilst good progress is being made there is still more to do. It is good to see the hard work of staff recognised by the public in the improved levels of satisfaction with the condition of pavements and streetlights but this is balanced by a drop in net satisfaction with the state of the roads.

The launch of 'My Kent Highways on-line' will, for the first time, give true transparency to Members, Parishes and the public on the status of the service requests they have made.

Call volumes to the Contact Centre remain at around 12,000 per month with 7,000 of these turning into requests for service. Improving our customer interface and response to feedback has been a key priority for us and the efforts of KHS in this regard are a positive demonstration of our commitment to customer service.

With regard to fatal and serious road casualties, Kent remains above the national average for % reduction in the number of people killed or seriously injured compared to the previous year. Kent is also on target to exceed the challenging national ten year target of a 40% reduction in killed and seriously injured on Kent's roads, easing the pressure on others such as the emergency services and the NHS.

We have made considerable efforts to reduce congestion on Kent's roads through our traffic management systems, soon to be extended beyond Maidstone into Canterbury and Gravesend, and already contributing to an 18% reduction in average journey times into Maidstone over the last year. We have also introduced the Kent Permit Scheme, Kent's groundbreaking programme, picked out by the Audit Commission in their CAA assessment of Kent as the first authority to trail blaze with tighter controls of roadworks permitting; and the Considerate Contractor Scheme, which is helping to improve the quality, timeliness and safety of roadworks undertaken by KHS and others. The successful countywide roll-out of the Freedom Pass has also, along with its many other benefits, had a positive impact on congestion, particularly around those schools where take-up has been substantial, and a total of around 22,000 passes have been issued to date.

## **Environment & Waste**

This year has again seen the amount of waste going to landfill reduce, as a result of the increased diversion to the waste to energy plant at Allington and an overall reduction in the amount of waste being generated. This is good news in financial terms and also brings environmental benefits. Some of the overall reduction in tonnage is attributable to the commendable work that has been carried out through the changing behaviours campaigns.

The East Kent Waste project, in conjunction with the four East Kent Districts, is still on course to deliver significant service improvements and savings for East Kent residents. The project will among other benefits allow for the extension of a wide range of recycling opportunities to as many properties as possible in East Kent, extending the provision of wheeled bins for recycling and taking food waste out of the residual waste stream.

Capital developments continued at the Country Parks with new play areas opening in several parks in time for the Easter holidays, and the Green Café opened at Manor Park. Work has begun on several other capital projects such as improving the car park at Lullingstone and preparatory work to improve information for visitors and the visitor centre services. Country Parks continue to exploit these capital developments along with other initiatives to increase their income generated. The percentage of income against expenditure for Country Parks has maintained a strong upward trend, increasing from 50% in 2008/09 to 57% in 2009/10.

The land cover change project commenced during the year. This will establish the area of land that is occupied in Kent by each type of land use, such as developed land, roads, motorways, mineral extraction, agricultural, woodland, coastal, and how this has changed since 1990. This provides basic monitoring information which tests the effectiveness of planning and other policies, for example, the Kent Structure Plan, in delivering on economic development, housing, and protection of the Green Belt.

On a smaller, but still significant scale, the bid to support supply chain SMEs in Kent, as part of the Low Carbon Futures project, was successful and will help to support their efforts to reduce emissions and become more resource efficient ultimately benefiting the wider-community.

A Flood Risk Officer was recruited in preparation for our new leadership role for flood risk management under 'The Flood and Water Management Act' (2010). Kent County Council will provide strategic leadership for flood risk management in Kent by working in partnership with relevant bodies across the County.

The Service has worked hard to improve the environmental performance of both Kent County Council and Kent. Following sustained work from the Sustainability and Climate Change team with each of the directorates, KCC achieved the Environmental Management standard ISO 14001 for all Council operations in May 2009.

### **Integrated Transport Strategy & Planning**

As part of IS&P's role to speak up for Kent, it supported local residents in their opposition to the proposed Kent International Gateway development at Bearsted, Maidstone. Major studies were undertaken examining the impact of the proposal and substantial evidence was subsequently submitted at the 12-week planning inquiry. The Secretary of State's decision is keenly awaited – due summer 2010. Similarly, strong economic, transport and environmental objections on the proposed Thames Estuary Airport were submitted by IS&P and sent to the Major of London by the Leader.

We will continue to push our own preferred location in the Gravesham area for the Lower Thames Crossing, with the greater opportunity this brings for opening up a new strategic road connection to the M11.

The introduction of domestic high speed rail services from Kent to London is a major economic generator and is an improvement for which we have been arguing strongly for a number of years. Similar strategic transport links on which IS&P and KHS worked very closely are two major road schemes, East Kent Access phase 2 and Sittingbourne Northern Relief Road, which were both started during 2009/10 and will greatly improve access to, and the economic prospects of, the areas where they are being built.

Phase 1 of the Developing a Sustainable Transport Strategy (DaSTS) study London to Dover/Channel Tunnel on behalf of the Department for Transport (DfT) was completed, recommending packages of options to address the twin growth pressures of increasing cross-Channel lorry movements and new housing.

Within the Planning Applications service one surprising outcome has been the relative consistency of proposals coming forward despite the economic downturn. This is especially noticeable in terms of the applications received from the private sector for development (e.g. minerals and waste applications) and there are indications that this pressure is unlikely to abate in the future.

## **Business Plan Performance 2009-10**

### **Environment & Waste**

#### **Summary Business Plan details**

The core activities of the Environment and Waste division are to discharge KCC's statutory function to dispose of c760,000 tonnes of household waste and achieve targets for diversion from landfill, recycling and reduction through its Waste Management group. It also has a statutory function to manage and maintain the 6847km of Public Rights of Way network in Kent, provide the Common Land & Village Greens service. It does that through the Countryside Access team which includes the popular, Explore Kent brand of products which promote enjoyment of the countryside through walking, cycling and riding. The Country Parks service manages 19 country parks with approx 1.5 million visits each year and the Division also hosts the Kent Downs Area of Outstanding Natural Beauty unit which is charged with protecting and promoting the natural beauty and special character of the Kent Downs. The Heritage Conservation team provides archaeological planning advice to Kent's districts and others, and promotes understanding and enjoyment of Kent's distinctive heritage. A significant new duty has been vested in Kent County Council to lead on flood risk management in Kent and the Natural Environment and Coasts team leads this in addition to providing ecological planning advice to KCC, districts and others, and helping other directorates to deliver KCC's Biodiversity Duty. The Sustainability and Climate Change team are ensuring the delivery of KCC's Environment Policy, the Kent Agreement Environmental Excellence Targets and have recently delivered the revised Kent Environment Strategy.

The Church Marshes Transfer Station and Household Waste Recycling Centre were successfully transferred in-house and is now operated by KCF Ltd, part of Kent Commercial Services. Information signage at all our Household Waste Recycling Centres was improved to help customers understand who is operating the services and how to sort the waste for ease of recycling. Following customer feedback we made changes to the height barriers and some opening times at Household Waste Recycling Centres; height barriers were increased to 2 metres, with vehicles taller than 2 metres able to use larger sites on specific days and we will be piloting some longer opening times.

This year has again seen the amount of waste going to landfill reduce as a result of the increased diversion to the waste to energy plant at Allington, and an overall reduction in the amount of waste being generated. A campaign to encourage the recycling of waste electrical equipment was developed and we launched a Community Waste Action fund to provide eleven organisations in Kent with funding to support community waste services

The Countryside Access Service began an innovative Health Inequalities project with NHS, working with GPs to encourage individual patients to choose walking to improve their health, and the service launched a Key Stage 2 Education Toolkit to national acclaim. The service delivered over £1m worth of capital improvements to the Rights of Way network, and Explore Kent is now receiving 100,000 page views per month. Under the banner "Fit as a Fiddle" the Countryside Management Partnerships delivered practical countryside taster sessions for over 50's across the county who wanted to improve their fitness.

Reaching out to and involving our communities with our work is a key feature of much of our Service. September saw the launch of an innovative new project in Sittingbourne: the Anglo-Saxon Conservation Science Investigations provided a public exhibition of the amazing finds from the previously unknown cemetery. The successful community archaeology project continued at Shorne Woods Country Park with over 400 people volunteering for the excavations, and an open day at Randall Manor, wider survey of the archaeology of the park, permanent display and interpretation at the visitor centre were delivered. More than 2000 people came to

*Kent Goes Wild at Mote* in September in Kent's biggest ever celebration of wildlife recording, over 7,000 attended Kent Coastal Week and 500 more children signed up as Junior Wildlife Recorders. We ran an Explore Kent photo competition and almost 200 fantastic woodland images were submitted. More than 100 volunteer Countryside Access Wardens were recruited by the Countryside Access Service to monitor the condition of the network and undertake minor maintenance tasks.

Capital developments continued at the Country Parks with new play areas opening in several parks in time for the Easter holidays, and the Green Café opened at Manor Park. Work has begun on several capital projects which will take more than one year to complete. For example, at Lullingstone Country Park work towards improving the car parking began, and preparatory work to improve information for visitors and the visitor centre services.

The Service continues to bid for external funding to underpin its activities and this year saw several successful projects given the green light. We secured EU funding of 2.4 million euros for the ARCH project, bringing £941k into Kent to assess change in land cover in Kent, to develop a planning tool, and to look for new and innovative ways to survey habitats. A bid (worth approx £370k over 3 years) for ERDF funding for a Low Carbon Futures project was successful to help support supply chain Small and Medium Enterprises (SMEs) in Kent to become more resource efficient and reduce their emissions. A bid for Interreg IVA funding (worth approximately £130k over 3 years) was successful – this will fund a woodland biomass project.

The Service worked to improve the environmental performance of both Kent County Council and Kent. Following sustained work from the Sustainability and Climate Change team with each of the Directorates, KCC achieved the Environmental Management standard ISO 14001 for all Council operations in May 2009. The number of Green Guardians we have across all Directorates doubled to more than 240 – all working to raise awareness and take actions to improve KCC's environmental behaviours. The Free tree scheme went county-wide (and Bexley!) this year with over 42,000 trees handed out by the Countryside Partnerships to residents, community groups and schools; in total the trees have the potential to absorb over 1,500 tonnes of carbon dioxide over their lifetime.

### Key Performance Indicators & Activity Levels

Indicator	2007/08 Actual	2008/9 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ► not improving ▼ deteriorating
<b>NI 185:</b> CO <sub>2</sub> reduction from Local Authority operations	Not reported	119,716 Tonnes (Baseline data)	Not set	To be confirmed	Not available
<b>NI 186:</b> Per capita CO <sub>2</sub> emissions in the LA area	6.9%	Not available	0%	Not yet available	Not available
<b>NI 188:</b> Adapting to climate change	Level 1	Level 1	Level 2	Level 2	▲ improving
<b>NI 189:</b> Percentage of agreed actions in flood and coastal erosion risk management plans that are satisfactorily undertaken	Not reported	100%	100%	100%	On target
Indicator	2007/08 Actual	2008/9 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ► not improving

<b>NI 191:</b> Residual household waste per household (Kilograms)	780	699	733	658.6	▲ improving
<b>NI 192:</b> Percentage of household waste recycled and composted	35.8%	38.7%	40.8%	38.5%	► not improving
<b>NI 193:</b> Percentage of municipal waste land filled	53.2%	45.5%	18.8%	25.9%	▲ improving
<b>NI 194:</b> Level of air quality ○ reduction Nox ○ primary PM10 emissions through local authority's estate and operations	Not reported	198.5 tonnes 6.0 tonnes (Baseline data)	Not set Not set	To be confirmed	Not available
<b>NI 197:</b> Improved Local Biodiversity - % of Local Sites (a total of 437 sites) where positive conservation management has been or is being implemented	52.9%	50.6%	58%	54%	▲ improving
E&W FOI/EIR requests responded to within 20 working days	69%	65.4%	85%	80%	▲ improving
<b>Reason for target not met:</b> Significant improvement on last year's result only narrowly missing the challenging target set for 2009/10.					
E&W complaints acknowledged within 3 working days	Awaiting info	95%	100%	90%	▼ deteriorating
<b>Reason for target not met:</b> Stretching target (100%) and staff have been attending customer service training which has reinforced the need for timely responses to complaints and contacts from the public					
E&W complaints responded to within 20 working days	Awaiting info	99%	100%	98%	▼ deteriorating
<b>Reason for target not met:</b> Stretching target (100%) and staff have been attending customer service training which has reinforced the need for timely responses to complaints and contacts from the public					
% of E&W invoices paid within 20 days	New Indicator	New Indicator (93.8% indicative)	100%	88.6%	Not available
<b>Reason for target not met:</b> A challenging target of 100% was set and despite the January results (during the snow) pulling performance down for the year; E&W were not far off target and EHW as a whole were still above the KCC average for 2009/10.					
<b>Indicator</b>	<b>2007/08 Actual</b>	<b>2008/9 Actual</b>	<b>2009/10 Target</b>	<b>2009/10 Actual/ Est</b>	<b>Trend</b> ▲ improving ► not improving ▼ deteriorating
% E&W Member Enquiries responded to on time	New Indicator	New Indicator	100%	100%	Not available

Reduction in E&W's Business Mileage	New indicator	-10%	-10% (317,070 miles)	Information not yet available	Not available
% of the PROW Network easy to use	74%	74%	75%	75%	▲ improving
Number of visitors to Country Parks	NA	1.4 million	1.5 million	1.44* million	▲ improving
<b>Reason for target not met:</b> This figure is estimated for the year ending 31 <sup>st</sup> March 2010 as some data from individual parks is not available due to broken car counters. However, given the increase in income at the parks it is felt that the numbers may be being underestimated.					
% of Country Parks income against expenditure	NA	50%	50%	57.4%	▲ improving
% Waste Growth	NA	-2.3%	-2%	-3.2%	▲ improving
Improve access to information on Kent's natural environment through Kent Landscape Information System (KLIS)	NA	Average of 1600 hits per month in 2007/8	Increase hits on KLIS website to 2000	tba	tba
Responding to requests for archaeological, historic buildings and historic landscape planning advice to time and appropriate professional standard	NA	80%	80%	80%	▶ not improving
Managing the Historic Environment Record - % of HER searches responded to in 7 working days	NA	82%	82%	82%	▶ not improving
Number of hits on Explore Kent website	NA	90,000 per month	90,000 per month	av 90,000 per month	▶ not improving
Number of stiles removed from the PROW network	NA	395	250 pa	613	▲ improving
Reduce waiting times for PROW statutory Orders	NA	18 months	18 months	18 months	▶ not improving

### Benchmarking Information

Full year benchmarking data not available for 2009/10 figures until July 2010.

## Performance Against Projects/Developments / Key Actions

Year end monitoring

Total number of Projects/Development/Key Actions in Plan: **42**

Tasks Complete (Green) Number / % of total	Part Complete and being carried forward (Amber) Number / % of total	Red Tasks Number / % of total
30/72%	9/21%	3/7%

Many projects in the Amber category are projects which stretch over more than one financial year and therefore cannot be considered as completed until the whole action plan has been completed. Some are subject to delays caused by other factors.

- Procurement of a waste transfer station in the Ashford area – OJEU notice being prepared
- Delivery of waste capital programme – individual projects ongoing, with delivery according to specified timetable
- Landfill Allowance Trading Scheme – ongoing until 2020
- Bid for community archaeologist is being included in Archaeological Resource Centre bid.
- Lullingstone car park to be completed in Dec 2009
- Wood lotting project ongoing
- Roll out of Smarter Working Toolkit is still being delayed due to the BWP Project
- Biomass action plan to be agreed by Energy Select Committee in 2010
- Water efficiency awareness raising action plan delayed and still being worked on

The red tasks:

1. Replacement of Dartford HWRC – the identified site could not be pursued due to planning issues, and another site had not yet been found. The lease for the existing site continues.
2. Green Flag for Lullingstone – delays in completing car parking meant application was not submitted and as the work is not now expected to be completed until around December 2010; the application will not go in until 2011-12. Application for Manor Park will be submitted in 2011 instead
3. Address the public green space and sustainability deficit in the Ashford Area – project stopped following change of portfolio holder.

NB: Reduce carbon emissions in the KCC Estate and Kent – although the individual actions are done (Green) or ongoing (Amber), the overall target is still red.

### Towards 2010

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
Target 41: Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy-efficient, robust and built to last materials	On course	On course	On course	Done and ongoing
Target 42: Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies	More progress needed	More progress needed	More progress needed	More progress needed)
Target 43: Expand the Clean Kent programme to tackle the top 20 fly-tipping hotspots and increase the capacity to prosecute fly-tipping offenders	On course	On course	On course	Done and ongoing
Target 45: Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage	On course	On course	On course	On course

### External Evaluation

#### Summarised User feedback:

Business Unit	Number of Complaints received 01/04/09 - 31/03/10	Complaints Acknowledged within 3 working days	Complaints responded to within 20 working days	Number of compliments received 01/04/09 – 31/03/10
		Actual / %	Actual / %	
E&W	380	341 (90%)	374 (98%)	1163

A Customer Charter Mark health check review was held in April 2009 and a report issued. In April 2010 a further health check highlighted the progress that had been made to address the partial non-compliances from 2009 audit. In April 2010 we showed that we had addressed one of the partial non-compliances and were making significant progress on another: giving feedback on how we deliver to our standards more widely available, using a variety of methods. The Division has two outstanding partial non-compliances and is now examining where further work is needed to prepare for the Excellence in Customer Service standard.

Country Parks were reviewed as part of the KCC re-accreditation for Investors in People and the report showed that the service had met all 10 criteria in the evaluation. All staff had been engaged in the development of the Country Parks strategy and were fully aware of their own role in delivering the strategy and the service. Activities such as task days, all staff meetings and other learning and development opportunities were advertised widely in advance so that arrangements could be made for the staff to attend as appropriate.

During 2009/10 the Division worked on its policies, processes and procedures for managing and recruiting volunteers, in preparation for its application for the Investing in Volunteering award.

Much of the initial work was completed by the end of March 2010 and the division is awaiting the outcome of its audit against the standards in mid-May 2010.

2009/10 was another successful year for external validation and acclamation through nominations and awards for the division. The Clean Kent 'Fight Fly-tipping' campaign won gold and two silver awards at the Chartered Institute of Public Relations Awards, and the website won the best website category at the awards. Our work on the Love Food, Hate Waste Kent campaign got into the finalist list. The Countryside Access Improvement Plan was lauded as 'Excellent' in the Institute of Public Rights of Way national awards and recognised as the most innovative and enterprising Rights of Way Plan in the country. Trosley, Shorne Woods and Brockhill Country Parks won the prestigious Green Flag Award again this year. Kent Downs AONB was highly commended as 'global best destination' in the Responsible Tourism Awards.

## Environmental Performance

Objective/target	On track/more progress needed/completed	Supporting performance data for measurable objectives (eg cost savings, paper savings etc)
Make adaptations to Country Park buildings to ensure energy efficiency	On track	Being included in projects as they are planned
Reduce overall business miles by all Countryside Access officers by reviewing the planning of site inspections and installing video conference facilities at both area offices	On track	Video conferencing has been installed
Reducing paper use in Countryside Access and exploring viability of conducting statutory consultations on-line.	On track	New printers with user codes have been installed in Invicta House to reduce paper usage and wastage. Still exploring the viability of on-line statutory consultations
Seek funding to complete Rapid Coastal Zone Assessment Survey for North Kent Coast	Amber	Funding application was delayed but is now being pursued

## Climate Change

Objective/target	On track/more progress needed/completed	Supporting performance data for measurable objectives (e.g. risk register updated, numbers of staff trained, business continuity, strategies)
Biodiversity issues will be taken into account and alternative options considered when carrying out large capital and maintenance contracts in Countryside Access.	Completed and ongoing	This is part of the standard process
Implement Heritage Conservation environment code of good practice	Completed and ongoing	This is now part of our standard procedures
Implementation of KCC corporate biodiversity strategy will reduce the council's impact on biodiversity	Completed and ongoing	Strategy has been endorsed by all Directorates, who agreed to look at impact on biodiversity as part of 2010/11 business planning. Strategy has been formally adopted by KCC and the impacts will be measured in 2011.
Work with districts to include climate change adaptation for biodiversity in LDFs	On track	Direct work has been done with Gravesham, Ashford, Canterbury and Tunbridge Wells. Other input through consultation phases on LDF. Some of this will also be picked up by NI188. Impact cannot be measured until draft LDFs are published.

## **Business Plan Performance 2009-10**

### **Integrated Strategy & Planning**

#### **Summary Business Plan details**

The core activities of the Integrated Strategy and Planning division are to deliver services to get the best outcomes for the people of Kent through creating essential strategic infrastructure, strategic influencing, formulation and implementation of planning and transport policy, creation of the statutory Minerals and Waste Development Framework and the Local Transport Plan, lobbying for sufficient levels of funding for transport schemes in Kent, and through the work of the Planning Applications group determining planning applications for minerals and waste facilities and the County Council's own developments

In 2009/10 the Division supported local Kent residents in their opposition to the proposed Kent International Gateway development at Bearsted, Maidstone. The Service undertook major studies into its impact and submitted substantial evidence at a 12-week planning inquiry. The Secretary of State's decision is keenly awaited – due summer 2010.

This year saw the start of the High Speed rail services from Thanet and Dover, via Ashford and Ebbsfleet to St Pancras and Stratford. Successful lobbying ensured that Kent's residents and businesses will benefit from this key service. The Eurostar services between Ashford and Brussels/Lille also resumed meaning that Kent's residents did not have to travel up to London in order to travel on the Eurostar.

Kent's Draft 20 year Integrated Transport Strategy, "Growth without Gridlock", was published and invited public and partner views on its long-term vision for a high quality integrated transport network for Kent which is sustainable and available to all, supports continued regeneration, and enhanced economic prosperity and copes with the demands of housing growth.

Phase 1 of the Developing a Sustainable Transport Strategy (DaSTS) study London to Dover/Channel Tunnel on behalf of the Department for Transport (DfT) was completed, recommending packages of options to address the twin growth pressures of increasing cross-Channel lorry movements and new housing.

Two major road schemes, East Kent Access 2 and the Sittingbourne Northern Relief Road Phase 3, commenced, and draft order for the A21 Tonbridge to Pembury scheme was published. Regional Infrastructure Funding (RIF) was secured for the M20 Junction 9 and Drover Roundabout Scheme in Ashford.

Kent had a major influence on the adopted South East Plan and sub-regional strategies representing Kent's interests and developed partial reviews of regional Gypsies & Travellers and Minerals strategies.

The Planning Applications Group facilitated a broad range of new community developments and Minerals and waste developments. Community facilities included academies for Longfield and Maidstone, a vocational training centre at Dover and community buildings across Kent, care facilities for Kent Adult Social Services, transport schemes such as East Kent Access Phase 2, Rushenden Relief Road, etc and renewable energy developments (wind turbines, solar panels) on KCC sites. The Group also awarded the contract for its new Planning Application system which will enable greater customer engagement in planning applications.

## Key Performance Indicators & Activity Levels

Indicator	2007/08 Actual	2008/9 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ▶ not improving ▼ deteriorating
<b>NI 157:</b> Processing of county matter planning applications within 13 weeks	66.7%	56.6%	70%	70%	▲ improving
<b>NI 175:</b> Access to services and facilities by public transport, walking and cycling <sup>1</sup> <ul style="list-style-type: none"> <li>▪ Increase number of households with access to hospitals by public transport within 30 minutes by 1.5%</li> <li>▪ Increase number of households with access to GP surgeries by public transport within 15 minutes by 1.5%</li> </ul>	54%	Available 2010	54.6%	TBC <sup>2</sup>	Not available
<b>NI 176:</b> working age population with access to employment by public transport and other specified modes	80%	80%	TBC	Not available <sup>3</sup>	Not available
<b>NI 185:</b> CO <sub>2</sub> reduction from Local Authority operations	Not reported	119,716 Tonnes (Baseline data)	Not set	To be confirmed	Not available
<b>NI 186:</b> Per capita CO <sub>2</sub> emissions in the LA area	6.9%	Not available	0%	Not yet available	Not available
<b>NI 188:</b> Adapting to climate change	Level 1	Level 1	Level 2	Level 2	▲ improving
<b>NI 194:</b> Level of air quality <ul style="list-style-type: none"> <li>○ reduction Nox</li> <li>○ primary PM10 emissions through local authority's estate and operations</li> </ul>	Not reported	198.5 tonnes 6.0 tonnes (Baseline data)	Not set Not set	To be confirmed	Not available
IS&P FOI/EIR requests responded to within 20 working days	67%	75%	85%	86%	▲ improving

<sup>1</sup> The Kent Agreement 2 is currently under revision to update baseline information for some indicators and to allow amendments to others to make them more transparent. It is likely changes will be made to NI 175 and NI 176.

<sup>2</sup> Problem identified with accuracy of data provided by government agencies which is subject to ongoing discussion

<sup>3</sup> Problem identified with accuracy of data provided by government agencies which is subject to ongoing discussion

Indicator	2007/08 Actual	2008/9 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ▶ not improving ▼ deteriorating
IS&P complaints acknowledged within 3 working days	New Indicator	100%	100%	100%	▶ not improving
IS&P complaints responded to within 20 working days	New Indicator	100%	100%	100%	▶ not improving
% of IS&P invoices paid within 20 days	New Indicator	New Indicator	100%	84.1%	Not available
<b>Reason for target not met:</b> A challenging target of 100% was set and despite the January results (during the snow) pulling performance down for the year; IS&P were not far off target and EHW as a whole were still above the KCC average for 2009/10.					
% of IS&P Member Enquiries responded to on time	New Indicator	New Indicator	100%	80%	Not available
Reduction in IS&P Business mileage	New Indicator	-10%	-10% (41,337)	TBA	Not available
Local Transport Plan Block Allocation	£36.7m	£40m	£40m	£40.4m	▲ improving
% of applications for the Council's own development proposals determined within 13 weeks	86%	90%	70%	88%	▶ not improving
Average time taken to determine all applications for the Council's own development proposals	8 weeks	9 weeks	Under 12 Weeks	10.2 weeks	Still within target
% of submissions made pursuant to conditions determined within 12 weeks	88%	80%	80%	67% (Reg 3 only)	Data incomplete
% of planning applications acknowledged within 3 working days of receipt	100%	100%	100%	83%	▼ deteriorating
Enforcement cases defended successfully at inquiry within statutory timescales	100%	100%	100%	100%	To target
<b>Reason for target not met:</b> The types and complexity of the planning applications received vary from year to year, and the need to resolve planning issues can lead to delays.					

**Benchmarking Information**

No external evaluation has been undertaken on IS&P in 2009/10.

**Performance Against Projects/Developments / Key Actions**

Year end monitoring		
Total number of Projects/Development/Key Actions in Plan: 48		
<b>Tasks Complete (Green) Number / % of total</b>	<b>Part Complete and being carried forward (Amber) Number / % of total</b>	<b>Red Tasks Number / % of total</b>
28/58%	18/38%	2/4%

Many of the tasks which are part complete and being carried forward are projects which stretch beyond the timeframe of the business plan or are subject to others' timescales or awaiting guidance on further work. Amber tasks include:

- Integrated Transport Strategy - draft strategy being completed for consultation in October 2009, and the revised strategy being completed early in the 2010-11 business plan year.
- Work began on the Third Local Transport Plan and this is due for submission to Government by 31<sup>st</sup> March 2011.
- DaSTS study into the Lower Thames Crossing capacity was delayed and has just started.
- The Minerals and Waste Development Framework due for completion later in 2010/11.
- Several District Local Development Frameworks have been deferred to later in 2010
- Implementation of schemes on A21, M25 (5-7) and M20(3-5) deferred to 2012, 2015 and 'after 2019' respectively
- Continuing to maintain pressure on Network Rail and Southeastern to implement station improvements to cater for increased passengers following introduction of high speed services
- The new computerised Planning Applications system is due for completion by June 2010.

**Red Tasks:**

1. Maintain pressure on Gov. to reduce fare increases on existing and high speed services – despite lobbying and pressure, premium fares were applied from start of services in December
2. Maintain pressure on Gov. to provide funding for appropriate facilities for lorry drivers during Op Stack & Overnight – despite lobbying and pressure there has been no change to the Government stance on this.

## Towards 2010

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent	On course	On course	On course	On course
Target 36: Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing	On course	On course	On course	Done and ongoing
Target 38: Maximise the use of previously developed land	On course	On course	On course	On course
Target 40: Ensure that new housing developments include the right infrastructure and local facilities and cater for a mix of age groups and incomes	More progress needed	More progress needed	On course	On course

### External Evaluation

#### Summarised User feedback:

Business Unit	Number of Complaints received 01/04/09 - 31/03/10	Complaints Acknowledged within 3 working days	Complaints responded to within 20 working days	Number of compliments received 01/04/09 – 31/03/10
		Actual / %	Actual / %	
IS&P	2	2 (100%)	2 (100%)	13

Previously, satisfaction with the Planning Applications group was collected every 3 years as part of the collection of data for national indicators. With the new computerised Planning Applications system coming on stream, we will be seeking customer feedback on an ongoing basis.

### Environmental Performance

Objective/target	On track/more progress needed/ completed	Supporting performance data for measurable objectives (eg cost savings, paper savings etc)
Maintain reduced business mileage	On track	Encouraging car sharing to meetings, use of local venues for meetings to reduce mileage and travel time. Detail on figures awaited
Encourage participation in climate change awareness raising and action planning events	Completed and ongoing	Climate Change renewable energy issues addressed as part of the Member Induction in July 2009
Work towards implementation of the Council's Environmental Policy, particularly those relating to design considerations	Completed and ongoing	This has been addressed through community development decisions – requiring KCC developments to achieve BREEAM standards, particularly Building Schools for the Future and Extra Care Housing.

## Climate Change

Objective/target	On track/more progress needed/completed	Supporting performance data for measurable objectives (e.g. risk register updated, numbers of staff trained, business continuity, strategies)
Raise climate change awareness by assessing development plans at all levels for their approach to adaptation to and mitigation of climate change	Completed and ongoing	Ongoing in comments on District Council Local Development Frameworks.
Continue to address climate change issues and environmental performance in the determination of planning proposals	Completed and ongoing	This is addressed as part of the procedure for determining planning applications
Ensure climate change proofing throughout the preparation of the third Local Transport Plan	On track	Will be done as LTP is prepared

## Business Plan Performance 2009-10

### Kent Highway Services

#### Summary Business Plan details

Kent Highway Services' core purpose is the maintenance and improvement of the County's roads, pavements and other assets. However, it is a service with a huge scope which includes improving road safety for all users, managing traffic flow to ease congestion, working with others to provide viable alternatives to the car as well as implementing major projects and managing development in key areas of growth.

#### Planned outcomes of Core Activities for 2009/10

- Repair faults quickly and efficiently
- Implement customer messaging through the new '*My Kent Highways Online*' incorporating the parish web portal to continue improvements in communicating with customers
- Deliver the capital maintenance programme, to time and budget, to ensure that the investment is targeted to front-line delivery
- Ensure the Alliance, and the contract that binds it, delivers value for money
- Deliver a Permit Scheme that is nationally recognised and that KCC can be proud of
- Implement the Members Highways Grant scheme

#### Achievement against those activities

The 2009/10 year has been one of further change within Kent Highway Services. Significant improvements have been made in recent months to tackle the backlog of routine repairs and whilst there is still more to be done the foundations are now in place to keep on top of repairs. The 'pride in the patch' trial to raise the inspector/gang accountability for their area has been successful and is being rolled out across the County. The market testing contracts to challenge the competitiveness of the term contract with Ringway have helped deliver efficiency savings reinvested into further work on the ground. The Freedom Pass has grown from strength to strength and recognition in the Audit Commission's Comprehensive Area Assessment of this, and as the first authority to trail blaze with roadworks permitting, is praise well deserved. Awards for the Ashford Shared Space scheme has also led to national recognition and TV coverage.

The recent Highway Tracker Survey has shown that whilst good progress is being made there is still more to do. It is good to see the hard work of staff recognised by the public in the improved levels of satisfaction with the condition of pavements and streetlights but this is balanced with a drop in net satisfaction with the state of roads.

The highway tracker survey shows that 79% of the public are aware of KHS. Whilst only 26% are aware of our single 0845 247 800 contact number and 7% have contacted us in the past 12 months, the launch of '*My Kent Highways on-line*' will, for the first time, give true transparency to Members, Parishes and the public on the status of the service requests they have made. The knowledge that all requests can be tracked and progress monitored is a key driver for improved customer service and information. The impact on staff and the service delivered should not be underestimated as the system gains wider customer awareness and use. Call volumes to the Contact Centre remain at around 12,000 per month with 7,000 of these turning into requests for service.

The small scheme capital programme remains on target for completion by the end of the financial year and the additional £5.6 million budget has successfully delivered a much extended road resurfacing programme that has been well received. The programme for 2010/11 is also better placed with over 90% of next year's programme completed to outline design stage. The major capital programme has moved forward with £81 million funding secured for East Kent Access that started on site in October 09 and £36 million for Sittingbourne Northern Relief that started in November 09. A further £34 million from Communities Initiative and Regional Innovation Funds (CIF and RIF) and Growth Area Fund (GAF) has been secured for Victoria Way and Drivers Roundabout and every effort is being made to achieve completion by March 2011 in accordance with the funding requirements. Funding of £12 million from SEEDA ensured that Rushenden Relief Road started on site in June 09.

A revised process that no longer requires the transfer of land to KCC has enabled good progress to be made in working with developers to tackle the backlog of completed Section 38 developments that have remained un-adopted well beyond their agreed dates. The resident's surveys KHS has put in place is informing the 'placemaking' of new developments and allowing KCC to liaise closely with developers and inform Kent Design. KCC is acknowledged as a leading local authority in the introduction of school travel plans with 500 out of a target total of 600 now in place. Last year saw the launch of a new 'Scheme Prioritisation System' (SPS) to assess and inform the transport and safety package schemes for 2010/11. Significant investment by private sector bus operators saw further major improvements to a number of routes including the Canterbury triangle and the Medway-Maidstone corridor.

The continuing good work in road safety education and training, safety camera partnership and driver diversion scheme (National Driver Improvement Scheme) is supporting the reducing trend of killed and seriously injured on Kent's roads. The Considerate Contractor scheme with its annual awards event is helping to improve the quality, timeliness and safety of works by both KHS and others. The traffic light conversion to LED lamps is now complete delivering savings in energy and more efficient maintenance; this together with extended opening hours for the Traffic Management Centre is helping in 'Keeping Kent moving'. A fresh look at parking and partnership working with Districts Councils will deliver consistency and good practice across Kent.

The replacement programme of over 7,000 old mercury streetlights has helped improve the quality of lighting, reduce faults and lower energy consumption. The drainage investigation unit has enabled over 1750 historic and recurring drainage problems caused by damaged pipes to be solved. This has been well received by local communities and has significantly reduced the number of emergency call outs during heavy rain. The town centre lining programme to blitz all lines in major and minor Kent towns is progressing well. The Highway Tree Policy, linking Parish Tree Wardens together with a formalised Kent based contractor framework, is delivering a good service for both routine and emergency situations. In addition, the publication of grass cutting schedules on 'My Kent Highways Online' has served to clarify responsibility for grass cutting, improved communication about planned maintenance and reduced calls to the Contact Centre.

***A structural change took place at the beginning of 2009/10 which was not reflected in the Business Plan or half year monitoring. Business, Performance and Communications were reintroduced into KHS and the details of this team and the remaining 6 teams are shown below:***

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**Business, Performance and Communications:** *Ensure that a culture of continuous performance improvement is embedded throughout KHS and that all business units are supported in delivering their core activities.*

To drive business performance and standards across KHS, co-ordinate and report business risk, business planning, partnership register and business continuity across KHS, manage the relationship with the Contact Centre, the development and support of the workforce and equality and diversity across KHS. To manage internal communication and external communication, existing business IT systems and determine/deliver new innovative business solutions.

**Key Achievements in 2009/10**

- Raised the business performance profile of KHS within KCC by development and operation of the balanced scorecard sessions within each KHS team.
- Clarity of process for business continuity, risk management and partnership working.
- Successful rollout of 'My Kent Highways Online' and online fault reporting
- Setup of a KHS Learning and Development Panel and Publication of a Workforce Development plan for KHS.
- Successfully managed press enquiries concerning KHS and produced quarterly 'Kent on Sunday' supplements.
- Managed KHS presence at the Kent Show and two Parish & Town Council seminars.

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**Community Operations:** *On behalf of the community, ensure the safe condition of the highway network and the maintenance of roads and pavements*

To create and maintain a close relationship with Members and Parish Councils through the use of liaison officers and improved technology and processes. To deliver an inspection regime of our highway network, maintaining 8,400km of county roads and 6,000km of pavements. Undertake a programme of road/pavements surveys using technology to assess the condition to assist with prioritisation and to provide a winter maintenance service countywide.

**Key Achievements in 2009/10**

- Embedding 'My Kent Highways Online' within the liaison team by giving true transparency to Members, Parish & Town Councils and the public on the status of their service requests.
- Results of countywide Public Satisfaction survey showed +29% net satisfaction with roads and +23% net satisfaction with pavements.
- Introduction of new winter service and salt bin policies used throughout the harsh 2009/10 winter.
- Introduction of the Members Fund where each Member is allocated an amount of money to spend on locally important schemes.
- Successful trial of 'pride in the patch' to raise inspector/gang accountability for their area and is being rolled out across the county.
- Improved process developed between KHS and Kent Police for dealing with fatal incidents on the highway
- New insurance process developed and online form introduced to KCC website.

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**Contracts Team:** *Deliver proven value for money through KHS contracts ensuring that all services are supported in their contract compliance and procurement decisions.*

To drive 'Value for Money' and ensure correct application of KHS contracts. To determine an annual market testing programme and demonstrate commercial value through contract compliance. To provide expertise and /advice to managers on procurement, commerciality and competitive tendering.

#### **Key Achievements in 2009/10**

- Working with co-located teams across the KHS Alliance to improve the value from existing contract arrangements.
- Developing and implementing a thorough refresher training programme for NEC Contract skills.
- Arranging for Quantity Surveyors to be on hand to assist KHS Alliance teams with their contract knowledge.
- Developing monthly contract compliance reporting to ensure regular monitoring of procedures.

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**Countywide Improvements:** *To design and deliver an agreed list of approved projects on time and on budget*

To deliver resurfacing, integrated transport and major scheme projects across the whole of Kent. To work in close partnership with other internal and external partners to deliver projects in a seamless way to the public. To deliver schemes that comply with national codes of practice and that ensure statutory safety obligations e.g. CDM Regulations and Health & Safety, are fulfilled both in the design and construction phase of scheme delivery and that provide value for money, are technically proficient and environmentally sustainable.

#### **Key Achievements in 2009/10**

- Awards for the Ashford Shared Space scheme have led to national recognition and TV coverage.
- The small scheme capital programme remained on target and the additional £5.6 million budget successfully delivered a much extended road resurfacing programme that has been well received.
- Over 90% of next year's programme completed to outline design stage.
- The major capital programme moved forward, with £81 million funding secured for East Kent Access, £36 million for Sittingbourne Northern Relief. A further £34 million from Communities Initiative and Regional Innovation Funds and Growth Area Fund for Victoria Way and Drivers Roundabout has also been secured.
- Funding of £12 million from SEEDA ensured that Rushenden Relief Road started on site in June 2009.
- Market testing of 40% of the carriageway resurfacing programme was carried out to demonstrate value for money.

**Network Management:** *To manage the use of Kent's roads to help people make safe and reliable journeys.*

To improve journey times and journey time reliability. To reduce road casualties by altering roads and driver behaviour and improved road safety through promotional campaign and road safety education. To reduce congestion by working with utilities, co-ordinating roadworks and managing and monitoring traffic through the Traffic Management Centre.

**Key Achievements in 2009/10**

- Recognition in the Audit Commission's Comprehensive Area Assessment as the first authority to trail blaze with tighter control of roadworks permitting, through implementation of the Kent Permit Scheme.
- The continuing good work in road safety education and training, safety camera partnership and administering the National Driver Improvement Scheme, all of which are supporting the reduction of numbers of people being killed and seriously injured on Kent's roads.
- The Considerate Contractor Scheme, with its annual awards event, is helping to improve the quality, timeliness and safety of roadworks by both KHS and others.
- The traffic light conversion to LED lamps is now complete, delivering savings in energy and more efficient maintenance; this, together with extended opening hours for the Traffic Management Centre, is helping in 'keeping Kent moving'.
- A fresh look at parking and partnership working with Districts Councils which will deliver consistency and good practice across Kent.
- Delivery of new systems and hardware to help reduce congestion and manage Kent's road network through the Traffic Management Centre.

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**Technical Services:** *To maintain highway assets: streetlights, signs, lines, barriers, drains and structures*

To carry out structural maintenance, electrical testing and asset data collection of streetlights, illuminated bollards and signs. To respond to flooding of highway areas, carry out routine cleansing and design and build new drainage systems. To maintain and improve highway signs, lines and safety barriers. To undertake landscape design, cutting and planting of grassed areas trees and hedges and inspect, assess and develop schemes for bridges, tunnels and other structures.

**Key Achievements in 2009/10**

- The replacement programme of over 7,000 old mercury street lights has helped improve the quality of lighting, reduce faults and lowered energy consumption.
- The drainage investigation unit has enabled over 1,750 historic and recurring drainage problems, caused by damaged pipes, to be solved. This has been well received by local communities and has significantly reduced the number of emergency call outs during heavy rain.
- The Highway Tree Policy, linked to Parish Tree Wardens, together with a formalised Kent based contractor framework, is delivering a good service for both routine and emergency situations.
- The publication of grass cutting schedules on 'My Kent Highways Online' has served to clarify responsibility for grass cutting, improved communication about planned maintenance and reduced calls to the Contact Centre.
- Asset inventory data collection is progressing well across the county providing Kent Highway Services with enhanced information to support better decision making and improved service provision.

**Transport and Development:** *To shape and influence the built environment and travel behaviour to support regeneration and improve access to key services*

To plan local transport improvements and work with District Councils and Developers to shape new developments. To manage the KCC's budget for supporting bus services and works with public transport operators to improve services. To work with schools and business to develop travel plans and promote alternatives to the car.

**Key Achievements in 2009/10**

- The Freedom Pass grew from strength to strength and gained recognition in the Audit Commission's Comprehensive Area Assessment.
- Successful bids were made for Government 'Kickstart' funding to improve bus services between Maidstone and Tunbridge Wells, Whitstable/Herne Bay and Canterbury, plus Fastrack.
- The resident's surveys we have put in place are informing the 'placemaking' of new developments and allowing KCC to liaise closely with developers and inform Kent Design.
- KCC is acknowledged as a leading local authority in the introduction of school travel plans, with 550 out of a target total of 600 now in place.
- The launch of a new 'Scheme Prioritisation System' to assess and inform the transport and safety package schemes for 2010/11.

**Introduction to Key Performance Indicators and Activity Levels**

Some excellent progress has been made in 2009/10, especially with regard to responding to complaints; however a focus on getting the customer service basics right is still a priority and will be an ongoing improvement priority for Kent Highway Services.

**Key Performance Indicators & Activity Levels**

Indicator	2007/08 Actual	2008/9 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ▶ not improving ▼ deteriorating
<b>NI 47:</b> % reduction in people killed or seriously injured in road traffic accidents (3yr rolling average)	5%	5.8%	5%	5.6%	▲ improving
<b>NI 48:</b> Percentage reduction in children killed or seriously injured in road traffic accidents (3yr rolling average)	9.4%	-5.9%	0%	8.8%	▲ improving
<b>NI 167:</b> Congestion: Average journey time per mile during the morning peak	New Indicator	2.08	N/A	Awaiting DfT data	Not available
<b>NI 168:</b> Principal roads where maintenance should be considered	6%	7%	5%	Data to DFT in June 2010	Not available
<b>NI 169:</b> Non-principal roads where maintenance should be considered	9%	12%	10%	Data to DFT in June 2010	Not available

<b>NI 175:</b> Access to services and facilities by public transport, walking and cycling <sup>4</sup> <ul style="list-style-type: none"> <li>▪ Increase number of households with access to hospitals by public transport within 30 minutes by 1.5%</li> <li>▪ Increase number of households with access to GP surgeries by public transport within 15 minutes by 1.5%</li> </ul>	54%	Available 2010	54.6%	TBC <sup>5</sup>	Not available
	82%		83%		
<b>NI 177:</b> Local bus passenger journeys originating in the authority area	51.4 million	55.2 million	55 million	Data available March 2010	Not available
<b>NI 177:</b> Local bus passenger journeys originating in the authority area	51.4 million	55.2 million	55 million	Data available June 2010	Not available
<b>Indicator</b>	<b>2007/08 Actual</b>	<b>2008/9 Actual</b>	<b>2009/10 Target</b>	<b>2009/10 Actual/ Est.</b>	<b>Trend</b> ▲ improving ▶ not improving ▼ deteriorating
<b>NI 178i:</b> Bus services running on time (non-frequent services)	Not reported	95%	95%	Data available June 2010	Not available
<b>NI 185:</b> CO <sub>2</sub> reduction from Local Authority operations	Not reported	119,716 Tonnes (Baseline data)	Not set	To be confirmed	Not available
<b>NI 186:</b> Per capita CO <sub>2</sub> emissions in the LA area	6.9%	Not available	0%	Not yet available	Not available
<b>NI 188:</b> Adapting to climate change	Level 1	Level 1	Level 2	Level 2	▲ improving
<b>NI 198:</b> Children travelling to school - Proportion of children travelling to school by car	34.1%	32.7%	31.8%	33.7%	▶ not improving
<b>NI 194:</b> Level of air quality <ul style="list-style-type: none"> <li>○ reduction Nox</li> <li>○ primary PM10 emissions through local authority's estate and operations</li> </ul>	Not reported	198.5 tonnes  6.0 tonnes (Baseline data)	Not set  Not set	To be confirmed	Not available
<b>KHS FOI/EIR Requests</b> responded to within 20 working days	43%	45%	85%	60%	▲ improving

<p><b>Reason for target not met:</b> This is a significant improvement on last year's result and on that reported at half year. KHS requests are generally more resource intensive due to the complexity of requests. There has also been a significant increase in requests in the last quarter due to winter maintenance enquiries/claims (KHS received 110 requests in quarter 4 compared to 64, 55 and 55 in quarters 1, 2 and 3 consecutively). An extra resource was brought in September 2009 to the EHW FOI team to improve some of the timeliness issues and to facilitate training within KHS on key areas for improvements. Performance is improving and it is hoped that this trend will continue.</p>					
<b>KHS complaints acknowledged</b> within 3 working days	New indicator	96%	90%	97%	Not available
<b>KHS complaints responded to</b> within 20 working days	New indicator	94%	90%	97%	Not available
<b>Indicator</b>	<b>2007/08 Actual</b>	<b>2008/9 Actual</b>	<b>2009/10 Target</b>	<b>2009/10 Actual/ Est.</b>	<b>Trend</b> ▲ improving ▶ not improving ▼ deteriorating
% of <b>KHS invoices paid</b> within 20 days	New indicator	New indicator	100%	78.1%	Not available
<p><b>Reason for target not met:</b> A challenging target of 100% was set and despite the January results (during the snow) pulling performance down for the year; EHW as a whole were still above the KCC average for 2009/10. Performance on this target is raised with the relevant KHS managers as part of the appropriate monthly team meeting and any areas that are consistently not complying are subsequently raised with KHS SMT and the EHW Head of Finance.</p>					
% <b>KHS Member Enquiries</b> responded to on time	New indicator	New indicator	100%	52%	Not available
<p><b>Reason for target not met:</b> This result was impacted by the poor weather conditions over the winter and the associated prioritisation of resources; new procedures have been put into place which will ensure a much more rigorous monitoring and allocation process during periods of intense service pressure. Early indications show that performance in 2010/11 is much improved.</p>					
<b>Reduction in KHS Business Mileage</b>	New Indicator	-10%	-10% (990,240 miles)	Information not yet available	Not available
<b>Net satisfaction with the condition of pavements</b> in Kent	16%	23%	>23%	26%	▲ improving
<b>Net satisfaction with streetlights</b> in Kent	44%	45%	>45%	51%	▲ improving
<b>Average vehicle peak morning journey times</b> into Kent ▪ Maidstone	New indicator	4.4 minutes	< 4.4 minutes	3.61 minutes	Not available

<b>Streetlight faults completed in 28 days (repair by KHS)</b>	New indicator	New indicator	90%	95%	Not available
<b>Streetlight faults completed in 28 days (repair requiring EDF input)</b>	New indicator	New indicator	75%	52%	Not available
<b>Reason for target not met:</b> Failure to meet target is due to EDF capacity to repair within our standard. A Service Level Agreement has been developed and OFGEM is involved with addressing the issue of non-compliance and poor service.					
<b>Average time to repair a pothole</b>	New indicator	New indicator	28 days	19 days	Not available
<b>Indicator</b>	<b>2007/08 Actual</b>	<b>2008/9 Actual</b>	<b>2009/10 Target</b>	<b>2009/10 Actual/ Est.</b>	<b>Trend</b> ▲ improving ▶ not improving ▼ deteriorating
<b>Percentage of emergency responses within 2 hours</b>	New indicator	New indicator	95%	100%	Not available
<b>Percentage of routine repairs completed in 28 days</b>	New indicator	New indicator	90%	75%	Not available
<b>% of public and member contacts achieved in customer standard reply time (letters, calls backs, acknow's etc)</b>	New indicator	New indicator	90%	82%	Not available
<b>Reason for target not met:</b> Failure to achieve target is primarily around letter answering standard which was 10 days; this has now been brought into line with the Directorate standard of 20 days which should resolve this issue.					
<b>% traffic signals working effectively/fully operational</b>	New indicator	New indicator	96%	97.4%	Not available
<b>% material diverted from landfill</b>	80%	91%	90%	92.09%	▲ improving
<b>Contact Centre Callers satisfied with service provided</b>	New Indicator	79%	70%	70.83%	Not available
<b>Freedom Passes Issued</b>	New Indicator	13,689	21,000	22,000	Not available
<b>Benchmarking Information</b>					
No external evaluation has been undertaken on Kent Highway Services in 2009/10. KHS is a key member of the South East Authorities Service Improvement Group (SEASIG) where many local authorities in the GOSE region meet to review and improve good practice. For the first time in 2009 Kent took part in the National Highways and Transport Public Satisfaction Survey with 76 local authorities across the UK. The postal survey managed by Ipsos Mori sought views on a various aspects of the highway services and whilst a response rate of 18% was achieved the results allow comparison with others to be made. The survey ranked Kent in the mid to					

lower quartile compared to the other 25 County Councils that took part but the range of results between authorities was very narrow with all results from residents bordering on the neither satisfied nor satisfied assessment. In terms of Performance Indicators, the table below sets out National/Local one year comparison data.

<b>Performance Against Projects/Developments / Key Actions</b>		
<b>Year end monitoring</b>		
<b>Total number of Projects/Development/Key Actions in Plan</b>		
<b>Complete Tasks Number / (%)</b>	<b>Part Complete and being carried forward Number / (%)</b>	<b>Red Tasks Number / (%)</b>
18 (60%)	12 (40%)	0

**Explanation for part complete projects being carried forward in 2010/11:**

1. Capital Build for West Kent Depot and recycling centre: *There is an approved programme for delivery in 2010/11 with a rebuild of the Aylesford depot.*
2. Recharge and Fee collection: *Fee collection and process now established; roll-out imminent.*
3. Asset Management Plan for all highway assets: *There has been a considerable amount of data collected; this will continue into 2010/11.*
4. Demonstrate commercial value and VfM through contract compliance: *work has been undertaken to capture this information.*
5. Emergency Plan and respond to incidents including out of hours service: *work has been ongoing; identified in business plan for progression in 2010/11*
6. Asset Data management system: system to store data which is still being collated; *will complete in 2010/11*
7. Implementation of Kent Flood Study: the scale of the study is such that it will take over a year to complete; *KHS will engage with Kent Flood Officer and continue work into 2010/11*
8. EDF Performance: *Service Level Agreement is now in place and monitoring is continuing.*
9. Procurement of scheme management database: *Business case and project definition written; awaiting project funding approval.*
10. Better journey times via Kent Traffic Officers: *Evaluation report due*
11. Develop Local Development Frameworks in partnership with Districts: *programme will take more than one year to complete.*
12. Improve public transport network based on Fastrack concept: *Programme is ongoing.*

### Towards 2010

Target/Accountable Directorate	Sept 2008	Mar 2009	Sept 2009	Mar 2010
Target 30: Work towards introducing a Kent youth travel card entitling all 11-16 year olds to free public transport in the county, subject to the outcome of two district pilots	On course	On course	Done and ongoing	Done and ongoing
Target 31: Pilot staggered school hours to relieve rush-hour congestion	On course	On course	On course	Done and ongoing
Target 32: Provide more car parking places in Kent and remove unnecessary yellow lines and bus lanes	More progress needed	On course	On course	Done and ongoing
Target 33: Penalise contractors for unnecessary delays caused by road works and synchronise works to minimise disruption	On course	On course	On course	Done and ongoing
Target 34: Tackle urban congestion and reduce peak journey times between and within towns by 10% using methods such as intelligent traffic light management systems and congestion-busting teams	On course	On course	On course	On course
Target 35: Work with bus and train providers and lobby government to improve public transport services in Kent	On course	On course	On course	On course
Target 37: Improve the way we repair roads and pavements	More progress needed	More progress needed	On course	On course
Target 59: Work with our partners to reduce the number of deaths and serious casualties from road accidents	On course	On course	Done and ongoing	Done and ongoing

### External Evaluation

#### Summarised User feedback:

Business Unit	Number of Complaints received 01/04/09 - 31/03/10	Complaints Acknowledged within 3 working days	Complaints responded to within 20 working days	Number of compliments received 01/04/09 – 31/03/10
		Actual / %	Actual / %	
KHS	1259	1217 / 97%	1226 / 97%	479

- Leading local authority in the introduction of school travel plans
- Ashford's shared space scheme has been awarded The 'Integrated Transport Excellence' Award at the Rail Business Awards and the scheme, which has been praised for its innovative approach and attractive design, won the Public Realm Design Award at the Ashford Building Design & Construction Awards.

<b>User Feedback 2009/10</b>	
<b>User involvement taken place</b>	<b>How was feedback given to participants?</b>
Maintenance Consultation Scheme	Advanced information provided to local residents, Member and Parish Council and letter drop immediately prior to scheme starting
Major Scheme Consultation	Feedback is to individuals on smaller traffic calming schemes and via press releases on larger schemes.
Call Back Survey (100 customers per month)	Although no feedback given after the survey, an element of transactional interaction is part of the survey about particular service requests.
Completed Highway Project Feedback	10% of schemes are selected for resident's survey and feedback by letter drop with results; surveys going on My Kent Highways Online to attract a better Parish & Town council response.
Section 38 New Development Feedback	Surveys taking place and feedback is sent to all those who ask for it as part of the survey.
Considerate Contractors Scheme	Not public facing – No feedback given
Parish Council Liaison	Regular 1 2 1's between Liaison Officers and Parishes, Head of Community Ops meets with Kent Association of Local Councils Bi Monthly and Annual Parish Seminars being held by KHS
KHS Contact Centre Agent Survey (monthly)	Feedback to Contact Centre and KHS Management Teams; included in Balanced Scorecard Sessions.
Access Group Liaison	Regular meetings take place across Kent and KHS have a representative who attends. Feedback is given either at the meeting or follow up when investigation is required
Kent Reference Panel	This has been replaced by the Kent & Medway Citizens Panel; however no KHS related questions have been included in the last 12 months.
Better Bus/Rail integration	Actions from consultation are acted upon in conjunction with public transport providers. However, feedback is demonstrable by change in service and not a formal response to individuals unless requested.
Tracker Survey	Full report put onto <a href="http://www.kent.gov.uk">www.kent.gov.uk</a> and reported to the Policy Overview Committee

<b>Environmental Performance</b>		
Objective/target	Supporting performance data for measurable objectives (e.g. cost savings, paper savings etc)	
	<b>Mid Year Statement</b>	<b>Outturn Monitoring statement</b>
Streetlight energy efficiency	New scheme to be in place from April 1 <sup>st</sup> 2010 which will provide better accuracy of streetlight metering and help reduce costs and carbon footprint	Array now in place and delivering information.
Kent Flood Study	Draft completed. Provides KHS (and rest of KCC) with an accurate flood risk model highlighting the areas most at risk. This will enable improved service planning for emergency situation and thus efficiencies	Complete
Congestion busting and LED Traffic Signals	Replacement of the Traffic Signals to LED will see energy consumption savings of 2million kWhr's and reduction in carbon of 27 tonnes, the savings in monetary terms is £1000 per tonne of carbon Congestion busting measures have seen the average journey times during morning peak times in Maidstone reduced from 4.07 minutes per miles to around 3 minutes over the last two years. The scheme is now being rolled out in Canterbury with other towns to follow	Complete
Review repair materials	Cold fill trial taking place in Thanet. If rolled out, scheme would use cold fill materials instead of hot materials. This could result in cost savings through increased productivity and less travelling required	The trial in Thanet using the cold lay bagged material was inconclusive as it was found to have deficiencies during colder weather and therefore was dropped. Additional trials have been undertaken with other bagged materials but these are expensive and should only be used in the correct places. Trails are currently being undertaken using NuPhalt. This is expected to be a cost effective process for use in urban areas that reuses the existing road materials
Reduction in business mileage	Community Ops are reviewing winter maintenance routes to maximise efficiency and working with inspectors and priority response officers to ensure closest resources are used	Ongoing – part of review of the Winter Service Policy

Environmental Performance		
Objective/target	Supporting performance data for measurable objectives (e.g. cost savings, paper savings etc)	
	Mid Year Statement	Outturn Monitoring statement
Travel Plans	Work on Travel plans with local business is continuing and baseline data is being created	550/600 now in place; excellent progress
Freedom Pass – reducing car journeys	20,000 passes now in use, which is ahead of target. Having a very good impact on reducing school car journeys	Achieved target
Recycling Centre	Over 92% of highways waste materials are being diverted from landfill and recycled	Achieved target
Water system at Ashford etc	A 90 cubic metre squared collection facility is in use at the Ashford Super Depot to supply the two gulley vehicles with enough fresh and filtered water to use for their operational activities	Achieved target
ISO14001 Certification	Certification achieved across KCC in April/May 2009; KHS was tested for first time with successful outcome	Achieved certification (and in May 2010 retained the accreditation following audit)
Seasonal effects noted on risk register	Risk register updated July 2009	Risk register updated February 2010
Monthly meeting held to discuss 'KHS Highway Surfacing & The Environment' with Alliance and Directorate representation	Actions from meeting: <ul style="list-style-type: none"> <li>▪ Demonstration of new materials</li> <li>▪ Identify programme for foam base binder course</li> <li>▪ Strategy Document to be written</li> <li>▪ Assess cost of Carbon Tax - how to be costed and measured?</li> </ul> 'Climate Change Scenarios and Adaptation Measures Statement' produced outlining considerations and actions for KHS	On-going project and linked to road asset management activity and future procurement policy.
Health and Safety Group enhanced to include Environment issues	Actions from group escalated to Alliance Board	Group routinely reporting to Board

Has your unit participated in a climate change adaptation workshop?	YES✓	NO
In line with KCC environmental policy to what extent do you currently “climate proof” decisions, strategies and policies?		
<b>Outturn result</b>		
The newly produced 'document' toolkit, with a section on environmental considerations has been rolled out to all KHS and is part of business as usual		

**Business Plan Performance 2009-10**

# Resources

## Summary Business Plan details

Resources act as the key interface between the directorate and the corporate centre of KCC, ensuring that the interests of the directorate are represented corporately and KCC-wide initiatives and programmes are effectively communicated through and embedded in EHW.

Resources monitor the directorate's expenditure programme, support Directors and Lead Officers in the delivery of high quality services and ensure the prudent, effective and efficient use of resources. The team also provides a range of other specialist advice and expertise relating to Customer Care, Health & Safety, Information Governance, Public Involvement & Consultation, strategic & online communications, performance management, policy development & review, value for money, workforce development, Equality & Diversity, business and medium term planning, risk management and business continuity.

The planned Outcomes for the above Core Activities in 2009/10 were:

- Adherence to KCC's overall priorities and control framework
- Directorate budgets used appropriately
- Enhance the reputation of the directorate
- Core support and expertise provided to the directorate on major business processes

### Summary of 2009/10

The top priority for EHW in 2009/10 was **to ensure that we were delivering a good customer experience and value for money for all our residents and visitors to Kent, across the whole range of our services. Resources made a significant contribution to this by** designing and delivering 24 Customer Service workshops for around 236 EHW staff, including bespoke workshops for Waste Management, Public Rights of Way and KHS, equipping them with techniques for effective customer care, letter writing, complaint handling, telephone skills and continuous improvement.

In order to optimise EHW's presence in the media over the last year the directorate's working relationship with KCC's Media & Communications Centre was streamlined; monthly meetings with the Cabinet Member were held and the EHW Press & PR Planning tool was used extensively. An EHW Communications Framework has been produced setting out EHW's expectations of staff in communicating with customers. **Resources assisted in the successful delivery of KCC's Publicity Review savings targets, reducing EHW's spend on print and publications and supporting the re-tendering of KHS statutory notices advertising contract (due to be implemented from 1<sup>st</sup> July 2010).**

Monthly Contact Centre performance review meetings were held to maintain a focus on performance and customer service improvement. One direct result of these meetings was that all fly tipping calls are now handled by the KCC Contact Centre, rather than members of the public being asked to ring Borough Councils - thus providing a more streamlined and professional approach for our customers.

Resources planned and rolled out awareness raising programmes during the National Customer Service week in October 2009 and co-ordinated the existing E&W champion group which culminated in E&W successfully passing the Charter Mark Year 1 Health Check review in April 2009. An interactive presentation on customer care was developed and delivered which is now a core element of a revised EHW induction programme.

Revised corporate complaint standards were rolled out across EHW to provide staff with guidance on handling complaints in a consistent way and ensure that complainants are treated fairly. 10 Corporate Information Governance Training sessions were developed and facilitated, in conjunction with Information Governance Officers in other directorates, to raise awareness

amongst staff of our obligations under FOI, EIR and DP legislation. A programme of Information Audits followed this training and will continue into 2010/11, to establish record retention timeframes and compliance with FOI. The total number of inquiries increased in 2009/10, sustaining the long-term trend of consistent annual growth.

As part of EHW's commitment to demonstrating effective environmental stewardship, a joint health, safety and environment audit programme was developed between the Quality Standards & Safety Team and the Sustainability & Climate Change Team. 38 volunteer auditors from within EHW and CMY directorates were trained and 89 of the 109 proposed audits have taken place to date. The overall results of the audit will give a comprehensive analysis of safety and environmental management system compliance in the directorates and will provide the data needed to prioritise work over the next twelve months. This information gathering exercise complements the ongoing IS 14001 accreditation as well as raising the awareness of environmental issues.

**Staff are the directorate's greatest and most vital asset and Resources played a significant role in the Investors in People (IIP) re-accreditation process in December 2009, with** many areas of good practice identified within the 4 units selected from EHW for audit, and a revised EHW Induction Programme, including new Manager & 'Buddy' guidelines, was implemented. The EHW Appraisal paperwork was reviewed to bring together existing elements in a single, easy-to-use document; the Personal Action and Development Plan (PADP). Bespoke Coaching Skills for Managers workshops were arranged and 3 workshops were held in February, March and April. 40 managers attended and feedback was excellent.

Given the difficult times that are likely to be ahead it was recognised that we need to ensure we have rigorous project management procedures in place, and an EHW Project Management toolkit was redesigned towards the end of 2009/10 with this in mind. A bridging session is scheduled for June 2010, which will see the launch of the new toolkit that will give all staff skills and tips to help improve the way projects are managed and delivered. This will be followed up with monthly workshops, initially in Maidstone and Ashford.

Resources is part of the interface between the directorate and the corporate centre of KCC and, as part of this, a New Member post-election induction programme was implemented. Work to increase Member engagement will continue with a rolling programme of area briefings and service overviews for County Members. The Resources Team also oversaw the production of '*The Year Ahead*' brochure for staff and Members outlining key priorities for the following year and achievements from the previous year, and was actively involved in a range of corporate work. Resources co-ordinated a range of business management procedures, such as business planning, risk and performance management, business continuity planning, T2010 reporting and accommodation issues. It also discharged KCC's responsibility for the performance management of the Kent's Local Involvement Network host organisation and facilitated effective working with other organisations such as the Health Overview Scrutiny Committee (HOSC) and Primary Care Trusts (PCTs).

Equalities and Public Involvement is also co-ordinated by the Resources team. The directorate Equalities Group was reorganised and strengthened to include more senior level representation to encourage teams and units to embed Equalities within their processes, and additional Equality Champions were recruited bringing the directorate total to 10. Directorate-specific training was developed and delivered to staff that will be carrying out Customer Impact Assessments for equality and diversity, and a programme of bridging sessions were developed and delivered on Public Involvement, the Duty to Involve and on the use of Customer Insight.

2009/10 saw major changes in KCC web and intranet presence and Resources co-ordinated this

work within EHW. This included reviewing and replacing EHW sections of the KCC website and bringing in a new technological platform as part of the KCC-wide web replacement programme. This migration work included cross-directorate working supporting CMY input to the web redevelopment programme. Directorate 'Strategy and Guidelines for Web publishing' were developed, in line with the corporate framework and two Social Media workshops were delivered; one targeted specifically at Communications staff and one for staff in general.

### Key Performance Indicators & Activity Levels

Indicator	2007/08 Actual	2008/9 Actual	2009/10 Target	2009/10 Actual/ Est	Trend ▲ improving ▶ not improving ▼ deteriorating
<b>NI 185:</b> CO <sub>2</sub> reduction from Local Authority operations	Not reported	119,716 Tonnes (Baseline data)	Not set	To be confirmed	Not available
<b>NI 186:</b> Per capita CO <sub>2</sub> emissions in the LA area	6.9%	Not available	0%	Not yet available	Not available
<b>NI 188:</b> Adapting to climate change	Level 1	Level 1	Level 2	Level 2	▲ improving
<b>NI 194:</b> Level of air quality ○ reduction Nox ○ primary PM10 emissions through local authority's estate and operations	Not reported	198.5 tonnes 6.0 tonnes (Baseline data)	Not set Not set	To be confirmed	Not available
FOI/EIR requests responded to within 20 working days	72%	85%	85%	70%	▼ deteriorating
<b>Reason for target not met:</b> EHW continue to receive more requests every year compared to the last. This coupled with the complexity of information asked for is affecting the response times. An additional resource was recruited in Sept. 09 to help deal with the volume in EHW.					
Resources complaints acknowledged within 3 working days	N/A – None received	N/A – None received	100%	N/A – None received	Not applicable
Resources complaints responded to within 20 working days	N/A – None received	N/A – None received	100%	N/A – None received	Not applicable
% of Resources invoices paid within 20 days	New Indicator	New Indicator	100%	86.7%	Not available
<b>Reason for target not met:</b> A challenging target of 100% was set and despite the January results (during the snow) pulling performance down for the year; Resources were not far off target and EHW as a whole were still above the KCC average for 2009/10.					
<b>Indicator</b>	<b>2007/08</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2009/10</b>	<b>Trend</b>

	Actual	Actual	Target	Actual/ Est	▲ improving ▶ not improving ▼ deteriorating
% Resources Member Enquiries responded to on time	New Indicator	New Indicator	100%	N/A – None received	Not available
Reduction in Resources Business Mileage	New Indicator	-10% (20,670 miles)	-10%	Information not yet available	Not available
Staff satisfied with E&R as an employer (staff engagement index score)	N/A	60%	65%	N/A	The next KCC Staff Survey will not be conducted until Autumn 2010; this survey will provide a new baseline for the new EHW directorate

### Benchmarking Information

No external evaluation was undertaken in Resources during 2009/10. An indicator which benchmarks Resources performance (in so far as the Finance function sits within Resources) against the rest of KCC is the *Number of invoices paid within 20 days*. With regard to this indicator, our performance has been consistently better than the KCC Average.

The following table illustrates EHW's position compared to the KCC Average from April 2008 to March 2010:

Statistics based on April – December '08 (Invoices paid within 30 days)		Statistics based on January – March '09 (Invoices paid within 20 days)		Statistics based on April – December '09 (Invoices paid within 20 days)		Statistics based on January – March '10 (Invoices paid within 20 days)	
% paid on time		% paid on time		% paid on time		% paid on time	
EHW	94.3%	EHW	84.0%	EHW	85.4%	EHW	81.83%
KCC Average	92.6%	KCC Average	77.9%	KCC Average	82.7%	KCC Average	78.43%

## Performance Against Projects/Developments / Key Actions

Year end monitoring

Total number of Projects/Development/Key Actions in Plan: **46**

Tasks Complete (Green) Number / % of total	Part Complete and being carried forward (Amber) Number / % of total	Red Tasks Number / % of total
29 / 63%	15 / 33%	2 / 4%

### Explanation for red tasks:

1. Working towards the standards within ISO 18001:2007 - Tie in with corporate review on achieving 18001 **and**
2. Consider and Plan implementation for accreditation exercise: *Dropped as a corporate target but working to the principles of the standard within EHW.*

### Explanation for tasks being carried forward

1. MIDAS replacement - new system designed and ready for implementation: *PROW and Waste transfer to Oracle now completed. Highways transfer on target to be completed after Oracle 12 upgrade.*
2. Business Continuity Plans - develop, monitor, test and review plans for each Service: *Plans have been developed but now moving over to corporate ICT software. A project plan is in place for rollout in 2010/11.*
3. Review of office strategy linking in with Better Workplaces Review: *Corporate programme and work is to continue into 2010/11.*
4. Use and publish common core standards for EHW: *Work is being undertaken in May/June 2010 to produce and publish common core standard across KHS.*
5. Rollout Health, Safety and Environment audits across directorate **and**
6. Produce report with action plan: *Work is ongoing in nature. Audits began in 2009/10 and will continue into 2010/11*
7. Create updated register of risk assessments and key risk management functions for directorate **and**
8. Agree divisional risk management process according to business need **and**
9. Quarterly review reports to be produced: *Work is ongoing in nature and will continue into 2010/11.*
10. Continue to communicate programme's priorities / achievements & engage E&R staff in on-going org. Imp. Activities: *Work is ongoing in nature and will continue into 2010/11.*
11. Guidance to EHW staff on Equality Legislation including embedding in Business Plans: *Ongoing activity*
12. Refresh Project-based Secondment scheme and oversee performance management Task & Finish Groups **and**
13. Lead Middle Manager and Senior Manager Forum development events **and**
14. Follow up Staff Survey actions: *Ongoing activity*
15. Contract management of the host organisation for Kent Local Involvement Network (LINK); foster links with related work throughout KCC, particularly HOSC: *Ongoing activity*

**Towards 2010**

Not applicable to Resources

**External Evaluation**

**Summarised User feedback:**

Business Unit	Number of Complaints received 01/04/09 - 31/03/10	Complaints Acknowledged within 3 working days (Actual / %)	Complaints responded to within 20 working days (Actual / %)	Number of compliments received 01/04/09 – 31/03/10
Resources	0	N/A	N/A	0

**Investors in People (IIP)**

KCC were successful in gaining re-accreditation in December 2009. There were many areas of good practice identified within the 4 units selected in EHW and these will be built upon when taking forward the New Choices framework. In addition, action plans will be developed with senior managers to take forward areas for development. Throughout 2010 a programme of health checks will take place throughout KCC which will involve groups within EHW.

**Chartermark**

Co-ordinated activity of existing E&W champion group and successfully passed the Charter Mark Year 1 Health Check review in April 2009.

**Equality Monitoring**

Actions	Progress
Guidance to E&R staff on Equality legislation including embedding in Bus. Plans	<b>Green:</b> Legislation and guidance is available to managers via KNet and is being reviewed and improved as changes come into force following passage of Equalities Bill in April 2010; guidance also included in business plans 09/10 and 10/11 to integrate into business as usual. Support and training is provided to managers and staff on an ongoing basis.
Establish E&R Equalities Forum and co-ordinate and support directorate Equality Champions	<b>Green:</b> Following the departure of the Equalities Officer, (1 <sup>st</sup> Sept 2009), EHW implemented a project management approach to equalities : channelling information, ensuring managers and service teams understand their responsibilities and have the information to deliver this agenda as part of business as usual. Directorate Equalities Group is now made up of senior and middle managers from each division. These representatives have responsibility for ensuring Equalities is mainstreamed in their service area.
Update E&R Equalities Action Plan	<b>Green:</b> Equalities Action Plan was approved by DMT (now SLT) in November 2009, and has been reviewed by the KCC Equalities Challenge network.

Actions	Progress
Co-ordinate Best Equality Practice evidence for the new EFLG	<b>Green:</b> Customer Impact Assessments are being undertaken where appropriate, and evidence collated. Mechanisms for reporting and recording evidence are being developed and improved. Twice yearly health-checks with service teams are designed to enable systematic co-ordination and reporting of evidence.
Ensure E&R (now EHW) representation on Kent Equality Network and other Kent forums across equality strands	<b>Green:</b> Following the departure of the Equalities Officer, (1 <sup>st</sup> September 2009), EHW directorate lost the resource to attend the Kent Equalities Network on a regular basis, although champions are supported to do so where possible. We rely on the KCC Corporate Diversity network to provide appropriate representation and cascade information. Directorate Equality Lead is a member of the KEN online Community of Practice and Directorate Equality Champions have also been encouraged to join.
<b>Reporting on top-line actions from Directorate Equalities and Diversity Action Plan 2007-10:</b>	
Diversity in Action training for staff and managers	With departure of Equalities officer, Diversity in Action training was promoted across EHW from Q3 onwards. Over Q3 & Q4, take-up was as follows: E&W 15; ISP 1; Resources 2; KHS 11 (Total 29)
Complete online tool on "Diversity in the Workplace" (staff and managers)	All staff and managers are encouraged to undertake this course. To date over 360 staff and managers have completed it. 117 Staff and managers undertook this during the year 09/10 Take-up was as follows: E&W 48; ISP 2; Resources 5; KHS 62 (Total 117)
Divisional Business Plan	The 2009/10 directorate business plan was published in summary format as ' <b>The Year Ahead</b> '. Limited numbers of hard copies were produced and provided to all members following June 09 election, and also to Senior Managers Forum to cascade throughout their teams. Electronic copy was published to KNet and a link to all staff emailed.
Ways to Success behaviour related to equalities and diversity	W2S 'Equalities behaviour' incorporated into revised appraisal paperwork, and is a requirement for all managers.
Assess the impact of new policies, projects and practices on different equality groups	Customer Impact Assessment training is being rolled out to all managers; a summary flow-chart has been developed for managers to decide when to assess.
Positive Action recruitment training	All recruitment interviews have at least one interviewer who has been PA recruitment trained; at the year end, all teams and units had at least one staff member and most had two or more who were equipped to provide this function on recruitment panels

Actions	Progress
Raise equality and diversity topics during team meetings	Pilot team meeting agenda to incorporate equalities information for attendees; AOB – team to identify any agenda items requiring CIA assessment
Training undertaken in the directorate since April 09 based on Equality & Diversity	Diversity in Action Workshops - November 2009, January, February and March 2010 – 29 people Customer Impact Assessment - February and March 2010 – 19 people Positive Recruitment - July, September and November 2009 – 17 people On-line Tool – 117 people

### Environmental Performance

Objective/target	On track/more progress needed/completed	Supporting performance data for measurable objectives (e.g. cost savings, paper savings etc)
Environmental Performance embedded within Business Plans as business as usual activity	Green (for 09/10)	Commitment/targets & projects included in Business Plans across the Directorate
Environmental Performance considered when producing Business Continuity Plans	Amber	Business Continuity Plans being developed / revised at time of outturn monitoring and is an on-going activity. Environmental considerations to be taken into account at point of each refresh.

### Climate Change

Objective/target	On track/more progress needed/completed	Supporting performance data for measurable objectives (e.g. risk register updated, numbers of staff trained, business continuity, strategies)
Climate Change Adaptation issues included on Risk Register	Green (for 09/10)	Risk around Climate Change included on Directorate & Service Level Risk Registers

## Environment, Highways & Waste Directorate Risk Register

Mike Austerberry

This is the Environment, Highways & Waste (EHW) Directorate Risk Register (Environment & Waste, Integrated Strategy & Planning, Kent Highway Services and Resources). In addition to this directorate register, each service unit of the directorate has its own risk register.

The focus for the directorate register is on crosscutting risks affecting the whole directorate (or at least several service units) and high impact or high profile risks.

The directorate register is agreed by the EHW Senior Leadership Team (SLT) and each service unit register by the respective Senior Management Team.

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

## EHW DIRECTORATE LEVEL RISK REGISTER

This register summarises the notable risks within the EHW Directorate.

Risks are recorded as HIGH, MEDIUM or LOW

The matrix used to assess the level of likelihood and impact is provided to the right for information.

This register has been compiled from the registers prepared by individual service units.

Summary of Risks on this register:	Inherent Rating	Residual Rating
	11 High	1 High
	6 Medium	13 Medium
	0 Low	3 Low

### Risk Ranking Matrix:

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				

### VERSION HISTORY

Version Date	Document Version	Document Revision History	Document Author/Reviser	Approval Date	Approver Name
December 2008	V1.0	Register compiled by the Business Improvement Team following the refresh of Service Unit Registers with the appropriate Leadership Team during Nov/Dec 08	David Thomas/ Kay Groves/ Gemma Warburton	17 December 2008	DST
January 2009	V2.0	Updated risk KHS18 following recommendations from Resources SMT	Simon Maloney		
August 2009	V3.0	Updated due to refresh of E&W, KHS and Resources risk registers approved by appropriate SMT	Gemma Jones		
September 2009	V4.0	Updated due to refresh of IS&P risk register approved by appropriate SMT	Gemma Jones		
February 2010	V5.0	Register refreshed following Business Planning 2010/11	Resources SMT and Gemma Jones	17 February 2010	SLT

## RISK REGISTER

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS1  Page 58	Claim for £12m by URN/LCR against KCC for CTRL construction claims related to option on land taken under CPO for STDR4	<b>Decision by House of Lords Appeal against Court of Appeal decision against KCC.</b>  <i>This risk has a KCC wide impact</i>	Satisfactory resolution to claim	John Farmer	I = 5  L = 5  R = 25  High Risk	<ul style="list-style-type: none"> <li>Preliminary hearing before the President of the Lands Tribunal- Dec07</li> <li>Court of Appeal decision against KCC – May 09.</li> <li>On-going Legal Counsel Advice.</li> </ul>	<ul style="list-style-type: none"> <li>The House of Lords did not accept our petition to appeal and we are in discussions with LCR/URN about mediation and preparing for the next stage of consideration by the Lands Tribunal</li> </ul> <p><i>As the residual rating is &gt;16, a risk management action plan is on file with the project manager</i></p>	Ongoing	I = 5  L = 4  R = 20  High Risk
R3	Major scheme cost and time over runs	<b>Capital programme management</b> (Insufficient resources and inappropriate scheduling to deliver the programme)	Agreed programme of work delivered within agreed timescales and achieved, without the need for additional resource / funding	Richard Hallett	I = 5  L = 5  R = 25  High Risk	<ul style="list-style-type: none"> <li>Budget monitoring</li> <li>Risk assessments</li> <li>Financial procedures</li> <li>Project Approval Process</li> <li>Scheduling</li> <li>Project Management Training</li> <li>Increased support to capital monitoring through team reorganisation</li> </ul>	<ul style="list-style-type: none"> <li>Monthly budget monitoring to continue alongside quarterly corporate monitoring.</li> <li>Monthly meeting between Head of Finance and Head of Countywide Improvements and Head of Major Projects</li> </ul>	Ongoing	I = 4  L = 3  R = 12  Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS7	Climate Change or possible extreme weather conditions	<b>Damage to valuable assets/ infrastructure from extreme weather conditions.</b>	Take account of climate change and ensure resilience against extreme weather conditions	John Burr	I = 5 L = 4 R = 20  High Risk	<ul style="list-style-type: none"> <li>• Info being collected on existing <b>drainage</b> systems</li> <li>• Flooding hot spots identified</li> <li>• <b>Flood Risk</b> Review almost complete</li> <li>• Contact maintained with KRF</li> <li>• Review of strategic &amp; structures assets</li> <li>• Review of all known ponding/flooding areas</li> <li>• Report to KHS Exec on Safety Critical Assets</li> <li>• Procedures adopted for incident management during adverse weather events for tree damage/falls.</li> <li>• BC Plan</li> <li>• Team Climate Change Action Plans</li> </ul> <p><i>Whilst mitigating against severe weather, we can only strive to control the affects of this and there may be extreme instances which breach our control.</i></p>	<p><b>Flooding</b></p> <ul style="list-style-type: none"> <li>• Manage all known flood locations proactively (similar to winter maintenance)</li> <li>• Implementation of recommendations from KCC Select Committee</li> <li>• Review local area action group for flooding being trialled in Shepway</li> </ul> <p><b>Heat waves</b></p> <ul style="list-style-type: none"> <li>• Identify strategic assets vulnerable to heat damage.</li> <li>• Review use of bituminous materials to mitigate susceptibility to heat damage</li> </ul> <p><b>Winter Damage</b></p> <ul style="list-style-type: none"> <li>• Source additional funding for damage to asset</li> </ul>	Ongoing  Ongoing  April 2010  Sept 2010  Sept 2010  After each winter	I = 4 L = 3 R = 12  Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
ISP1	IS&P has a pivotal role in developing policy for the County and in influencing , on behalf of KCC, policy development at national, regional and local level.	Failing to stand up for Kent's residents	Protect residents from inadvisable decisions	Geoff Mee	I = 4 L = 4 R = 16 High Risk	<ul style="list-style-type: none"> <li>Ensuring Kent's interests are communicated at early and crucial stages of development of policies</li> <li>Liaison and networking with key agencies</li> <li>Monitoring regimes on policies to ensure they deliver as expected against key performance indicators</li> <li>Statutory monitoring cycle and requirements</li> </ul>	<ul style="list-style-type: none"> <li>Defend our reputation through Public Enquiries</li> <li>Response to Strategic Consultation papers at national and regional level</li> <li>Influence at national and regional level on matters of importance to Kent i.e. 3<sup>rd</sup> Thames Crossing, Operation Stack etc.</li> <li>Set up funding for defence using 'Community Chest' principle.</li> </ul>	Ongoing	I = 4 L = 3 R = 12 Medium Risk
KHS 14	The Kent Freedom Pass	Large unbudgeted cost from significantly increased take-up for Kent Freedom Pass	Early warning of increased costs	David Hall	I = 4 L = 3 R = 12 Medium Risk	<ul style="list-style-type: none"> <li>Monitoring the number of passes taken up and journeys taken</li> <li>Regular updates to Members</li> </ul>		Ongoing	I = 4 L = 3 R = 12 Medium Risk
Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating	Existing Controls	New Tasks/ Actions	Date	Residual rating

					(without any controls in place)				(with controls in place)
EW21	Waste Management	Rise in waste tonnage over the medium term	Minimise increase in waste	Linda Davies	<p>I = 4</p> <p>L = 5</p> <p>R = 20</p> <p>High Risk</p>	<ul style="list-style-type: none"> <li>· Changing Attitude and Behaviour campaigns</li> <li>· Allington Waste to Energy Plant</li> <li>· Recycling Targets</li> <li>· Monthly monitoring of waste tonnage</li> <li>· Community Waste Action Fund</li> <li>· Performance management of the existing HWRC management contracts</li> <li>· Trade waste officers' enforcement activity to prevent illegal deposits of trade waste at HWRCs</li> <li>· Waste arisings monitoring, modelling and projections to provide notice of trends.</li> </ul>	<ul style="list-style-type: none"> <li>· Continued Changing Attitude and Behaviour campaigns</li> </ul>	Ongoing	<p>I = 3</p> <p>L = 4</p> <p>R = 12</p> <p>Medium Risk</p>

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R10	Health Safety & Wellbeing management	Failure to comply with H&S legislation and internal procedures and standards	All Service Units are aware of their obligations with H&S under control	Flavio Walker	I = 5 L = 3 R = 15 Medium Risk	<ul style="list-style-type: none"> <li>H&amp;S Management plan covers biggest risk areas.</li> <li>High risk environments have established focus groups monitoring activity and process</li> <li>Training and instruction of staff to maintain standards</li> <li>Regular monitoring / audits of EHW and contractor H&amp;S activity</li> <li>Fostering good relationship with local enforcement agents</li> <li>H&amp;S Board/ Group</li> <li>Review of internal H&amp;S structure to meet new directorate needs and those of the Blue Book</li> <li>E&amp;W Operational Risk Register</li> </ul>	<ul style="list-style-type: none"> <li>6-month update of H&amp;S Management plan</li> <li>Health Safety and Environmental Risk Auditing programme</li> <li>Review of training matrix and training provision to upgrade the internal awareness of middle managers</li> <li>Internal H&amp;S information pages to be launched for directorate</li> <li>Develop KHS Operational Risk Register</li> <li>Contractor auditing</li> </ul>	Nov 2010  Jan – Mar 2010 and ongoing March 2011  March 2011  March 2011  Ongoing	I = 5 L = 2 R = 10 Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
KHS 4a	Traffic collisions	<b>KCC fail to maintain highway network to appropriate standard resulting in prosecution for contributing to collisions</b>	Safer roads for users, avoid Corporate Man-slaughter / H&S prosecution	Kim Hills	I = 5 L = 3 R = 15  High Risk	<ul style="list-style-type: none"> <li>H&amp;S Group</li> <li>Staff training</li> <li>Monitoring against procedures</li> <li>Ensure roads are inspected and repaired in line with statutory duty</li> <li>All Inspectors trained to NVQ level</li> <li>Close working with Claims and Risk unit</li> </ul>	<ul style="list-style-type: none"> <li>Highway Inspectors Manual updated and re-launched</li> <li>Improving response / repair times</li> <li>Monitor new process now in place and monthly meeting held with the Police and a CDM.</li> <li>H&amp;S audits</li> </ul>	June 2010  Summer 2010 March 2010  Ongoing	I = 5 L = 2 R = 10  Medium Risk
EW11	Public attitude to environmental behaviour	<b>Climate Change and Waste projects do not positively influence people's behaviours</b>	Ensure Waste and Climate Change projects deliver change in public attitude	Caroline Arnold/ Carolyn McKenzie	I = 4 L = 4 R = 16  High Risk	<ul style="list-style-type: none"> <li>Campaigns and communication to the public</li> <li>Contract with professional marketing communications company to ensure that messages and campaigns are targeted, and monitored</li> </ul>	<ul style="list-style-type: none"> <li>Joining up expertise and resources to ensure Climate Change projects benefit from the expertise and experience of Waste projects</li> </ul>	Ongoing	I = 3 L = 3 R = 9  Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R9	EHW Reputation	<b>Decreasing public satisfaction with EHW customer service</b>	EHW delivers excellent customer service (as measured by surveys etc. within the service groups)	Alison St Clair Baker	I = 3 L = 5 R = 15  Medium Risk	<ul style="list-style-type: none"> <li>· EHW 09/12 Comms Framework</li> <li>· EHW Comms Officer Network</li> <li>· EHW Media Opportunities Calendar</li> <li>· Monthly meetings with Cabinet Member, Exec Director &amp; Media Centre re EHW <i>Jewels in the Crown</i></li> <li>· Complaints procedure</li> <li>· Monitoring Customer satisfaction</li> <li>· Member engagement</li> <li>· EHW web publisher network</li> <li>· Close work with Consultation &amp; Involvement Group</li> <li>· Annual report to EHW POSC on user involvement</li> <li>· Customer service champions network</li> </ul>	<ul style="list-style-type: none"> <li>· Specialist Media Workshops for EHW spokespeople</li> <li>· Customer Service Workshops to improve staff written/oral skills</li> <li>· Annual refresh of EHW Comms Framework</li> <li>· Support introduction of CSE Standards across EHW</li> <li>· Participation in Interreg IVA Mosaic customer insight project</li> <li>· Provide specialist expertise to teams and units to enable proper use of social media and new technology</li> <li>· Review Contact Centre SLAs</li> </ul>	Jan 2010 and ongoing Jan-Mar 2010 and ongoing May 2010  Ongoing  Ongoing  Ongoing  Sep 2010	I = 3 L = 3 R = 9  Medium Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
<b>KHS 29</b>	KHS to take over concessionary fares from District Councils in 2011	<b>Insufficient funding from central government to provide adequate resource or operational logistics to manage the concessionary fares service</b>	We receive sufficient funding to enable KHS to provide the required service	David Hall	I = 4 L = 4 R = 16  High Risk		<ul style="list-style-type: none"> <li>• Liaise with Districts to understand the cost of the scheme and if necessary -</li> <li>• Lobby Government to ensure correct funding allocation</li> </ul>	April 2011	I = 3 L = 3 R = 9  Medium Risk
<b>EHW1</b>	Market fluctuations	<b>Increasing cost of raw materials /energy and exchange rates leads to budget pressures</b>	Minimise impact of fluctuation in market prices	Richard Hallett / KHS SMT	I = 4 L = 4 R = 16  High Risk	<ul style="list-style-type: none"> <li>• Robust financial forecasting processes including MTFP</li> <li>• Financial monitoring systems</li> <li>• Reduced dependency on energy through streetlighting efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Bunkered fuel</li> <li>• KHS Route optimisation to reduce fuel requirements</li> </ul>	April 2011	I = 2 L = 4 R = 8  Medium Risk



Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R1	Budget allocation	<b>Insufficient budget/ major overspend on revenue and capital budgets</b> (especially with the savings targets for procurement and staff efficiency)	Expenditure matches budget	Richard Hallett	I = 4 L = 3 R = 12  Medium Risk	<ul style="list-style-type: none"> <li>Budget allocation/ monitoring</li> <li>SLT ownership</li> <li>Activity level reporting</li> <li>Risk assessment</li> <li>Management action plan to deliver savings</li> <li>Financial procedures/ training</li> <li>Income generation/ ext. funding process</li> <li>MTP process</li> <li>Capital monitoring Board</li> </ul>	<ul style="list-style-type: none"> <li>Action any internal audit recommendations</li> <li>Efficiency steering group to oversee savings delivery in KHS</li> <li>Weekly Project review team meeting to drive through savings plans in KHS</li> </ul>	Ongoing	I = 4 L = 2 R = 8  Medium Risk
R4	KCC has a legal duty to meet all Data Protection and Freedom of Information Act requirements	<b>Infringe Data Protection Act (DPA)/ Freedom of Information Act (FOIA)</b>	All DPA and FOIA requests are dealt with inline with agreed processes and all staff understand and follow correct procedures	Niel Caddick / Pauline Banks	I = 3 L = 4 R = 12  Medium Risk	<ul style="list-style-type: none"> <li>FOIA/DPA Officer</li> <li>Procedures / Plan</li> <li>Training</li> <li>Monitoring</li> <li>Corporate Reporting</li> <li>Recruitment of a new support staff member to assist the IG Officer.</li> </ul>	<ul style="list-style-type: none"> <li>Improved recording &amp; monitoring System</li> <li>General awareness training</li> <li>Information Governance Audits</li> <li>Information Governance KNet site developed</li> </ul>	Ongoing  March 2011 and ongoing  March 2011 March 2011	I = 2 L = 3 R = 6  Low Risk

Ref	Source	Event	Planned Outcome	Accountable Manager	Inherent rating (without any controls in place)	Existing Controls	New Tasks/ Actions	Date	Residual rating (with controls in place)
R8	Staff Engagement	<b>Staff morale, performance and retention levels</b> are compromised through lack of meaningful engagement / communications	A culture of inspirational leadership embedded and improvement achieved in EHW and divisional staff engagement index (as measured by KCC and EHW internal staff surveys)	Alison St Clair Baker	I = 3 L = 4 R = 12 High Risk	<ul style="list-style-type: none"> <li>• EHW Workforce Development and Communication Framework</li> <li>• Work &amp; Wellbeing Group; L&amp;D Board</li> <li>• Induction/ appraisal/ talent management</li> <li>• Staff conferences</li> <li>• Regular consistent communication</li> <li>• EHW Quality Service Awards</li> <li>• Range of staff engagement activities incl. SLT monthly newsletter, Out and Abouts</li> <li>• KCC Reward Strategy</li> <li>• KCC / KHS Staff Surveys</li> <li>• KCC Support Line / Mediation</li> </ul>	<ul style="list-style-type: none"> <li>• Range of additional staff engagement activities to be introduced including:               <ol style="list-style-type: none"> <li>a) Launch &amp; embedding of new EHW Induction programme</li> <li>b) Range of new EHW staff engagement events with Cabinet Member / Exec Director</li> <li>c) Review of Oracle Learning Management System (see R16)</li> <li>d) Senior Management Leadership Development Programme</li> <li>e) Refresh of EHW presence on KNet (see R32)</li> <li>f) Fresh programme of Work &amp; Wellbeing activities</li> <li>g) Roll out of KCC Managed Change approach</li> </ol> </li> </ul>	Jan 2010 and ongoing	I = 3 L = 2 R = 6 Low Risk



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**TO: Environment, Highways and Waste (EHW) Policy Overview & Scrutiny Committee – 29<sup>th</sup> July 2010**

**BY: Nick Chard, Cabinet Member, EHW  
Mike Austerberry, Executive Director, EHW**

**SUBJECT: EHW Financial Outturn and Unit Operating Plan Outturn for 2009/10**

**Classification: Unrestricted**

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### **Summary:**

This report summarises the 2009/10 financial outturn for each of the Service Units within the EHW Directorate. This report should be read in conjunction with papers under Item B3A, bringing together financial and key activity and performance outcome information.

Members are also asked to consider how the committee should contribute to formulating the 2011/12 budget and medium term plan at an earlier stage than previous years.

FOR INFORMATION

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### **1. Introduction:**

- 1.1 In the March/April cycle of meetings, POSCs received a report setting out the latest forecast outturn for the 2009/10 financial year as reported to Cabinet based on the position as at the end of the third quarter. Half-year performance monitoring against unit business unit plans was reported in the January cycle.
- 1.2 Last year each directorate prepared a combined unit level budget and performance outturn report for the July cycle of POSC meetings for the first time. Previously outturn reports had been included in the September cycle. This report builds on the lessons from last year.
- 1.3 At it's April meeting the Scrutiny Board recommended that all POSCs need to formulate their arrangements for contributing to the development of the budget so that they are able to have an input at an earlier stage than previous years. In particular POSCs should consider whether the Informal Member Groups set up following the November 2009 meeting should meet regularly between now and December when the draft budget needs to be finalised for formal consultation. This was re-affirmed at a recent training session for all Overview and Scrutiny members.

## 2. EHW Portfolio 2009/10 Financial Outturn- Revenue

- 2.1 The provisional revenue outturn was reported to Cabinet on 14<sup>th</sup> June together with recommendations on rollover for committed projects and contributions to reserves for uncommitted under spends. The overall position for the EHW portfolio was a net underspend of £2,700 having taken into account the rephased projects.
- 2.2 Table 1 sets out the original budget, final approved cash limit and spending for each service unit within the EHW portfolio. The changes between the original budget and final approved cash limit are all within KCC's "virement" rules as set out in Financial Regulations.

**Table 1 – revenue outturn**

Service Unit	Original budget £000s (net)	Approved cash limit £000s (net)	Final outturn £000s (net)	Variance from cash limit £000s (net)
Kent Highway Services Group	51,297	53,131	58,390	5,259
Public Transport Contracts Group	17,091	15,878	16,221	343
Waste Management Group	67,592	67,854	62,383	-5,471
Environmental Group	4,166	4,706	4,471	-235
Strategic Management	1,008	925	926	1
Resources	5,969	5,338	4,723	-615
Transport Strategy Group	470	470	470	0
Planning and Development Group	0	808	807	-1
Planning Applications	0	963	963	0
Support Services purchased from CED	2,409	1,871	1,871	0
<b>Total</b>	<b>150,002</b>	<b>151,944</b>	<b>151,225</b>	<b>-719</b>
Rephased projects				-717
<b>Net real underspend</b>				<b>-2</b>

- 2.3 There were no significant changes since the third quarter monitoring reported to POSC at the March 2010 meeting.
- 2.4 The rephased projects summarised in table 1 above, are shown in table 2 over:

**Table 2 – rephased projects**

Rephased projects	£000s
Signs and lines refresh project	-432
Permit scheme start-up costs	441
Land use survey	-225
Surface water management plan	-57
Kent Waste Partnership	-39
Replacement of the MIDAS financial system	-405
<b>Total rephased projects</b>	<b>-717</b>

### 3. EHW Portfolio 2009/10 Financial Outturn – Capital

3.1 Table 3 identifies the planned and actual spend on all capital projects in 2009/10 and the total approved and forecast spending over the lifetime of these projects.

**Table 3 – capital outturn**

	2009/10 Spend				Total Scheme Cost		
	Original Budget £000s	Approved Cash Limit £000s	Final Outturn £000s	Variance from Cash Limit £000s	Approved Cash Limit £000s	Forecast Spending £000s	Variance from Cash Limit £000s
<b>Rolling Programmes</b>							
PROW- Structural Maintenance	900	1,029	1,001	-28	3,979	4,000	21
Country Park Access and Development	800	612	533	-79	2,651	2,651	0
Highway Major Maintenance	43,485	49,681	49,768	87	149,083	149,121	38
Integrated Transport	14,752	11,733	11,954	221	58,848	59,069	221
Major Scheme- Preliminary Design Fees	900	1,435	1,511	76	4,702	4,778	76
Non TSG Land ,Compensation Claims and Blight	1,200	751	1,034	283	5,900	6,205	305
Management & Modernisation of Assets	200	250	250	0	580	580	0
Old Scheme Residual works			-380	-380		-380	-380
<b>Total</b>	<b>62,237</b>	<b>65,491</b>	<b>65,670</b>	<b>179</b>	<b>225,743</b>	<b>226,024</b>	<b>281</b>

	2009/10 Spend				Total Scheme Cost		
	Original Budget £000s	Approved Cash Limit £000s	Final Outturn £000s	Variance from Cash Limit £000s	Approved Cash Limit £000s	Forecast Spending £000s	Variance from Cash Limit £000s
<b><u>Schemes with Approval to Spend</u></b>							
Shornewoods Heritage Project	3	70	59	-11	930	919	-11
Wetland Creation-East Kent	500	10	25	15	501	516	15
Archaeological Resource Centre	200	0	0	0	900	900	0
Energy and Water Efficiency fund	652	377	354	-23	2,014	2,014	0
Energy and Water Efficiency fund	106	0	0	0	740	740	0
Small Community Projects		24	8	-16	24	24	0
Dartford Heath Site Replacement	500	0	0	0	11	11	0
Herne bay Site Improvement	800	100	68	-32	2,127	2,127	0
Swanley Site Improvements	0	133	133	0	243	243	0
Hawkinge Site Improvements	0	17	3	-14	165	165	0
Deal Household Waste	0	100	101	1	100	101	1
Kent Highway Partnership-Co Location Depots	4,150	274	681	407	21,074	21,586	512
Safety Camera Partnership	766	763	745	-18	1,828	1,828	0
Energy Usage Reduction	86	75	0	-75	300	300	0
East Kent Access Road Ph1	0	2	1	-1	22,783	22,782	-1
Ashford Ring Road	0	130	79	-51	15,806	15,806	0
A228 Leybourne West Malling Bypass	0	40	9	-31	29,513	29,524	11
Sittingbourne Northern Relief Road	10,150	7,921	7,952	31	34,358	34,373	15
East Kent Access Phase 2	21,392	10,712	10,708	-4	87,000	87,000	0
Rushenden Relief Road	9,350	6,775	6,775	0	12,225	12,225	0
Traffic Signal Head Replacement	0	186	183	-3	2,013	2,010	-3
E-skip Computer system	0	60	58	-2	60	58	-2
Salt Storage Infrastructure	0	0	140	140	0	175	175
Resign North Down Way	100	75	54	-21	75	54	-21
Waste Vehicle	0	0	21	21	0	21	21
Traffic Counter Vehicle	0	15	15	0	15	15	0
Victoria Way	6,850	2,855	2,854	-1	16,824	16,824	0
Ashford Drovers Roundabout	4,915	1,255	1,255	0	17,747	17,747	0
<b>Total</b>	<b>60,520</b>	<b>31,969</b>	<b>32,280</b>	<b>311</b>	<b>269,376</b>	<b>270,087</b>	<b>711</b>
<b><u>Schemes with Approval to Plan</u></b>							
Kent Natural Burial Ground	960	0	0	0	0	0	0
Lydd/New Romney New Site	500	133	150	17	2,480	2,479	-1
Maidstone/Ton & Malling New site	200	0	0	0	0	0	0
Church Marshes Site Expansion	1,000	0	0	0	3,630	3,630	0
North Farm Transfer Station	0	50	41	-9	1,050	1,050	0
Kent Thameside Strategic Transport programme	3,036	76	76	0	151,298	151,298	0
A2 Linear Project	180	926	934	8	3,482	3,502	20
<b>Total</b>	<b>5,876</b>	<b>1,185</b>	<b>1,202</b>	<b>17</b>	<b>161,940</b>	<b>161,959</b>	<b>19</b>
<b>TOTAL EHW CAPITAL PROGRAMME</b>	<b>128,633</b>	<b>98,645</b>	<b>99,151</b>	<b>506</b>	<b>657,059</b>	<b>658,069</b>	<b>1,010</b>

- 3.2 The movements from the original budget and the approved cash limit have been reported in monitoring during the year and the cash limits were changed when the capital programme in 2010/13 medium term plan was approved in February. The main changes were the rephrasing of some of the major projects and the bringing forward of highway capital maintenance money from 2011/12

#### **4. EHW 2009/10 Unit Business Plan Outturn**

- 4.1 A detailed performance return has been made by the Head of Service for each of the Units within the EHW Directorate. A full report on this has been included in the papers under Item B3A.

#### **5 Recommendations**

- 5.1 Members of the EHW POSC are asked to:
- a) NOTE the revenue and capital financial outturn for 2009/10 including rollovers for committed projects and changes to capital programme
  - b) CONSIDER how the POSC should contribute to the development of the 2011/12 budget and to agree that an Informal Member Group be asked to meet on a regular basis over the next 6 months in order to get a fuller understanding of the implications of potential budget reductions and report back to the full POSC in November and January.

Richard Hallett  
Head of Finance and Resources, EHW  
Ext. 4035

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**By:** Nick Chard, Cabinet Member – Environment, Highways and Waste

**To:** Environment, Highways & Waste Policy Overview & Scrutiny Committee – 29 July 2010

**Subject:** Winter Service Consultation 2010

**Classification:** Unrestricted

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### **1. Background**

Following the worst winter in over 30 years, a consultation exercise was carried out of the winter service delivered by Kent Highway Services. The final consultation report was produced by Ipsos MORI on 12 June. Additionally the views of Members of this committee and joint transportation boards were sought and the results thereof have been added to the consultation report to produce a revised draft Winter Service Policy 2010/11.

### **2. Key findings**

The key findings of the MORI report were reported to the EHW POSC in May of this year and the recommendations of the report are attached as Appendix 1 to this report. A full version of the report has been sent to Members of this committee. Additional copies can be requested from KHS.

### **3. Proposed policy revisions**

As a result of the comments received a number of changes are proposed to the existing Winter Service Policy Statement (Appendix 2). These are summarized below:

**3.1 District arrangements** – District councils have made it clear that they wish to be more involved in assisting with the provision of the winter service in their local areas. On a practical level this will include pre and post winter meetings with them and more formalised arrangements for snow and ice clearance in agreed areas. This is reflected in sections 2 and 6 of the policy. Community Delivery Team Leaders will review their local winter service plans in consultation with their district council colleagues.

#### **3.2 Salt bins (Section 8.1)**

The provision of salt bins is of concern to parish councils in particular. They are seen as a community resource and a considerable number of requests have been made to KHS for new salt bins to be placed for the next winter season. There are currently 1803 salt bins placed around the county.

The proposal in the revised policy is for the existing scoring system to continue and that from now on salt bins are filled with a mixture of sharp sand or grit and salt. The provision of bags of a sand/salt mix to be made available to parishes is also recommended to be trialled next winter. Additionally last

year Members were able to use their Member Highway Fund money to purchase salt bins.

### **3.3 Footway clearance (Section 6.3)**

Footway clearance was a key concern of most of the stakeholders consulted. The key to improvement in this area is utilising district council staff and having clear plans in place to do so. This will be set out in the Winter Service Plan for 2010/11 and the local winter service plans. Work is also being done with other stakeholders such as the health service to explore how joint working with them could improve footway clearance across the county.

### **3.4 Communications (Section 10)**

Communications will be improved for communities, businesses and the emergency services. Regular detailed briefings will be given to the contact centre and the website and traffic management centre will be updated regularly as needed. The existing leaflet will be revised and district councils will be included in daily briefings as necessary. Key KHS staff have received media training and media contact will be developed prior to and during the winter season. A snow desk arrangement will be put in place as soon as snow conditions are experienced. This will coordinate activities, including emergency service and district councils and other KCC departments, including education.

### **3.5 Salt (Section 3.3)**

The supply of salt across the country is limited and KHS is continuing to secure stocks in the UK and from abroad. The use of pre wet salt is being extended next season to another two depots. Some district councils have requested stocks of salt for their own use to treat footways in their areas. Consideration needs to be given to these requests when drawing up agreements with them.

### **4. Other areas**

Meetings have been held between KHS and the Children, Families and Education Department and discussions are ongoing to improve schools responses to snow and icy conditions. A meeting has also been held with the leading bus operators in the county in regard to gritting bus routes and increasing the communications between KHS and those companies during the winter.

### **6. SEASIG Winter Service Group**

The inaugural meeting of the South East Authorities Winter Service Group was held at the Ashford Highway Depot in June. The group is chaired by KHS and is a useful forum for sharing ideas. Practical arrangements for mutual aid across the region in future and joint procurement arrangements are being considered and will be reported to this committee in due course.

## **5. Recommendations**

It is recommended that the Cabinet Member for Environment Highways and Waste:

- a. Approve the policy changes recommended above**
  - b. Develop formal agreements for winter service with District councils across the county, including the provision of salt**
  - c. Approve the trial of salt bags in selected parish council areas**
- 

### **Background documents:**

Ipsos MORI 'The Winter Service Policy Consultation 2010 Final report for Kent Highway Services' June 2010  
Joint Transportation Board notes

### **Appendices**

Appendix 1 - Recommendations from Ipsos MORI report  
Appendix 2 - Draft Winter Service Policy Statement 2010/11\

### **Officer contact details:**

Carol Valentine, Kent Highway Services, Ashford Highway Depot  
Tel: 08458 247800

## Recommendations from Ipsos MORI report

### Recommendations

Based on our analysis of the findings from the online survey and depth interviews, as set out in this report, we have developed the following recommendations for the development of the Winter Policy Statement 2010/11, and for KHS's relationship with district authorities more generally.

It is clear from the online survey and the depth interviews that there were significant issues for KHS over the past winter. However, the depth interview respondents, in the main, felt that learning had taken place between the two phases of extreme weather, and the service provided by KHS had improved. Consequently, this experience must be used to improve the relationship between KHS and the districts, and to improve the future delivery of the winter service for Kent residents.

### The wider impact for Kent County Council

Our recent NHT survey of Kent residents<sup>1</sup> found that 55% are satisfied with the work that the authority undertakes on cold weather gritting, this is comparable to an average for the residents of the 76 local authorities that took part of 54%, which is positive. However, it suggests that more can be done. Ipsos MORI's analysis of the data from the 76 authorities participating in the NHTS, in the report *from A to B*<sup>2</sup>, has found that there has been an upward trend in the proportion of the public who want to see extra investment in road and pavement maintenance at a time when the volume of traffic has increased in recent years and when, according to the Highway Condition Index, 11% of all 'B' and 'C' roads were not in 'good' condition before the harsh winter of 2009-10.

It is important to pause to consider resident satisfaction with road and pavement maintenance as there are wider implications for the Council. Our evidence from the NHTS shows that addressing road and pavement conditions, and perceptions of them, are vital pre-conditions to improving public views of transport and highway services. After aggregating the NHTS data collected in 76 local authority areas, we can see that the condition of highways is unlike most transport and highway services in attracting more resident dissatisfaction than satisfaction: half (49%) are critical against a third who are satisfied (36%). A quarter, (24%), are very dissatisfied.

Furthermore, we have found that half of residents wish to be more informed about transport issues. This has implications for the impact of improving communications to residents during periods of extreme weather, as in our wider local government work we have found that more informed residents are more satisfied.

<sup>1</sup> National Highways Transport Survey <http://www.nhtsurvey.org/> Kent County Council was one of 76 authorities to conduct this postal survey in 2009.

<sup>2</sup> March 2010, *From A to B*, Ipsos MORI, [http://www.ipsos-mori.com/DownloadPublication/1342\\_sri-transport-from-a-to-b-2010.pdf](http://www.ipsos-mori.com/DownloadPublication/1342_sri-transport-from-a-to-b-2010.pdf)

## **Involving stakeholders in the development of the Winter Policy Statement**

To develop a more useful Winter Policy Statement and improve the delivery of the work of KHS during periods of extreme weather, it will not be necessary to restructure the service, or indeed return to pre-2003 ways of working. However, including the district authorities in the planning process and ensuring that they and residents are informed will be essential.

The depth interviews with districts identified very clearly that poor communications shaped the perception of the planning and management of the KHS response to extreme weather. It was felt that this was the case in the lead up to the winter period and during the extreme weather, where prior consultation would have been beneficial.

It is possible to identify a link between the poor communication among individual districts and KHS and the satisfactory clearance of roads and pavements. Those districts who lauded their contact for their responsiveness and flexibility were more understanding of the pressures faced by KHS.

The district authorities want to be involved in helping KHS designate the priority routes in their local area. Therefore it might be appropriate to consult the districts on district-specific sections of the Winter Service Policy Statement 2010/11. There is no desire to make this an unwieldy document that details the approach for every side-street, but the districts would like to be able to highlight essential junctions and services such as local crematoria, which might ordinarily be designated as a low priority.

County Councillors, who represent stakeholders such as schools, felt that in the future the needs of such local organisations should be considered more comprehensively than was the case in 2009/10. The County Councillors, themselves felt well informed of the work conducted by KHS, however a high proportion would prefer to receive information about the Policy via email, rather than in the current report document.

## **Improving the relationship between KHS and district authorities**

Furthermore, during the extreme weather those authorities who had good access to a key contacts and information, and could feed into the local delivery of salting and snow clearance were much more understanding of the issues faced by KHS. Allowing and perhaps encouraging communication between key KHS contacts and district authorities, so that urgent, unexpected, problems can be treated is highly desired.

There is a need to be systematic in the relationships between individual districts and KHS key contacts. It is clear that at the moment there are some very good relationships and some less so. However, it appears that the better relationships exist because of the personal relationships that existed from before the re-organisation. A minimum standard of contact could be outlined, perhaps in a Service Level Agreement, so that those with poorer relationships can benefit for renewed attention.

In terms of ongoing consultation, it may be useful to use current existing fora, such as the technical officers group or JTBs for prior consultation around priorities.

There are also lessons to be learned from working with staff employed by the district authorities to clear local pavements. A key issue for the councillors and parish councils was the clearing and salting of local pavements, which could be eased if there was more joint-working between the districts and KHS, employing district employees who are otherwise unable to work during extreme weather. Similarly, the interviews with county councillors indicate a desire to utilise local knowledge and resources, especially in the treatment of pavements and rural roads.

The online survey has shown that there is a desire from districts and parishes for residents to be more involved in helping their local areas cope with extreme weather. However, greater clarity around what help districts and parishes can give is desired by online respondents, district/borough councillors and county councillors alike. This might simply involve encouraging districts to involve their parishes in discussions over the prioritisation of local roads and footpaths, or might involve a greater provision of grit or salt for parishes.

### **Treating pavements**

The online survey clearly identified a concern about the treatment and clearance of pavements, with a more positive perception of the work of KHS to clear main roads. This may be a reflection of the Winter Statement focusing on gritting rather than snow and ice clearance, as some interviewees perceived.

It is possible that improved relationships with districts and the delegation of cleansing staff could help here. However, the desire of local stakeholders for you to increase the priority placed on clearing pavements will present financial challenges. Therefore, if you do not already it may be worth developing partnerships with local businesses, LSP members – particular PCTs – and local public services across the county to identify whether the work of clearing pavements and footpaths may be made less onerous and costly for KHS. If, as the feedback from one depth interview suggests, there are cost savings to be made in the health sector if greater priority is given to pavements.

### **Communicating with residents**

Improving the provision of information for local residents on the roads that will be cleared and gritted is clearly required. Over the winter 2009/10, when district authorities and councillors were contacted they had to recommend that residents speak to the county as they did not have enough information to answer questions. Perhaps if the districts were better informed this could relieve some of the pressure from the KHS Contact Centre.

Some of the depth interviewees identified that residents had had a poor experience of trying get through to the contact centre, with calls unanswered

and messages left unanswered. This suggests that the contact centre was also not prepared for the extreme weather, whether because staff were unable to get to work, or the volume of calls was so great that staff could not cope. It is important that communications to residents are addressed, and perhaps minimum staff coverage should be agreed to ensure that residents are dealt with more effectively.

It may also be useful to review the information that you published on the KHS website over the Winter 2009/10. Improving the information made available online for districts and residents may reduce the volume of calls to the KHS contact centre. Perhaps a portal where districts could access the schedule for salting and snow clearing plans for their areas and the most up-to-date weather predictions, and a less detailed version made available on your main website would be a useful resource. Indeed, one county councillor interviewed by KHS suggested that methods of informing the public of KHS measures during extreme weather might be outlined in a future Winter Service policy statement.

### **Interviews with county councillors**

The third phase of research, conducted by KHS, largely mirrors the findings from the interviews and discussions with parishes and districts. However, county councillors were more satisfied that KHS treated the main roads quickly and efficiently. The working relationship between KHS and the districts was thought to have improved over the two phases of extreme weather, and it was noted that this learning should be used to improve the future delivery of winter provision for Kent residents.

The county councillors felt that greater collaboration between KHS and the district authorities would improve future winter service provision, especially the treatment of rural roads and pavements.

**KENT HIGHWAY SERVICES**

**WINTER SERVICE  
POLICY STATEMENT**

**2010/11**

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## **1. INTRODUCTION**

### **1.1 Winter Service - Statutory Duty**

1.1.1 The legal position relating to the highway authority's responsibility in respect of winter service is set out in an amendment to section 41(1) of the Highways Act 1980 (c.66) (duty of highway authority to maintain highway): -

“(1A) In particular, a highway authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

1.1.2 The County Council recognises that the winter service is essential in aiding the safe movement of highway users, maintaining communications, reducing delays and enabling everyday life to continue. It is very important to both road safety and the local economy. The winter service that the County Council provides is believed to be sufficient so far as is reasonably practical to discharge the duty imposed by the legislation.

1.1.3 The County Council, as highway authority, takes its winter service responsibilities extremely seriously. However, it is important to recognise that the council has to prioritise its response to deal with winter weather due to the logistics and available resources.

1.1.4 The County Council provides the winter service through Kent Highway Services (KHS) which is currently an alliance between Kent County Council, Ringway Infrastructure Services and Jacobs Group and telent.

### **1.2 Winter Service Standards**

1.2.1. In order to respond as quickly and efficiently as possible to its responsibilities KHS has adopted policies and standards for each of the winter service activities and these are detailed within this document. The operational details for the winter service activities in Kent are detailed in the Winter Service Plan 2010/11 that complements this Policy Statement.

1.2.2 KHS provides a winter service which, as far as reasonably possible will:

- Minimise the loss of life and injury to highway users, including pedestrians, and preventing damage to vehicles and other property

- Keep the highway free from obstruction and thereby avoiding unnecessary hindrance to passage

### 1.3 **County Council Maintained Highways**

- 1.3.1 Kent Highway Service (KHS) delivers the winter service on Kent County Council maintained highways.

### 1.4 **Motorways and Trunk Roads**

The Department for Transport (DfT) is the highway authority for motorways and all-purpose trunk roads in Kent and the Highways Agency acts for the DfT in this respect. Responsibility for the operational maintenance of motorways and trunk roads lies with the Highways Agency. KHS therefore has no responsibility for winter service activities on these roads. However, close liaison exists between the Highways Agency consultants over action taken during the winter service operational period within respective areas of responsibilities.

## 2. **WINTER SERVICE OBJECTIVES**

### 2.1 **Salting**

#### 2.1.1 Objectives:

- To prevent the formation of ice on carriageways (precautionary salting)
- To facilitate the removal of ice and snow from carriageways and footways (post salting).

#### 2.1.2 Roads to be Included within Primary Precautionary Salting Routes

Routine precautionary salting will be carried out on pre-determined primary precautionary salting routes covering the following roads:

- Class 'A' and 'B' roads
- Other roads included in the top three tiers of the maintenance hierarchy as defined in the Kent Highway Asset Maintenance Plan. These are termed Major Strategic, Other Strategic and Locally Important roads.
- Other roads identified by Community Delivery Managers (based on local knowledge and experience and input from relevant local stakeholders including district and parish councils), that are particularly hazardous in frosty/icy conditions

- 2.1.3 It would be impractical and financially draining to carry out precautionary salting of footways, pedestrian precincts or cycleways and therefore no provision has been made. However, there will be a certain amount of salt overspill onto footways and cycleways when precautionary salting is being carried out on adjacent carriageways. Post salting of footways and cycleways will be carried out on a priority basis during severe winter weather, as resources permit.

## 2.2 **Snow Clearance**

### 2.2.1 Objectives:

- To prevent injury or damage caused by snow
- To remove obstructions caused by the accumulation of snow (section 150 of the Highways Act 1980)
- To reduce delays and inconvenience caused by snow

- 2.2.2 Snow clearance on carriageways will be carried out on a priority basis as detailed in paragraph 6.2.

- 2.2.3 Snow clearance on certain minor route carriageways will be carried out by local farmers and plant operators, who are under agreement to the County Council, using agricultural snow ploughs and snow throwers/blowers. Snow clearance on other minor route carriageways will be carried out as resources permit. Some minor routes and cul-de-sacs will inevitably have to be left to thaw naturally.

- 2.2.4 Snow clearance on footways and cycleways will be carried out on a priority basis as detailed in paragraph 6.3. utilizing KHS staff and district council staff where agreements exist.

- 2.3

## 2.4 **Roadside Salt Bins**

### 2.4.1 Objective:

- To provide motorists and pedestrians with the means of salting small areas of carriageway or footway, where ice is causing difficulty, on roads not covered by primary precautionary salting routes.

## 3. **WINTER SERVICE GENERAL**

### 3.1 **Winter Service Contracts**

- 3.1.1 Winter service in Kent is included within the Term Maintenance Contract awarded to Ringway Infrastructure Services. This contract was awarded in 2006 and is currently in place until 2011.

## 3.2 **Winter Service Season**

3.2.1 In Kent the weather can be unpredictable and the occurrence and severity of winter conditions varies considerably through the season, and from year to year. Severe winter weather is most likely to be experienced in December, January and February but ice and snow can occur earlier or later. To take account of all possible winter weather the County Council's Operational Winter Service Period runs from mid October to mid April. Exact dates for the coming winter are given in the Winter Service Plan.

## 3.3 Salt usage and **alternatives to Salt**

Pre wetted salt and dry rock salt is used across the county for precautionary and post salting. In cases of severe snowfall, alternatives to salt will be used including sharp sand and other forms of grit.

3.3.1 A number of alternative materials to salt are now available which can be used for the precautionary and post treatment of ice and snow. The cost of these is extremely high and there are also environmental disadvantages associated with most of them. Salt will therefore, for the time being, remain in use throughout Kent for the precautionary and post treatment of snow and ice.

## **4. WEATHER INFORMATION**

### 4.1 **Weather Information Systems**

4.1.1 An effective and efficient winter service is only possible with reliable and accurate information about weather conditions, at the appropriate times in the decision making progress. KHS utilises the best weather forecast information currently available allied to the latest computer technology to ensure that decisions are based on the most accurate data available at the time.

### 4.2 **Weather Reports**

4.2.1 During the operational winter service period Kent Highway Services will procure detailed daily weather forecasts and reports specifically dedicated to roads within Kent.

### 4.3 ***Winter Duty Officers***

4.3.1 Experienced members of staff from Kent Highway Services will act as *Winter Duty Officers*, throughout the operational winter

service period, on a rota basis. The Officer on duty is responsible for the following: -

- Receiving forecast information from the forecasting agency
- Monitoring current weather conditions
- Issuing countywide salting instructions for primary and secondary routes
- Issuing the Kent Road Weather Forecast

4.3.2 The Kent Road Weather Forecast will be issued daily containing information about expected weather conditions together with any salting instructions. The *Winter Duty Officer* will also be responsible for issuing forecast updates and any revised salting instructions when necessary. The Kent Road Weather Forecast will be sent to alliance members, contractors, neighbouring highway authorities, and other relevant agencies.

## **5. SALTING**

### **5.1 Planning of Precautionary Salting Routes**

5.1.1 Primary precautionary salting routes will be developed from those lengths of highway that qualify for treatment, whenever ice, frost or snowfall is expected. Each primary precautionary salting route will have a vehicle assigned which is capable of having a snowplough fixed to it, when required. In times of severe snowfall and/or extreme ice formation, dedicated vehicles will be assigned to patrol key strategic routes. Secondary precautionary salting routes will also be developed from other important highways for treatment during severe winter weather conditions.

### **5.2 Precautionary Salting**

5.2.1 Precautionary salting will take place on scheduled precautionary salting routes on a pre-planned basis to help prevent formation of ice, frost, and/or the accumulation of snow on carriageway surfaces.

### **5.3 Post Salting**

5.3.1 Post salting will normally take place on scheduled precautionary salting routes to treat frost, ice and snow that has already formed on carriageway or footway surfaces. Post salting may also be carried out on roads or sections of road beyond the scheduled precautionary salting routes.

## 5.4 **Spot Salting**

5.4.1 Spot salting will normally take place on parts or sections of scheduled precautionary salting routes either to help prevent formation of ice, frost and/or the accumulation of snow or as treatment to ice, frost and the accumulation of snow that has already formed on carriageway or footway surfaces. Spot salting may also be required on roads and footways, or sections thereof, beyond the scheduled precautionary salting routes.

## 5.5 **Instructions for Salting of Primary Routes**

5.5.1 Instructions for precautionary salting of primary routes will be issued if road surface temperatures are expected to fall below freezing unless:

- Road surfaces are expected to be dry and frost is not expected to form on the road surface
- Residual salt on the road surface is expected to provide adequate protection against ice or frost forming

5.5.2 Instructions for precautionary salting of primary routes will also be issued if snowfall is expected.

5.5.3 The *Winter Duty Officer* will issue routine instructions for precautionary salting of primary routes, for the whole of Kent, by means of the Kent Road Weather Forecast.

5.5.4 The *Winter Duty Officer* or Community Delivery Manager may issue instructions for post salting and spot salting.

## 5.6 **Instructions for Salting of Secondary Routes**

5.6.1 The *Winter Duty Officer* will issue instructions for precautionary salting of secondary routes if heavy frost, widespread ice, or snow, is expected.

## 6. **SNOW CLEARANCE**

### 6.1 **Instructions for Snow Clearance**

6.1.1 The *Winter Duty Officer* and/or the Community Delivery Manager nominated representatives are responsible for issuing snow clearance instructions. Snow clearance will initially take place on scheduled primary precautionary salting routes, based on the priorities given in para. 6.2.1. Subsequently, snow

clearance will take place on secondary salting routes and other roads, and footways, on a priority basis.

- 6.1.2 Snow ploughing shall not take place on carriageways where there are physical restrictions due to traffic calming measures, unless it has been deemed safe to do so following a formal risk assessment and a safe method of operation documented.

## 6.2 **Snow Clearance Priorities on Carriageways**

- 6.2.1 Snow clearance on carriageways should be based on the priorities given below: -

- A229 between M20 and M2, A249 between M20 and M2, A299 and A289;
- Other “A” class roads;
- All other roads included within primary precautionary salting routes;
- One link to other urban centres, villages and hamlets with priority given to bus routes;
- Links to hospitals and police, fire and ambulance stations;
- Links to schools (in term time), stations, medical centres, doctor’s surgeries, old people’s homes, cemeteries, crematoria and industrial, commercial and shopping centres;
- With the approval of Community Delivery Manager, other routes as resources permit.

## 6.3 **Snow Clearance Priorities on Footways**

- 6.3.1 Snow clearance on footways should be based on the priorities given below:

- One footway in and around shopping centres, and on routes to schools (in term time), stations, bus stops, hospitals, medical centres, doctor’s surgeries, old people’s homes, industrial and commercial centres and on steep gradients elsewhere;
  - One footway on main arteries in residential areas and the second footway in and around local shopping centres;
  - With the approval of Community Delivery Managers, other footways, walking bus routes and cycleways as resources permit.
- District council staff will be commissioned to clear agreed priority footways in their local areas. Formalized arrangements will be put in place between the Director of Kent Highway Services and district council Chief Executive Officers.

## 6.4 **Agricultural Snowploughs for Snow Clearance**

6.4.1 Agreements will be entered into whereby snowploughs provided and maintained by KHS are assigned to local farmers and plant operators for snow clearance operations, generally on the more rural parts of the highway.

## 6.5 **Snow Throwers/Blowers for Snow Clearance**

6.5.1 KHS also has a number of snow throwers/blowers, which are allocated to operators on a similar basis to the arrangements for agricultural snowploughs.

## 7. **SEVERE WEATHER CONDITIONS**

### 7.1 **Persistent Ice on Minor Roads**

7.1.1 During longer periods of cold weather Community Delivery Managers may instruct salting action to deal with persistent ice on minor roads which are not included within the precautionary salting routes and invoke arrangements with district and parish councils to take action in their local area.

### 7.2 **Ice and Snow Emergencies**

7.2.1 During prolonged periods of severe and persistent icing, or significant snow fall, delegated officers may declare an ice or snow emergency covering all or part of the County. In this event Community Delivery Managers will establish a snow desk and implement a course of action to manage the situation in either of these events.

### 8.1 **Provision of Roadside Salt Bins**

8.1.1 Roadside salt bins can be sited at potentially hazardous locations for use by the public, to treat ice and snow on small areas of the carriageway or footway.

8.1.2 Salt bins will be filled using a mixture of sharp sand or other grit material and salt and will be refilled twice during the winter season. In the event of severe weather further refills will be carried out as time and resources permit.

8.1.3 *An assessment criteria for installing a new salt bin has been devised and is shown at Annex 1. The form will be used by Community Operations staff to assess requests.*

## **8.2 Payment for salt bins**

8.2.1 *Once a salt bin has been approved by the assessment criteria, the cost of installation, filling and maintenance will be borne by KHS.*

8.2.2 *Additionally there will be a trial of bagged salt/sand mix provided to a selection of parish council at the start of the winter season for use in their local area.*

8.2.3 *Member Highway Fund*

8.2.3.1 *Members are able to purchase salt bins using their Member Highway Fund in line with the usual application process. All requests will be subject to the assessment criteria in section 8.1.3*

## **9. BUDGETS**

### **9.1 Winter Service Budget**

9.1.1 The budget for the annual operational winter service period is based on salting the primary precautionary salting routes on 55 occasions. The main budget is managed by the Head of Community Operations as a countywide budget.

### **9.2 Ice and Snow Emergencies**

9.2.1 There is no specific budget allocation within KHS for ice or snow emergencies. The cost of dealing with periods of icy conditions or significant snowfalls will be met by virement from other planned programmes of work on the highway or from special contingency funds for emergencies.

## **10. PUBLIC AND MEDIA COMMUNICATIONS**

### **10.1 Neighbouring Authorities and other Agencies**

10.1.1 The Kent Road Weather Forecast containing details of the winter service action for Kent will be transmitted daily to neighbouring highway authorities and other agencies so that activities can be co-ordinated regionally.

### **10.2 The Media**

10.2.1 Communicating to communities, businesses and emergency services during winter is essential to delivering an effective service. Local media organisations will be informed when instructions for salting of primary precautionary salting are issued. The Kent County Council Internet site will be updated

regularly and the Traffic Management Centre will issue road updates.

### 10.3 **Pre-Season Publicity**

10.3.1 It is important that the public are aware of and understand the KHS approach to winter service. An updated leaflet for drivers and other road users relating to winter service is available in local libraries and on the Kent County Council website. Advice will be provided on self help for communities, including encouraging local action where appropriate e.g use of salt bins.

### 10.4. **Publicity during Ice or Snow Emergencies**

10.4.1 Liaison with the news media, particularly local radio stations, is of the utmost importance and links will be established and maintained particularly during ice or snow emergencies.

1.1.1.1 Annex 1

**SALT BIN ASSESSMENT FORM**

Location of Salt Bin	Assessment Date	Assessed by
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Characteristic	Severity	Standard Score	Actual Score
(i) Gradient	Greater than 1 in 15	75	
	1 in 15 to 1 in 29	40	
	Less than 1 in 30	Nil	
(ii) Severe Bend	Yes	60	
	No	Nil	
(iii) Close proximity to and falling towards	Heavy trafficked road	90	
	Moderately trafficked road	75	
	Lightly trafficked road	30	
(iv) Assessed traffic density at peak times	Moderate (traffic group 5)	40	
	Light (traffic group 6)	Nil	
(v) * Number of premises for which only access	Over 50	30	
	20 - 50	20	
	0 - 20	Nil	
(vi) Is there a substantial population of either disabled or elderly people	Yes	20	
	No	Nil	
<b>TOTAL</b>			

\* N.B. Any industrial or shop premises for which this is the only access is to be automatically promoted to the next higher category within characteristic (V).

Any site for which the summation of the weighing factors equals or exceeds 120 would warrant the siting of a salt bin.

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**From:** Nick Chard – Cabinet Member for Environment, Highways & Waste  
 Mike Austerberry - Executive Director of Environment, Highways & Waste  
 Barbara Cooper - Director of Economic Development

**To:** Environment, Highways & Waste Policy Overview & Scrutiny Committee – 29 July 2010

**Subject:** Interim Guidance Note 3: Residential Parking

**Classification:** Unrestricted

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**Summary:** Concerns have been raised by the Kent Developers' Group concerning the possible consequences of Interim Guidance Note 3: Residential Parking for homebuilding in Kent. This report advises members of how Kent Highway Services and the Kent Design Initiative are working with development partners to test the robustness of IGN3, and points to further consultation that will be undertaken as residential parking policies are developed at district level.

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## 1. INTRODUCTION

Interim Guidance Note 3: Residential Parking (IGN3) is an evidence based response to the requirement that “Local Planning Authorities should, with stakeholders and communities, develop residential parking policies for their areas, taking account of expected levels of car ownership, the importance of promoting good design and the need to use land efficiently” (Planning Policy Statement PPS3: Housing, Section 51). It has been endorsed by the Kent Planning Officers' Group (KPOG) and recommended to Kent's district planning authorities for development control and local development framework purposes. It was adopted by Kent County Council (KCC) by Cabinet Member Decisions in May 2009, replacing previously adopted guidance in the 2006 Vehicle Parking Standards (SPG4 of the Kent and Medway Structure Plan).

In surveys covering over 200 recent housing developments across Kent, parking is the biggest single issue of concern to residents, with a majority reporting problems in more than half of those sites. Neighbour disputes, obstruction to pedestrians, concerns about emergency service access and damage to highway areas are among the implications. However, the survey results also show that it is mainly the design and use of parking and streets that causes these problems rather than the amounts themselves.

Members of the Kent Developers' Group have raised concerns about the impact of IGN3 on the density of future housing schemes. In practice, IGN3 is already being implemented successfully at a site specific level without a loss of units or quality. More than half of Kent's districts are using IGN3 to some degree, and Ashford Borough Council is now consulting on a residential parking Supplementary Planning

Document based on IGN3. However, further work is in hand to show that IGN3 will help to reduce the incidence of parking problems without affecting reasonable densities of development.

A more detailed report, which includes details of the previously adopted standards (SPG4) and feedback from the Residential Parking Workshop held on 14<sup>th</sup> April 2010, is included at Appendix 1.

## **2. THE KENT DEVELOPERS' GROUP'S REPRESENTATIONS**

In an e-mail dated 12 May 2010, Tony Hillier of Hillreed Homes, and as a representative of the Kent Developers' Group, asked for three specific amendments to be made to IGN3. These were reiterated in a letter from the Kent Developers' Group to Nick Chard dated 17 March (June) 2010. They are listed below.

These proposed amendments are

1. Reinstate the ability to create parking spaces in tandem by amending the requirement for all parking spaces to be independently accessible.
2. Reinstate the status of garages as counting towards the overall parking standards in an agreed way, albeit not necessarily 100%.
3. Redefine the location categories where the different standards are applied especially "Suburban" & "Suburban edge".

The way that residential parking is provided is as important as the amount. IGN3 identifies minimum amounts and design parameters for situations with no on-street parking controls, the former being generally below the maximum standards that IGN3 superseded. As such, less reliable forms of parking such as garages and tandem spaces are acceptable in addition to the minimum amounts. Furthermore, because IGN3 is interpreted at a site specific level, development teams have flexibility when considering parking in the context of overall Quality Audit issues.

There is 'common ground' over the need for streets to be better able to cope with parking, to meet the reasonable needs of visitors and also those of a limited number of residents. In simple terms, this means that non-urban streets should no longer be 'designed down' to the bare minimum for vehicle movement. In practical terms, it means that well-designed, sometimes wider streets should be provided as high quality places within which people can move and meet, and also park responsibly. In this respect, materials and layouts, including boundary treatment and kerb types, will have a strong influence over how the spaces look and are read by users. The Kent Design Guide encourages this approach.

Kent Highway Services (KHS) is working with the district planning authorities to identify the zones within which the different approaches to residential parking should apply. The survey evidence underpins this work.

## **3. FURTHER CONSULTATION AT DISTRICT LEVEL**

Ashford Borough Council has prepared detailed residential parking guidance, in the form of a draft Supplementary Planning Document (SPD), which is now out to consultation. This draft SPD is based on IGN3. Such detailed development of IGN3

fulfils the requirements of PPS3 and provides developers and designers with a further opportunity to comment on new, design-led approaches that are aimed at preventing parking problems in future developments.

PPS3 places the onus on local planning authorities (- the district councils in Kent -) to prepare residential parking policies. While KCC could, with district support, undertake further work (including consultation) to develop IGN3 into Supplementary Planning Guidance, it is likely that districts will choose to work locally. To this end, KHS has offered to help with the local interpretation through the Local Development Framework process.

#### **4. TESTING THE ROBUSTNESS OF IGN3**

In response to the Kent Developers' Group's concerns, KHS and the Kent Design Initiative are working on case studies. These include assessments of sites put forward by two of the Group's members, single plot options, and sites in Kings Hill. The latter will be assessed by an independent layout architect in order that the design quality implications are considered alongside the numerical aspects.

Ashford Borough Council's draft SPD includes many very helpful diagrams and drawings. Similarly, Car Parking: What Works Where (English Partnerships, May 2006) contains the visualisation of various parking solutions. The 'robustness testing' exercise described above may also yield some useful material.

It has been suggested that concern about the implications of IGN3 is being fuelled by its complexity. Residential parking is a complex subject, but the various ways towards better understanding are already bringing clarification. The reasons for past failure are by no means straightforward, but through collaborative working it should be possible to reduce the incidence of parking problems in future developments.

#### **5. RECOMMENDATIONS**

Interim Guidance Note 3: Residential Parking is an evidence based foundation for local planning authorities' "residential parking policies" required under Section 51 of Planning Policy Statement PPS3: Housing. Further public consultation will be undertaken as Kent's district councils respond to PPS3, as is already happening with Ashford Borough Council's draft Supplementary Planning Document.

It is therefore recommended that the Policy Overview and Scrutiny Committee should:

- a) Endorse the testing of the robustness of IGN3 described in Section 4 and receive a report on the outcomes when they are available.
- b) Acknowledge the concerns of the Kent Developers' Group, and the work that is being undertaken to address these concerns, and encourage further dialogue at appropriate levels to understand the actual implications of and opportunities presented by IGN3, and its interpretation at local level.
- c) Note that public consultation on Ashford Borough Council's draft Residential Parking SPD offers developers and designers an opportunity to make further representations on the implications of 'IGN3 based guidance', having regard for the need to address the problems of some past approaches.

- d) Acknowledge the widespread concern among residents concerning parking in recent residential developments, and the social and cost implications arising from the problems caused, and welcome collaborative working approaches that are seeking to avoid replication of these problems in future developments.

## APPENDIX

Appendix 1 – Detailed report on background to IGN3 and responses to the Kent Developers' Group's concerns.

**Subject:** Interim Guidance Note 3: Residential Parking

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**Summary:** Concerns have been raised by the Kent Developers' Group concerning the possible consequences of Interim Guidance Note 3: Residential Parking for homebuilding in Kent. This report gives the background to IGN3, describes current and planned work to address development industry concerns, and points to further consultation that will be undertaken as residential parking policies are developed at district level.

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### 1. INTRODUCTION

Planning Policy Statement PPS3: Housing (Communities & Local Government (CLG), November 2006) requires that "Local Planning Authorities should, with stakeholders and communities, develop residential parking policies for their areas, taking account of expected levels of car ownership, the importance of promoting good design and the need to use land efficiently" (PPS3, Section 51).

In 2008, the Kent Planning Officers' Group (KPOG) asked Kent Highway Services (KHS) to prepare a response to Section 51 of PPS3. Following consultation in August/September 2008, using the Kent Design Initiative 'limited consultation list', the final document, Interim Guidance Note 3: Residential Parking (IGN3), was endorsed by KPOG and recommended to the member authorities (excluding Medway Council) for adoption for development control and local development framework purposes. KPOG also asked Kent County Council to adopt IGN3 to give it more weight. This was done by Cabinet Member Decision in May 2009.

IGN3 uses a substantial, and growing, evidence base drawn from surveys of developments constructed mainly in the past ten years. Where two cars are likely to be in use, it suggests that the parking spaces should be independently accessible because tandem arrangements are frequently underutilised. It uses evidence concerning the unreliability of garages as parking to discount their contribution where no on-street parking controls are in place. It also identifies different approaches for areas according to the presence, or otherwise, of on-street parking controls and other constraints.

Parking is the most significant issue of concern in the developments that have been surveyed, with a majority of residents giving it a negative rating in over half of the sites. Similarly, a majority of residents consider that there are parking problems in nearly two thirds of the sites. The evidence base demands a positive response, in line with the criteria contained in PPS3.

Concern about unintended consequences arising from IGN3, such as reduced densities of development, was expressed by Tony Hillier of Hillreed Homes in the Summer of 2009. This resulted in representations being made on behalf of the Kent Developers' Group, of which Tony Hillier is a member, to the December meeting of the Cabinet Scrutiny Committee (CSC). CSC directed that a Residential Parking

Workshop should be arranged to bring together developers, members and designers to discuss the implications of IGN3.

This report discusses issues raised by the Kent Developers' Group and matters covered by the Workshop held on 14 April 2010. It seeks to address the concerns and to demonstrate that further work is being undertaken to test the robustness of IGN3.

**2. PREVIOUS STANDARDS & GUIDANCE**

In order to understand whether there are any unintended consequences arising from IGN3, it is important to consider the residential parking standards that were in force before it was adopted/endorsed.

The previous adopted residential parking standards, which IGN3 replaced in May 2009, were contained in planning guidance supplementary to the defunct Kent and Medway Structure Plan. Below is the relevant extract from SPG4 Vehicle Parking Standards (2006):

**Land Use Class C3 – Dwellings**

Maximum Vehicle Parking Standards

		Car Parking
1 bedroom		1 space per dwelling
2 and 3 bedrooms		2 spaces per dwelling
Mixed Development of 1,2 & 3 bedroom		Average of 1.5 spaces across development
4 or more bedrooms		3 spaces per dwelling
Sheltered Accommodation		1 space per resident warden + 1 space per 2 units
Notes:	1. Flats and Apartment Blocks consisting of 2 and 3 bedroom units will be regarded as Mixed Developments. 2. For 1-bedroom dwellings the parking will usually be provided as a communal space. For other size dwellings part or all of the parking can be provided on a communal basis. 3. The level of car parking provision includes any garages, provided as an integral part of the dwelling or within its curtilage, and/or driveways, provided within the curtilage, subject to the preferred sizes set out in Appendix B. 4. In Controlled Parking Zones the parking provision should result in no net loss of on-street parking.	

Provision in mixed developments should be established initially on the basis of the units to be provided. There may be scope in mixed developments, particularly at higher densities, for sharing car park spaces and lower provision than the indicative average of 1.5 spaces per unit may be achieved in discussion with the local planning authority. Developments in town centres, or consisting largely of small units, may achieve more stringent standards.

(From Page 24, KMSP SPG4: Vehicle Parking Standards (July 2006))

SPG4 guidance in respect of garages and driveways included the following:

Garages

Experience has shown that garages, provided for individual residential dwellings, are unlikely to be used for the parking of a vehicle unless sufficient space is also incorporated within the garage for storage. This may have less relevance for garages that are provided as a communal facility for residential accommodation. However, the needs of the mobility

impaired, either as a driver or as a passenger, should also be considered in the design of garages and sufficient space should also be allowed to enable a garage to be used as a secure location for any cycle parking provision.

Taking these factors into account the preferred internal dimensions of a garage that should be considered for residential developments in Kent are: -

Preferred Garage Size for Single Car	5.5m (length) x 3.6m (width)
Preferred Garage Size for Two Cars	5.5m (length) x 6.0m (width)

Driveways & Manoeuvring on Site

Where parking or garaging for more than two cars is provided this should not be met by constructing the garage or parking area one vehicle wide by the number of vehicles long. Driveways associated with garages and parking areas for two cars should preferably be double width.

(From Pages 32 & 33, KMSP SPG4: Vehicle Parking Standards (July 2006))

**3. INTERIM GUIDANCE NOTE 3 & SPG4**

A comparison of the survey evidence base and the resultant minimum guidance levels in IGN3 with the maximum standards in SPG4 is shown below:

**COMPARISON OF MAXIMUM OWNERSHIP FROM SURVEY DATA WITH SUPERSEDED SPG4 (MAXIMUM) AND ADOPTED IGN3 (MINIMUM)**

BEDS	MAXIMUM FROM OWNERSHIP SURVEY DATA*		MAXIMUM STANDARDS SPG4 (superseded)	MINIMUM STANDARDS IGN3* (but see also notes & caveats)		
	NOT ALLO-CATED	ALLO-CATED		BEDS	SUB-URBAN	SUB-URBAN EDGE/ RURAL/ VILLAGE
1	0.83	1	1			
2	1.50	2	2	1 & 2	1.0	1.5
3	2.00	2	2	3	1.5	2.0
4	2.33	3	3	4+	2.0	2.0
5	2.50	3	3			

\* Visitor parking not included

As can be seen, the minimum guidance levels in IGN3 are generally less than the equivalent in SPG4. As such, the provision of garages in addition to the minimum amount is welcome, especially when they are large enough for storage (of bicycles, white goods, etc.) in addition to the parking of cars (up to at least family saloon size).

In respect of the provision of two parking spaces for a dwelling, IGN3 is more flexible than SPG4 because it requires that they should be independently

accessible rather than specifically side by side. Non-allocated spaces satisfy this requirement.

It appears that some developments within which parking problems are now being experienced were constructed with undersized garages and a parking provision less than the maximum levels in SPG4. IGN3 seeks to prevent the replication of these problems without affecting the reasonable density of non-urban housing schemes.

#### **4. DEVELOPMENT INDUSTRY CONCERNS**

In an e-mail dated 12 May 2010, Tony Hillier of Hillreed Homes, and as a representative of the Kent Developers' Group, asked for three specific amendments to be made to IGN3. These were reiterated in a letter from the Kent Developers' Group to Nick Chard dated 17 March (June) 2010. They are listed below.

These proposed amendments are

1. Reinstate the ability to create parking spaces in tandem by amending the requirement for all parking spaces to be independently accessible.
2. Reinstate the status of garages as counting towards the overall parking standards in an agreed way, albeit not necessarily 100%.
3. Redefine the location categories where the different standards are applied especially "Suburban" & "Suburban edge".

The background to the proposed amendments has been enlarged upon in correspondence and meetings, and at the Residential Parking Workshop held on 14<sup>th</sup> April 2010. The concerns are listed below:

- a. IGN3 will reduce the densities of future housing schemes.
- b. Garages are used by some people and should count as parking spaces.
- c. Double width driveways will have a harmful effect on layout design and density, especially in respect of pushing the frontage of dwellings further away from the street. Tandem parking should be accepted as a legitimate way of providing two spaces.
- d. Additional areas of hard paving to accommodate extra parking will increase the impermeable area of developments, exacerbating drainage problems. It will also increase costs.
- e. IGN3 is difficult to understand and implement, causing inconsistency in its use by Kent Highway Services' (KHS) officers and district planners. Interpretation of the 'zones' is particularly problematic.
- f. Kent's district councils have not collectively accepted or adopted IGN3, with or without any local changes, leading to uncertainty among designers working in some or all of Kent.

Items a. and b. are covered in Sections 2 and 3 above. Furthermore, car barns are acceptable as part of the IGN3 requirement. Item c. is oversimplified in that there

are alternative forms of independently accessible spaces. Furthermore, SPG4 recognised the problems associated with the under-use of tandem parking, and the growing evidence base has done nothing to undermine that view.

Compared with SPG4, no significant addition to the impermeable areas is necessary. Furthermore, the underprovision of parking is likely to lead to the ad hoc paving over of garden space.

KHS, in the context of the Kent Design Initiative and as a statutory consultee in respect of planning proposals with highway implications, is working with district councils, developers and designers to ensure that the guidance in IGN3 is translated into schemes that will meet the Quality Audit tests of Interim Guidance Note 1. It is also assisting district council partners with the translation of IGN3 into guidance at local planning authority level, as required by PPS3. The evidence base is being developed to provide robust support for inclusion in local development frameworks.

Several district councils are using IGN3 and/or are considering translating it into a local Supplementary Planning Document (SPD). Progress towards SPD involves further public consultation, hence any parties dissatisfied with consultation in respect of IGN3, and/or concerned about how IGN3 will affect layouts, will have further opportunities to make representations. At least two districts have suggested that IGN3 should be developed into Countywide Supplementary Planning Guidance, which would also involve further and wider public consultation. This matter is being considered by KPOG, albeit the majority view thus far has been that each district should prepare its own policies and guidance, preferably based on IGN3.

## **5. CASE STUDIES**

Two case studies, using occupied developments, were prepared by Hillreed Homes for the Residential Parking Workshop. These were intended to show that IGN3 would reduce the reasonable density of development on the sites in question. One of the case studies was used at the Workshop.

Both of the Hillreed case study sites have been the subject of a residents' survey. Both are rated negatively for parking, one significantly so. As such, the approach to parking has been shown to be inadequate in the opinion of those who live there.

The layouts have been reviewed by KHS in the light of IGN3. Both could accommodate appropriate levels of parking without the loss of units and without serious degradation of quality. Indeed, ad hoc parking in areas without adequate formal provision is itself usually a source of reduced quality of life.

'Single plot' sketches were also prepared by Hillreed Homes to demonstrate, at the most basic level, how IGN3 would affect plot sizes and urban design. In response, KHS has prepared single plot sketches to show a variety of options with less impact.

Millwood Designer Homes also submitted three case studies, one occupied and two proposed. These are to be the subject of further discussion between Millwood and KHS.

The other case study used at the Workshop was a Ward Homes scheme that is positively rated by residents for its parking. More recent examples of proposed schemes reappraised in the light of IGN3 demonstrate how people-focussed quality can be achieved without reducing the reasonable density in context.

## **6. DISTRICT COUNCIL APPROACHES TO RESIDENTIAL PARKING**

In a report to the April meeting of KPOG, district planning authority approaches to residential parking were tabulated. More than half of Kent's 12 district councils are using IGN3 to some degree. Two have adopted it as a material planning consideration, while two others are using it as the basis for more detailed guidance that will be subject to further consultation. Of the three districts whose responses were not included in the report, two are known to be using IGN3 to some extent.

Ashford Borough Council has prepared detailed residential parking guidance, in the form of a draft SPD, which is now out to consultation. This draft SPD is based on IGN3. Such detailed development of IGN3 fulfils the requirements of PPS3 and provides developers and designers with a further opportunity to comment on new, design-led approaches that are aimed at preventing parking problems in future developments.

PPS3 places the onus on local planning authorities (- the district councils in Kent -) to prepare residential parking policies. While KCC could, with district support, undertake further work (including consultation) to develop IGN3 into Supplementary Planning Guidance, it is likely that districts will choose to work locally. To this end, KHS has offered to help with the local interpretation through the Local Development Framework process.

## **7. WORKING WITH DEVELOPERS, DESIGNERS AND DISTRICTS**

The 2009 "Kent Design on the Road" workshops included discussions with each of Kent's district planning authorities concerning IGN3 and its relevance to Quality Audits (Interim Guidance Note 1). All districts have been invited to have further discussions about the local interpretation of IGN3, and several have accepted.

The KPOG Homebuilding Industry Joint Liaison Committee has been a forum for discussion about the post occupation surveys and the use of IGN3. As with district councils, developers and designers have been invited to have further discussions about the guidance. This tends to be happening in the context of actual planning proposals, with layouts successfully incorporating IGN3 parking levels without detriment to quality or density. It is important to note that members of the Joint Liaison Committee have not raised concerns about IGN3 at meetings held subsequent to its approval.

The Kent Developers' Group has expressed concern about its limited engagement with Kent's local authorities over planning matters. KPOG representatives have met with Group representatives to address this concern, and to see if the work of the Joint Liaison Committee can embrace Group members and issues.

The Residential Parking Workshop held on 14<sup>th</sup> April 2010 demonstrated the need for further engagement between the Kent Design Initiative and developers. This is in hand, and will cover a range of subjects including Quality and Parking.

## **8. TESTING THE ROBUSTNESS OF IGN3**

In response to the Kent Developers' Group's concerns, Kent Highway Services and the Kent Design Initiative are working on case studies. These include assessments of sites put forward by two of the Group's members, single plot options, and sites in Kings Hill. The latter will be assessed by an independent layout architect in order that the design quality implications are considered alongside the numerical aspects.

Ashford Borough Council's draft SPD includes many very helpful diagrams and drawings. Similarly, Car Parking: What Works Where (English Partnerships, May 2006) contains the visualisation of various parking solutions. The 'robustness testing' exercise described above may also yield some useful material.

It has been suggested that concern about the implications of IGN3 is being fuelled by its complexity. Residential parking is a complex subject, but the various ways towards better understanding described in Sections 4 – 8 of this report are already bringing clarification. The reasons for past failure are by no means straightforward, but through collaborative working it should be possible to reduce the incidence of parking problems in future developments.

## **9. CONCLUSIONS**

Interim Guidance Note 3: Residential Parking is an evidence based response to Planning Policy Statement PPS3: Housing. It seeks to address known problems without simply increasing the amount of parking required. Indeed, compared with previous guidance, the minimum levels in IGN3 are mainly lower. However, the focus of IGN3 is on how parking is provided, such that it is more convenient to use and makes the best use of the land available. Additional parking in the form of garages and 'non qualifying' tandem spaces is not excluded.

There is no clear evidence to support the view that properly designed developments must be less dense to incorporate IGN3 parking levels. However, there is clear evidence to the effect that the approach to parking of the past decade has left many developments with parking problems. Furthermore, many developments are already being designed using IGN3 levels and the Quality Audit approach.

Developers wishing to provide parking below the evidence based expected levels of IGN3, and/or in a form that is unlikely to attract full use under normal circumstances, could decide to keep their developments private and control all parking in the streets. There are legal mechanisms for such situations which are designed to protect occupiers against inadequate maintenance and street cleaning. However, not only would such developments be likely to require frequent intervention by private parking management companies to be successful, they may also have an adverse impact on neighbouring streets.

In the light of the above, KHS will continue to work with all development industry partners to achieve the benefits to quality of life in future residential streets that IGN3 has been prepared, endorsed (by KPOG) and adopted (by KCC, and others) to achieve.

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**By:** Nick Chard, Cabinet Member – Environment, Highways & Waste  
John Burr, Director of Kent Highways Services

**To:** Environment, Highways & Waste Policy Overview & Scrutiny Committee

**Subject:** Repairs to Weather Damaged Roads

**Classification:** Unrestricted

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**Summary:**

Members are asked to note progress on the delivery of repairs to roads in Kent. This work is being undertaken by 7 contractors who were appointed following a competitive tender process in March. Progress to date has seen the completion of over 75000m<sup>2</sup> of repairs to over 1200 roads.

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**1. Background**

As part of the response to the unprecedented damage to the roads in Kent following the severe winter, KHS has been working to make all the roads in the county safe (in particular with repairs to potholes) and improve the condition of the carriageway surface.

On 29<sup>th</sup> March, The KCC Cabinet approved the letting of 12 contracts, one for each district, to contractors for the repair of weather related damage to roads. The initial Cabinet decision to award these contracts was discussed at the Cabinet Scrutiny Committee on 9<sup>th</sup> April. The recommendations of the Cabinet Scrutiny Committee related to future monitoring and reporting of progress, these were:-

- Ask for confirmation of the level of backlog to road repairs, the level of government support, and the level of expenditure which would be required to clear the backlog
- Ask for written confirmation that the total cost of administering the process and overheads is no more than 10% of the total cost of the contract;
- Ask that Members, Parish Councils and Town Councils be informed when teams will be working in their areas;
- Ask that the frequency of inspection of utilities work to road surfaces is increased to ensure benefits and high performance of utility companies;

These requests for further information are detailed in this report

## **2. Find and Fix Progress**

After 12 weeks of the programme (up to 6<sup>th</sup> July) 13754 individual potholes and 61883m<sup>2</sup> of larger patches were repaired. This equates to some 75,600m<sup>2</sup> of repairs, equivalent to over 60 Olympic size swimming pools. This has been delivered at a cost of £3m.

The find and fix approach is clearly showing favour with many people, however with the rate of repair significantly higher than normal (due to the high level of winter damage, and increased intervention levels as explained), the cost is greater.

Beyond the completion of this task, any new safety critical potholes, or further deterioration of the road network not evident when the find and fix teams visited, will still be funded from within the KHS core budget and repaired using the permanent repair crews.

## **3. Communication and Project Management**

The roads that are due to be completed, and those that have been repaired are being shown on the KCC website.

KHS has worked with the liaison officers to be responsive to members queries about progress, planning and priorities.

The administration of the contract is being undertaken with the KHS alliance; this includes contract preparation, project management, a high level of site supervision and permitting. The total estimated costs of are in the region of £320k (5% of the contract value).

## **4. Next Steps**

Since the initial Cabinet decision which allocated £1m to this work, progress has been good and feedback has been very positive. However, the quantum on the potholes was such that further funding was required to continue the work.

Subsequent Cabinet approval has been given to ensure funding is available for the repairs, and at the July 12<sup>th</sup> meeting, a final allocation of £6.5m was approved. It is predicted that this budget will allow the completion of some 3000 roads by the external contractors, with a completion date in early autumn.

## **5. Total highways maintenance backlog**

It is currently estimated that the highways maintenance backlog is in the region of £430m.

## **6. Frequency of inspection for public utility works**

The NRSWA code of practice allows for inspections at 5 stages of the works, with an inspection frequency of 6% at each (ie. a total of 30%). KHS has increased the

frequency of the last two stages to raise the total to 40%. A separate report is being prepared on the findings of this initiative.

## **7. Recommendations**

That members note the progress of the works.

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**To:** Environment, Highways and Waste POSC – 29 July 2010  
**From:** Nick Chard – Cabinet Member, Environment, Highways & Waste  
Mike Austerberry – Executive Director, Environment, Highways & Waste  
Carolyn McKenzie – Sustainability and Climate Change, EHW  
**Subject:** Sustainability and Climate Change Update

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**Summary:**

This paper provides the annual update of Kent County Council and the Environment, Highways and Waste's Departments progress against our commitments in the KCC Environment Policy and ISO14001 Environmental Management System accreditation.

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**1. Introduction**

This report summarises progress over the last year by the County Council, and the Environment, Highways and Waste's Departments in particular, in delivering the objectives of KCC's Environment Policy. All Policy and Scrutiny Committees receive an individual report for their own respective Directorates on an annual basis.

**2. Changing Policy Context – Revised Kent Environment Strategy**

At the last Kent Partnership meeting on the 8<sup>th</sup> June, the Kent Partnership agreed the final draft of the revised Kent Environment Strategy. The final draft strategy will be available on [www.kent.gov.uk](http://www.kent.gov.uk)

The revised strategy has 10 Priorities under which there are a small number of high level strategic actions. There are two cross cutting themes environmental engagement and green jobs.

The table in Appendix 1 details KCC's and Environment, Highways and Waste current and planned actions as well as potential gaps in activity against these 10 priorities.

**3. Corporate Progress ISO14001**

A summary of key corporate achievements delivered against KCC's Environment Policy is given below. KCC's full Corporate Environmental Performance Report for 2009 is available on [www.kent.gov.uk](http://www.kent.gov.uk).

<b>Corporate Progress against the KCC Environment Policy.</b>	<b>RAG</b>
<p><b>Our Decisions and Leadership</b></p> <p>Full Council accreditation to ISO14001 was completed in May 2009. Since then the council has successfully passed two further external verification assessments.</p> <p>The Kent Environment Strategy, part of the Regeneration Framework has been successfully reviewed, and a new version of the strategy agreed by the Kent Partnership. A full delivery plan is now being developed with key partners.</p>	
<p><b>Our Estate</b></p> <p>Overall carbon emissions are showing an increase against our 2004 baseline, this is mainly due to an increase in energy use in schools due to policy changes such as extended schools and increase levels of ICT. Schools account for 80% of KCC's energy use. The KCC Energy and Water Investment Fund has loaned and granted £928,995, saving £1,923,246 over the lifetime of the equipment.</p> <p>Improved waste contracts have delivered at least 50% recycling rates for office wastes and battery recycling is being implemented.</p>	
<p><b>Our Travel and Transport</b></p> <p>Overall the council achieved a business miles reduction of 3.5% between 2009 and 2010 with savings of £277,000.</p> <p>So far £5000 of BT Meetme teleconference calls have been made by the council, which equates to estimated savings of £45000 compared to face to face meetings. Only 10% of KCC BT MeetMe accounts have currently been used with savings potential being much greater.</p>	
<p><b>Our Procurement</b></p> <p>Environment, Highways and Waste have set up the South East Carbon Hub which provides both online and targeted face to face to the public sector supply chain in Kent to save money and cut carbon. The Carbon Hub will aim to help around 1000 businesses by 2013.</p>	
<p><b>Our Workforce</b></p> <p>There are now over 300 Green Guardian champions across KCC, and environment has been integrated into Ways to Success.</p>	
<p><b>Our Community Leadership</b></p> <p>KCC continues to provide strong community leadership in Kent. In particular the KCC Climate Change Team have provided strong support across Kent to achieve money and carbon savings, and ensure Kent is resilient to the impacts of climate change such as severe weather events. KCC has been identified as a national case study</p>	

#### **4. Specific ISO14001 Progress in EHW 2009 - 2010**

Environment, Highways and Waste achieved the ISO 14001 environmental management standard in 2007 and continues to meet the standard.

In the last 12 months, Environment, Highways and Waste have delivered the following improvements:

- Only two buildings were required to have a Display Energy Certificate for energy efficiency, these have a G(poor) and D(average) rating.
- Compared to 2008-09 financial year, business miles have reduced by 1.6% with cost savings of £7000.
- In the last 6 months, Environment, Highways and Waste have been using the BT MeetMe teleconferencing service with two members of staff in the top 10 user list. One person has made 27 teleconference calls which equates to an estimated saving of £2040 compared to the cost of face to face meetings.
- Piloted a joint Health, Safety and Environment audit programme. This has delivered resource efficiencies and improved awareness and engagement.
- Kent Highway Services have established an Environment Steering group and improved environmental reporting within the asset scorecard.
- Waste Management have facilitated battery recycling collection points being made available in Libraries for members of the public.
- Environment and Waste have held Green Guardian focused meetings to engage staff.
- Many locations now have a Green Guardian champion, there are 35 in Environment, Highways and Waste and more than 300 overall across the council.

#### **5. Potential changes to the KCC Environment Policy, KCC's and EHW's implementation priorities**

As part of the annual review process an assessment is made as to whether new policy drivers or the rate of progress in achieving our objectives require changes to the KCC Environment Policy or its implementation priorities.

Rising energy prices and carbon reduction will continue to be high corporate priorities. However, just as important is how KCC and Kent realise the potential green jobs and growth opportunities that are becoming increasingly apparent. As a result of this the following priorities for KCC and EHW for 2010-11 are being proposed:

- Driving energy efficiency and carbon reduction in buildings Performance and compliance with the Carbon Reduction Commitment
- Ensuring KCC and EHW are proactive in dealing with the risks of climate change focusing on mainstreaming into core service delivery e.g. severe weather
- Enabling community action especially with regards to energy efficiency in homes and fuel Poverty
- Visible Leadership

Specific priorities for EHW

- Continue to extend carbon reduction activity within Kent Highways Services and Waste Management with a particular focus on transport and travel.
- Capacity Building, especially with regards to green jobs and growth opportunities.

No substantial changes are recommended to the Environment Policy, however it is suggested that the following areas be strengthened.

- Climate change risk and resilience
- Domestic sector energy efficiency
- Green jobs and opportunities

### **Recommendations**

EHW POSC Members are asked to:

- a. Note, and celebrate overall progress made by KCC and Environment, Highways and Waste
- b. Discuss future KCC and Environment, Highways and Waste priorities identified in section 5 and agree approach going forward.
- c. Agree suggested changes to the KCC Environment Policy

**Contact:** Carolyn McKenzie, Kent County Council.

### Kent Environment Strategy Priorities, and Environment, Highways and Waste’s Current and Planned Activity.

Living Well Within Our Environmental Limits	KCC Environment Policy reference.	Environment, Highways and Waste Current Activity and Progress	Gaps in Delivery/Issues	RAG
Priority 1 Make homes and public sector buildings in Kent energy and water efficient, and cut costs for residents and taxpayers	Our estate  Our leadership role in the community	Only two buildings were required to have a Display Energy Certificate for energy efficiency, these have a G (poor) and D (average) rating.	Build on fuel poverty activity already underway in partnership with other KCC Directorates as part of the KCC Retrofit Project.	KCC Target is red.
Priority 2 New developments and infrastructure in Kent are cost effective, low carbon and resource efficient	Our leadership role in the community	Limited current activity	KCC approach and resources need to be agreed.	
Priority 3 Turn Kent’s waste into new resources and jobs for Kent	Partially covered under Our Decisions	No current activity	KCC approach and resources need to be agreed.	
Priority 4 Reduce the ecological footprint of what we consume	Partially covered under ‘Our Procurement’ and ‘Our Workforce’.	EHW, working with the CED have set up the South East Carbon Hub which provides both online and targeted face to face to the public sector supply chain in Kent to save money and cut carbon. The Carbon Hub will aim to help around 1000 businesses by 2013.	More focus is needed around KCC’s procurement – efficiencies and how we account for carbon.	

<b>Meeting the Climate Change Challenge</b>	<b>KCC Environment Policy reference.</b>	<b>Environment, Highways and Waste Current Activity and Progress</b>	<b>Gaps in Delivery/Issues</b>	<b>RAG</b>
Priority 5 Reduce future carbon emissions	Partially covered under Our Estate and Our Workforce.	Compared to 2008-09 financial year, business miles have reduced by 1.6% with cost savings of £7000.  In the last 6 months, Environment, Highways and Waste have been using the BT MeetMe teleconferencing service with two members of staff in the top 10 user list. One person has made 27 teleconference calls which equates to an estimated saving of £2040 compared to the cost of face to face meetings.	More work needed on how renewable energy resources are developed within KCC and Kent, and how KCC supports the development of green jobs and growth.  Continue to extend carbon reduction activity within Kent Highways Services and Waste Management with a particular focus on transport and travel.	
Priority 6 Manage the impacts of climate change, in particular extreme weather events	Partially covered under Our Decisions	Highways identified key areas of vulnerability.	Detailed action plans need to be developed for each of the nine priority risk areas identified.	
Priority 7 Support the development of green jobs and business in Kent	Partially covered under Our Decisions.	Low Carbon Sector Strategy developed. Low Carbon Futures Bid submitted to the KCC Regeneration Fund	KCC approach and resources need to be agreed.	
<b>Value From Our Natural and Living Environment</b>				
Priority 8 Utilise the full social and economic potential of a high quality natural and historic environment in Kent	Partially covered under Our Estate and Our Leadership role in the Community.	Activity currently limited.	EHW needs to ensure continued links are made between the natural environment, the economy and the community.	
Priority 9 Conserve and enhance the quality of Kent's natural and heritage capital	Partially covered under Our Estate and Our Leadership role in the Community.	Work underway to implement KCC's new Biodiversity Duty.	Work underway to implement KCC's new Biodiversity Duty.	
Priority 10 Ensure that Kent residents have access to the benefits of Kent's coast, countryside, green space and cultural heritage	Partially covered under Our Estate and Our Leadership role in the Community.	Activity currently limited.	Make more links between EHW priorities and the natural environment.	



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By: Paul Wickenden, Overview, Scrutiny and Localism  
Manager

To: Environment, Highways and Waste Policy Overview and  
Scrutiny Committee  
29 July 2010

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

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Summary: This report advises Members on the progress of the Select Committee on Renewable Energy and invites suggestions for future Select Committee Topic Reviews.

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### **Select Committee: Renewable Energy**

1. (1) The Select Committee on Renewable Energy, under the Chairmanship of Mr Ferrin, has now completed its evidence gathering. It has received written and oral evidence from a wide range of stakeholders including the Environment Agency, Energy Saving Trust, Forestry Commission, National Farmers' Union, energy and engineering companies, environmental protection organisations, community groups and individual residents. In addition, a questionnaire has been distributed to Kent schools.

(2) Members of the Committee have also visited the headquarters of a renewable energy company, a national conference (Ecobuild), a regional conference on Combined Heat and Power and Distributed Generation (held at Sessions House) a local conference (Protect Kent's 'Keeping the Lights on') and a Kent primary school which aims to be the first carbon-negative school in Europe.

(3) A first draft of the committee's report, which is currently being written, will be discussed by the Select Committee in early August.

(4) As soon as an agreed draft is available it will be shared with Cabinet Members, Officers and key stakeholders before it is finalised for submission to Cabinet in October 2010.

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

2. This Select Committee met on 22 June 2010 and received a report on progress made with the recommendations since the Select Committee reported to County Council in December 2008. The update on progress on recommendations is attached as Appendix 1 and a copy of the minutes from this meeting is attached as Appendix 2.

### **Suggestions for Select Committee Topic Reviews**

3 At the meeting of the Scrutiny Board on 24 February 2010 Members received an update on the current Select Committee topic review programme. Although resources to support reviews are all currently allocated, there would be the potential to start new reviews in November 2010 and January 2011. It was agreed that Members would be asked to consider whether there are any topics that they would like to put forward for consideration for inclusion in the future topic review programme. If Members do have any suggestions could they contact the Democratic Services Officer for this POSC.

**Recommendation**

3. Members are asked to note the progress on the Select Committee for Renewable Energy and the minutes from the of the Select Committee on Passenger Rail Service and to advise the Democratic Services Officer of any items that they would like to suggest for inclusion in the Select Committee topic review programme.

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Background Information: *Nil*

## KENT COUNTY COUNCIL

**SELECT COMMITTEE - PASSENGER RAIL SERVICES IN KENT**

MINUTES of a meeting of the Select Committee - Passenger Rail Services in Kent held in the Stour Room, Sessions House, County Hall, Maidstone on Tuesday, 22 June 2010.

PRESENT: Miss S J Carey (Chairman), Mr D S Daley, Mr C Hibberd, Mr R J Parry and Councillor R Andrews

ALSO PRESENT: Mr N J D Chard

IN ATTENDANCE: Mr S Gasche (Public Transport Team Leader), Mr M Sutch (Head of Planning & Transport Strategy), Mr G Walters (Public Transport Manager (Medway Council)) and Ms D Fitch (Assistant Democratic Services Manager (Policy Overview))

**UNRESTRICTED ITEMS****1. Response to the Select Committee report**  
(*Item. 1*)

(1) Mr Chard introduced a report which updated the Select Committee on the general progress that had been made in this area since the Select Committee had submitted their report. Mr Chard explained that he had set up a Rail Forum to give the opportunity to raise issues with the train operator, Southeastern, and Network Rail

(2) Mr Chard stated that there could be a role for the Members of this Committee in using the knowledge that they have gained through the Select Committee process to inform a discussion on the issues that arose from the meetings of the forum. There was some discussion around how the Members could assist Mr Chard in getting clarity around the rail issues for Kent. It was suggested that for a Sub Committee of the KCC's Environment Highways and Waste Policy Overview and Scrutiny Committee could be established for this purpose. It was also pointed out that Members of a number of other Select Committees had formed informal advisory groups to directly assist the Cabinet Member.

(2) The enormous impact that the introduction of High Speed 1 had had on Kent and Medway was discussed. The savings in journey time varied, with the Ashford service seeing the greatest reduction and benefit. On the North Kent Line the saving in journey time was only 10 minutes from stations east of Medway, and therefore the take up of this service was not so great. It was acknowledged that some areas such as Maidstone had not benefited from the introduction of this service and in some cases had seen a reduction in service. Mr Sutch stated that overall half of Kent districts had benefited from the introduction of High Speed 1,

with the most disadvantaged area being Maidstone and other areas being hardly affected.

(3) In response to a question Mr Sutch explained that rail-heading did happen to some areas such as Sevenoaks, Paddock Wood and Headcorn, but the expected rail-heading to Ebbsfleet had not materialised; part of the explanation was the cost of parking at Ebbsfleet station.

(4) Mr Walters explained that usage of High Speed 1 from Medway was growing slowly as there was less of a clear cut benefit from the service. He emphasised the importance of the fast service to Cannon Street being retained.

(3) The Committee discussed the progress made on each of the 13 recommendations. Mr Chard, Mr Gasche, Mr Walters and Mr Sutch answered specific questions on the action taken to date and action proposed:-

#### *Recommendation 1*

(5) Mr Walters stated that although there was still some strong negative feeling in Medway about High Speed 1, it was important to put into context with the positive advantages that it had brought. He supported the Select Committee decision to unanimously welcome its introduction.

(6) In relation to the slow take up on the North Kent Line, Members were informed that that there had been a reduction in the number of carriages on the peak service to and from Thanet via Faversham. The rest of the service was relatively well used.

#### *Recommendation 2*

(6) The progress made with this recommendation was noted.

#### *Recommendation 3*

(7) The Chairman expressed the view that the Visit Kent campaign had not focused on how easy it was to get to Kent by train. She also reminded Members that Locate in Kent had told the Select Committee that they did not see High Speed 1 as a significant factor in attracting businesses and she wondered if they were focusing in the right way on the opportunities that it provided.

#### *Recommendation 4*

(8) The Chairman agreed that there had been losers from the introduction of High Speed 1 and that it was important to have the knowledge necessary to make a good case for the needs of residents to be met. The Members of this Select Committee could have a role in briefing officers at a strategic level and giving ideas about the areas where efforts could be made to lobby for improvements.

#### *Recommendation 5*

(9) Mr Sutch reported that the provision of a pedestrian link between Northfleet and Ebbsfleet stations would cost approximately £9m. The Members agreed that

although this was desirable it was not affordable in the current economic climate. It is possible for travellers from the Dartford direction to access High Speed 1 train services at Gravesend Station rather than Northfleet.

#### *Recommendation 6*

(10) Mr Gasche explained that improvements to stations were being carried out with various officers within Kent Highways, including improvements at High Speed stations in Thanet and the provision of bus service information boards at most High Speed stations in East Kent.

(11) Members reaffirmed their aspiration for stations to be clean and safe. They also believed there should be links to other modes of transport as part of the whole travelling experience. Mr Sutch referred to the cut in funding of £4m from the Integrated Transport budget in the current year and the expectation of even greater cuts next year part of which would have been used to deliver improved connectivity between road and rail.

(12) Members emphasised that connectivity was key and in some areas more important than the High Speed service.

#### *Recommendation 7*

(13) Mr Gasche reported on the progress that had been made including the introduction of Plus Bus tickets for use at the train destination. He stated that the introduction of Open Jaw tickets for rail journeys was unlikely, but tickets already allowed travel between two stations via different routes. Officers were encouraging travel operators to work together to form good quality rail partnerships.

(14) In relation to a question on the introduction of a Kent-wide "Oyster" type smart card, Mr Gasche stated that discussions were being held with the main operators.

#### *Recommendation 8*

(15) Members emphasised the importance of working in partnership with District Councils and rail and bus operators to encourage the provision of links between trains and bus provision, especially in commuter areas. Mr Gasche also explained that officers encouraged bus operators to provide evening commuter services to connect with both High Speed and Mainline evening trains from London.

#### *Recommendation 9*

(16) Members referred to the high cost of parking at Ebbsfleet station which did not encourage people to access the High Speed service from that station. Mr Sutch explained that the car park was not owned by the rail operators and that he would be concerned if there was significant rail-heading at Ebbsfleet as the road infrastructure was not adequate for the volume of traffic that could be generated.

### *Recommendation 10*

(17) Mr Walters confirmed that colleagues at Medway Council would like to continue to work with colleagues at Kent County Council in relation to matters relating to rail and associated transport services.

### *Recommendation 11*

(18) Mr Gasche informed the Committee that he attended the Thameslink Consortium and that they were aware of KCC's aspirations for a branch of the Thameslink service to terminate at Maidstone.

(19) Regarding the renewal of the Southeastern franchise in Kent in 2014, the Chairman stated that it was important to continue to lobby government to achieve the best outcomes for Kent.

### *Recommendation 12*

(20) Mr Gasche reported that a meeting was being arranged between the Chief Executive of Gatwick Airport and Mr Chard which would provide the opportunity to set out the Select Committee's aspirations for direct rail services from Kent and Medway to Gatwick Airport. This was not contained within the new Southern franchise in 2008. To introduce this service would involve finding support from a number of sources and Kent did not have the revenue funding for this but could market the new service. The Gatwick public transport access plan was important as a large number of staff and travellers came from Kent. Councillor Andrews supported the proposal to establish this service.

(21) Regarding rail links to Kent International and Lydd airports, Mr Sutch referred to work carried out by consultants to look at extending High Speed rail links to Thanet, but the outcome was that these would not be cost effective. The way forward would be to look at reducing the journey time on the existing line. Network Rail had carried out a preliminary study which had shown that potentially up to 10 minutes could be cut off the journey time between Thanet and Ashford. Network Rail is carrying out more detailed work on these improvements and hope to complete it by the end of the year. Mr Sutch also stated that it was not viable to have a rail passenger service to Lydd airport, as the line was in a relatively poor state of repair and was only currently used to transport infrequent slow-speed freight to and from Dungeness Power Station.

### *Recommendation 13*

(22) Mr Sutch reported that there would be clarity in a few months time around what rail services would be operating during the Olympics as this was important to help the tourist industry in Kent and Medway plan for the significant opportunities it presented them in 2012

(23) Mr Walters expressed concern about the situation on the North Kent Line and the current indications that there would not be High Speed domestic services linking Gravesend and the Medway Towns to Ebbsfleet and Stratford. He confirmed that Medway Council were part of the Olympic delivery discussion group

(24) RESOLVED that the progress made on the recommendations be noted and further consideration be given to the way in which the expertise gained by the Members of the Select Committee could be put to best use to inform the work being carried out by the Cabinet Member.

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## PASSENGER RAIL SERVICES IN KENT - Summary of progress towards each Select Committee Recommendation

Recommendation	Progress to Date (June 2010)
<p>1. The County Council should with the evidence available at this time, welcome the new high speed rail services starting in December 2009 serving stations in Kent with new trains.</p>	<p><b>Response to the County Council in April 2009 given below – see later responses on experience since services started in December 2009</b></p> <p>Agreed. The County Council has consistently supported the Channel Tunnel Rail Link (CTRL). One of its benefits is to offer faster domestic services from east and north Kent to London and over the years the County Council has worked with partners to lobby for the CTRL scheme to be completed and for domestic services to serve as many stations as possible.</p> <p>The new high speed rail services will help regenerate parts of east and north Kent by making access to London more attractive. This will encourage people to move to cheaper housing, further away from London but within acceptable commuting range. With the new services running to St. Pancras and Stratford, people currently living to the north and east of London will in future be attracted to relocate in Kent. The new services will also attract businesses to locate in areas close in London in terms of time, but at rates significantly below those in central London. They will also encourage tourism to Kent by making attractions in the County more accessible by rail from central and north London as well as areas beyond the capital.</p> <p>Medway Council held similar views before the services started</p>

Recommendation	Progress to Date (June 2010)
<p><b>2.</b> County Council should welcome the link to St. Pancras in opening access to a growth area in London and offering excellent connections to the Midlands and the North.</p>	<p><b>Response to the County Council in April 2009 given below – see later responses on experience since December 2009</b></p> <p>Agreed. Not only do the high speed services help to regenerate parts of East and North Kent, but they significantly improve opportunities for Kent residents and businesses to access the growth areas around Kings Cross/St. Pancras and Stratford/Docklands as well as providing excellent connections with the East Coast, Midland and West Coast Main Lines</p>
<p><b>3.</b> County Council should use the publicity surrounding the launch of the new services to promote:</p> <p>a) Tourism from London and north of London to Kent, building on the present campaigns by Visit Kent (and other partners).</p> <p>b) Inward investment by businesses especially knowledge based (i.e. non industrial) businesses to take advantage of Kent's good connectivity building on the work by Locate in Kent.</p>	<p>Visit Kent, in partnership with Southeastern and other Councils (including Medway Council), ran a joint marketing campaign between May 2009 and March 2010 to cover the period of the preview and full launch of the new high speed services. This campaign was successful with over 50,000 website hits recorded and an estimated £800,000 brought to the local economy. Visit Kent considers it too early to assess the impact on tourism this year but there is some anecdotal evidence that hotels in Medway, Canterbury and Ashford have seen a positive impact on their businesses</p> <p>Locate in Kent prominently stresses the fast journey times achieved by high speed rail on its website, but at present does not consider that it has been a significant factor in attracting businesses to Kent. The ongoing recession has delayed development throughout the County and this is particularly evident at Ebbsfleet. Additionally, the significant development around Stratford Station has been delayed and is not yet completed.</p>
<p><b>4.</b> The County Council should lobby for services lost in the new timetable to be reinstated at the earliest opportunity.</p>	<p>The most significant services lost due to the new timetable are:</p> <ul style="list-style-type: none"> <li>• Loss of the Maidstone – Cannon Street (Charing Cross) service</li> <li>• Reduction in numbers of trains from the North Kent Line to Victoria and Charing Cross and longer</li> </ul>

Recommendation	Progress to Date (June 2010)
	<p>journey times</p> <ul style="list-style-type: none"> <li>• Reduction in number of off-peak trains and slower journey times between Ashford and Charing Cross</li> </ul> <p>The County Council has held a Rail Summit on 25 March with Southeastern, Network Rail, Passenger Focus and Rail User Groups to discuss these and other issues and it is intended to continue to hold another in the Autumn and bi-annually in future.</p> <p>The County Council and other partners have continued to lobby for the restoration of these services – particularly for the Maidstone to City services involving the three local MPs, Maidstone BC and Tonbridge &amp; Malling BC as well as KCC and local rail user groups. To date this pressure has not been successful and Southeastern considers that the likelihood of any significant changes being made during the current franchise period is remote. The current franchise runs until 2012, with a possible extension to 2014 if certain performance targets are met by the train operator.</p> <p>Southeastern explained that they could not afford to introduce new services involving additional rolling stock as the subsidy they are receiving from Government continues to decline significantly and they are expected to pay a small premium to the Government in 2014. Southeastern’s revenues have not increased as forecast in the franchise agreement due to the recession and the delays in housing and employment development - particularly at Ebbsfleet and Stratford. Indeed, Government has had to grant Southeastern additional subsidy recently to compensate for this loss in revenue.</p> <p>The opportunity will be taken by the County Council and partners to press the new Government to restore these services.</p>
<p><b>5.</b> The County Council should work with key partners to ensure a direct pedestrian link between Northfleet and Ebbsfleet stations is created as soon as practicable</p>	<p>Ideally there should be a high quality pedestrian direct link between Ebbsfleet and Northfleet to enable ready access to high speed and Eurostar services from rail passengers from Dartford and stations in south London. The current walking distance between the two stations is around one kilometre and a direct link with an underpass crossing under a number of railway lines would reduce the distance to some 300m.</p>

Recommendation	Progress to Date (June 2010)
	<p>Unfortunately, the cost of providing a direct pedestrian link between Northfleet Station and the Ebbsfleet car park is relatively high, requiring an underpass estimated to cost some £9m. There appeared to be funding available from the HCA and Network Rail to cover this cost, but a reappraisal of the allocation of Community Infrastructure Funding (CIF) by the HCA took away £5m of the funding</p> <p>Additionally, there has been no development in the Ebbsfleet area so that the prospect of developer contributions towards this scheme is limited. It seems extremely unlikely that a good quality direct pedestrian link will be provided between the two stations in the near future.</p> <p>However, the introduction of the high speed services does mean that there is a regular train link between Gravesend and Ebbsfleet and Fastrack bus services do connect Ebbsfleet with Dartford and Greenhithe stations to the west.</p>
<p><b>6.</b> The County Council should produce a review of the stations that will be served by High-Speed rail to identify and prioritise work needed to stations and station access to be ready for or soon after the December 2009 launch</p>	<p>A regular forum is to be set up between KCC and Network Rail to discuss station issues. Meanwhile progress on upgrading High Speed Stations has been mixed and there is considerable uncertainty over available funding from Network Rail, Southeastern, KCC and Medway Council in the future</p> <p>KCC Stations</p> <p>Dover Priory – works are currently underway to radically improve the access for pedestrians to the station and improved facilities for bus passengers</p> <p>Folkestone Central – there are plans by Southeastern to improve facilities for cycle parking and for waiting passengers</p> <p>Folkestone West – access has been improved by KCC with new traffic signals and a controlled parking zone has been introduced by Shepway DC. Negotiations to extend the station car park have proved difficult in the past, but Network Rail is continuing to pursue this.</p>

Recommendation	Progress to Date (June 2010)
	<p>Ashford – the domestic ticket hall has been rebuilt and enlarged by Southeastern and the forecourt has been improved for pedestrians, cyclists and buses by Ashford Futures. Longer term improvements are planned to the international station entrance in conjunction with the Smartlink scheme</p> <p>Margate – Network Rail and KCC plan to provide better pedestrian access, including new crossing to nearby bus stops, improved bus service information and cycle parking, together with a walking route to the town centre and Turner Contemporary Arts Centre.</p> <p>Ramsgate – KCC plans to improve cycling and public transport access to the station providing pedestrian crossings, enhanced bus bays, cycle routes, bus journey information, pedestrian signage, cycle parking and improvements to the adjacent junction of Wilfred Road/Grange Road.</p>
	<p>Canterbury West – Network Rail is currently providing step-free access at the station, including a new footbridge with lifts. Network Rail and KCC plan to improve cycle access</p> <p>Faversham – no plans at present</p> <p>Sittingbourne – Network Rail has plans to provide an additional footbridge at the station with lifts, coupled with ramps and disabled toilets to make the station fully DDA compliant</p> <p>Gravesend – Network Rail is planning to improve circulation space in the station building and provide a mobility impaired toilet later this year. Longer term improvements to the station access and lengthening platforms for 12 car trains are tied in with the Transport Quarter scheme</p> <p>Medway Council Stations</p> <p>Strood – Network Rail are developing plans for platform extensions to 12 car, and also to provide a new</p>

Recommendation	Progress to Date (June 2010)
	<p>footbridge to make the station DDA complaint. Medway Renaissance are examining the potential for a new station building</p> <p>Rochester – Network Rail and Medway Council are actively exploring plans to relocate Rochester station further to the west to improve access to Rochester Town Centre. This will also allow 12 car operation, an improved station environment and access to the Rochester Riverside development all of which are difficult at the current location.</p> <p>Chatham – works are being carried to improve some passenger facilities in the near future while the longer terms strategy for this station is being developed</p> <p>Gillingham – Improvements to the station building, forecourt and platforms including the provision of a second entrance on Railway Street will be provided during 2011</p> <p>Rainham – Medway Council and Southeastern are developing plans for improvements to the station forecourt area</p>
<p>7. The County Council should encourage the bus and rail companies to introduce more promotional off-peak fares, joint passes, through tickets (such as the BusPlus pass) and Open Jaw tickets.</p>	<p>Stagecoach in East Kent offers a range of multi-journey tickets on their bus services.</p> <p>The Megarider Gold ticket is just £19 for seven days unlimited travel across East Kent &amp; East Sussex on local Stagecoach buses. Passengers buy their ticket from the driver on the first day they wish to travel and then use their ticket as often as they like for a week.</p> <p>The Dayrider ticket is valid on the day of purchase, and may be used on any bus service operated by Stagecoach or Arriva in Kent or East Sussex. This is a good example of joint-ticketing, but both operators would have to agree to extend this principle to tickets valid for a longer period.</p> <p>Arriva Southern Counties also offer a range of multi-journey tickets on their bus services.</p> <p>The Arriva Day Saver is valid in a specified zone, and can be bought from the driver on the day. There are also weekly savers and 4-weekly savers which are valid in a specified zone for their respective</p>

Recommendation	Progress to Date (June 2010)
	<p>periods, and can be bought from local Paypoint outlets.</p> <p>The Dayrider ticket is similarly valid on all Arriva and Stagecoach bus services in Kent and East Sussex, and can be bought from the driver on the day.</p> <p>Plusbus is now well established in Kent, and is probably the best example of through ticketing between rail and bus, now available at 24 stations in the county. The Plusbus ticket is bought with the train ticket at the railway station, and offers a discount price bus pass that offers unlimited bus travel around the town to which it applies.</p>
	<p>Plusbus prices start at £1.60 per day, with most between £2 and £3 per day. Further discounts are also available with railcards, which offer one-third off the rail ticket and Plusbus ticket (subject to railcard conditions). Plusbus season tickets are also available, matching the length of the rail season ticket for 7 days, 1 month, 3 months or 1 year.</p> <p>While Openjaw tickets are well established on airline routes, the bus and rail operators appear more wary of the benefits. There are some rail tickets which are partially Openjaw, in that they permit the holder to travel between two stations “by any appropriate route”, but not usually to return from a different station. Local bus operators already offer the multi-journey tickets described above, which effectively offer more flexibility than would be available with an Openjaw ticket.</p> <p>KCC will continue to encourage bus and rail operators to work together in promoting a variety of multi-journey tickets, both within and between each mode of travel.</p>
<p>8. The County Council should work with the bus companies to develop more frequent services serving rail stations, particularly more late services serving returning rail commuters and to assist with the Traveline project for accurate journey planning.</p>	<p>KCC currently works in co-operation with the principal bus operators through its Quality Bus Partnerships (QBP) in seven of the twelve districts. There are plans for further QBPs in two more districts, and eventually it is hoped to have similar agreements throughout the county. Together with the district council, the three parties to each QBP agreement work together to improve local bus services, and included within this remit is the improvement of bus/rail interchange arrangements.</p>

Recommendation	Progress to Date (June 2010)
	<p>KCC encourages bus operators to provide extended peak period services to and from railway stations, but in locations where this is not commercially viable the county may provide revenue support for bus services which provide access to and from employment.</p> <p>Both principal bus operators, and KCC on behalf of the supported bus network, work very closely with Traveline to ensure that the information used by Traveline accurately reflects bus stop locations and bus timetables to allow accurate journey planning.</p>
<p>9. The County Council should lobby for low introductory fares to ensure early success for the High Speed services.</p>	<p>Lobbying for lower introductory fares before the services started was unsuccessful</p> <p>Southeastern has been reticent about passenger numbers on the high speed trains, saying only that the total numbers of am peak passengers on the high speed services is around 4,000 with around half each travelling on the North Kent Line via Ebbsfleet and half via Ashford. Whereas the services via Ashford are well loaded and are deemed successful, those on the North Kent Line are relatively empty as there is a more regular service on that line. Numbers using Ebbsfleet are particularly disappointing due to the lack of any development in the immediate area and the feared rat-running to Ebbsfleet being overestimated. The survey by Southeastern in the spring also shows that there has been an increase of around 1,000 passengers in the morning peak on the classic network compared to pre-December 2009 figures.</p> <p>The contrasting success of these services is not thought to be mainly due to fare levels but rather to journey time savings. The journey time savings on the high speed services on the North Kent Line (between the Medway Towns and Thanet) to St. Pancras are relatively small compared to the classic services to Victoria, London Bridge etc. so the incentive to switch to high speed is small, when most passengers want to access the classic stations.</p> <p>On the other hand, the journey time savings via Ashford are very significant and therefore have caused switching to High Speed and created new journey opportunities which did not exist before. The premium</p>

Recommendation	Progress to Date (June 2010)
	fares do not appear to have been a deterrent
10 The County Council should decide how best to consider public transport issues in future either through an existing or new board; a formal S101 Joint Committee between Kent County Council and Medway Council; or by establishing a separate or joint Strategic Public Transport Forum	<p>Good liaison between officers of Kent County and Medway Councils on public transport continues on a day-to day basis and KCC and Medway Council are partners in the North Kent Multi Area Agreement (MAA).</p> <p>It is considered that there is not a current need to establish another forum between the two Councils.</p>
<p>11. The County Council should recognise the timescales for influencing rail services and infrastructure provision and begin consideration of the following:</p> <p>a) Potential Thameslink services to Maidstone, the Medway Towns, Tonbridge and Sevenoaks</p>	<p>a) There is a real possibility of this scheme slipping but currently the Thameslink scheme is scheduled for completion in 2016 and offers significantly increased capacity between London Bridge and St Pancras, via Blackfriars, City Thameslink and Farringdon and great potential for direct rail links from parts of Kent to the City.</p> <p>Service patterns for the Thameslink services are not likely to be finalised until 2014/5 even if the scheme does not slip beyond 2016. Current indications in the Kent Rail Utilisation Strategy (RUS) are to extend Thameslink services in Kent to:</p> <p>Maidstone East – all day  Sevenoaks, via Swanley – all day  Paddock Wood, via Tonbridge – peak hours only  Tonbridge Wells, via Tonbridge – peak hours only</p> <p>Whilst the all day services are welcomed, particularly the Maidstone service which will offer a much wider range of direct services to London destinations, including the City, there is much concern that the introduction of peak services to Tonbridge, Tunbridge Wells and Sevenoaks would mean the loss of direct services in the peak to Cannon Street.</p>
	The County Council and its partners need to retain close attention to the development of this scheme and to protect the best interests of Kent residents and businesses

Recommendation	Progress to Date (June 2010)
<p>b) Network Rail's forthcoming Rail Utilisation Strategy</p> <p>c) The renewal of the Southeastern franchise in Kent 2014</p>	<p>b) The Kent Rail Utilisation Strategy (RUS) was published in January 2010. Apart from the indications that Maidstone should be linked to the Thameslink network from 2016 and that there is a good business case for extending the High Speed Ebbsfleet starters to Ashford or Maidstone West, there are few significant new proposals</p> <p>We will continue to work with Network Rail to improve the rail infrastructure in Kent to provide better rail services and improved journey times (see response to 12b)</p> <p>c) The current Southeastern franchise runs from April 2006 to the end of March 2012, with an automatic two year extension if targets are met. The Councils will have to respond robustly to the consultation on the proposed train specification in the new franchise and to consider carefully what the bidders to run the franchise from 2014 are offering.</p>
<p>12. The County Council should consider the feasibility of the following rail services/infrastructure projects:</p> <p>a) direct services from Kent and Medway to Gatwick airport</p>	<p>a) Discussions are currently underway between KCC, Southern and Gatwick Airport to consider the re-introduction of a through rail service between Kent and Gatwick Airport. The discussions are at an early stage, but all parties recognise the need for a through service, at least to and from Tonbridge and ideally extended to and from Ashford. Such a change would require agreement from the Department for Transport, as it would involve amending the existing franchise agreement by which Southern operates. A new through rail service would also require co-operation with Network Rail for pathing of trains, and would need to utilise some of the additional platform capacity planned at Redhill to facilitate the necessary reversing of trains.</p> <p>However, there is considerable good will on all sides, and officers are optimistic that, provided the business case can demonstrate its viability, a successful outcome of these discussions will deliver a direct rail service between Kent and Gatwick Airport.</p>

Recommendation	Progress to Date (June 2010)
<p>b) rail links to the Kent International and Lydd Airports</p>	<p>b) The County Council commissioned consultants to look at how the journey times by rail to Kent International Airport at Manston could be improved. This looked at many options for sections of new high speed line connection with the existing CTRL (HS1), but concluded that the cost benefit ratio was insufficient for the schemes to be built in the foreseeable future.</p> <p>KCC and Network Rail have also commissioned a study to investigate how much the existing Ashford – Thanet line can be improved to reduce journey times. Network Rail has identified potential scope to improve times by about 10 minutes over the length of line and will be finalising the detail by the end of the year.</p> <p>The County Council is currently working with partners to press the case for a Parkway Station to be built near the airport to give better access to Manston Business park, Sandwich and Pfizer, Deal and Westwood Cross as well as KIA. If these journey time savings can be achieved in full, it would mean that the journey time between St. Pancras and a Thanet Parkway Station would be under an hour.</p>
	<p>The planning application for the proposed extension of the runway at Lydd and the expansion of the terminal facilities may be called in by Government. The railway line from the junction with the Ashford – Hastings Line and Lydd is in poor condition and would likely require significant investment to enable its use by passenger trains travelling at a respectable speed.</p>
<p><b>13.</b> The County Council should engage with Southeastern and the Olympic Delivery Authority (ODA) to plan for joint ticketing arrangements to maximise use of public transport to the Games and to minimise disruption to Kent's residents and businesses during the 16 day period of the main Games.</p>	<p>The planning of rail services during the 16-day period of the main Olympic Games is at an early stage. Whereas the initial intention was to use all the High Speed domestic trains to run a shuttle service between Ebbsfleet, Stratford and St. Pancras for Olympic-related passengers only, this view has now moderated and the intention is to allow some high-speed services to continue at least to Ashford, although this may not happen during the whole period of the day</p> <p>The Olympic Delivery Agency currently envisages free rail travel within London for event ticket holders but that spectators from Kent would have to purchase rail tickets in advance. The ODA has recently stated that a combined rail/event ticket from Ebbsfleet Station will be available but this situation needs to be monitored over the next two years.</p>

