

**ENVIRONMENT, HIGHWAYS AND WASTE CABINET
COMMITTEE**

Thursday, 10th January, 2013

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**





AGENDA

ENVIRONMENT, HIGHWAYS AND WASTE CABINET COMMITTEE

Thursday, 10 January 2013, at 10.00 am Ask for: **Karen Mannering**
Council Chamber, Sessions House, County Telephone: **01622 694367**
Hall, Maidstone

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (12)

Conservative (10): Mr D L Brazier (Chairman), Mr J R Bullock, MBE, Mr N J Collor,
 Mr M J Harrison, Mr W A Hayton, Mr C Hibberd, Mrs J P Law,
 Mr R F Manning, Mr C P Smith and Mrs E M Tweed

Liberal Democrat (1): Mr I S Chittenden

Labour (1) Mr G Cowan

UNRESTRICTED ITEMS

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

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A. Committee Business

- A1 Introduction/Webcasting
- A2 Substitutes
- A3 Declarations of Interests by Members in items on the Agenda
- A4 Minutes of the meeting on 15 November 2012 (Pages 1 - 10)

B. Key or Significant Cabinet/Cabinet Member Decisions(s) for recommendation or endorsement

- B1 KCC representations on the submission version of the Gravesham Local Plan Core Strategy (Regulation 19) - Decision No.12/01967 (Pages 11 - 24)
- B2 KCC-Managed Traveller Pitch Fees 2013/14 - Decision No: 12/02029 (Pages 25 - 28)
- B3 Environment, Highways & Waste Forthcoming Executive Decisions - current entry (Pages 29 - 34)

C. Monitoring of Performance

- C1 2013/14 Revenue Budget Consultation Responses (Pages 35 - 40)
- C2 Enterprise and Environment Directorate (Environment, Highways & Waste Portfolio) Financial Monitoring 2012/13 (Pages 41 - 60)
- C3 Business Planning 2013/14 - Substantive Draft Plans (Pages 61 - 136)

D. Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

- D1 Cabinet Member's and Corporate Director's Update (Oral report)
- D2 KCC Drainage Adoption (Pages 137 - 144)
- D3 Joint Transportation Boards Agreement and Governance (Pages 145 - 160)
- D4 Technical & Environmental Services Contract (TESC) Update - Decision No.12/01935 (Pages 161 - 164)
- D5 Environmental Management Update (Pages 165 - 170)
- D6 Highway Soft Landscaping - review of standards (Pages 171 - 174)
- D7 Water Resources Planning (Pages 175 - 186)
- D8 Ash Dieback (Chalara Fraxinea) Outbreak Response (Pages 187 - 200)
- D9 Discussion: Growth without Gridlock 2 years on (Pages 201 - 202)

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
(01622) 694002

Wednesday, 2 January 2013

KENT COUNTY COUNCIL

ENVIRONMENT, HIGHWAYS AND WASTE CABINET COMMITTEE

MINUTES of a meeting of the Environment, Highways and Waste Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 15 November 2012.

PRESENT: Mr D L Brazier (Chairman), Mr N J Collor (Vice-Chairman), Mr J R Bullock, MBE, Mr I S Chittenden, Mr G Cowan, Mr M J Harrison, Mr W A Hayton, Mr C Hibberd, Mrs J P Law, Mr R F Manning, Mr C P Smith and Mrs E M Tweed

ALSO PRESENT: Mr B J Sweetland

IN ATTENDANCE: Mr M Austerberry (Corporate Director, Environment and Enterprise), Dr S Anderson (Climate Change Project Manager), Mrs C Arnold (Head Of Waste Management), Mr J Burr (Director of Highways and Transportation), Ms A Carruthers (Transport Strategy - Delivery Manager), Mr R Fitzgerald (Performance Manager), Miss P Garden (Consultation Officer), Mr D Hall (Future Highways Manager), Mr A Kamps (Principal Accountant), Mr T Read (Head of Highway Transport), Mr P Vanston (Campaigns & Projects Manager Changing Attitudes & Behaviours Team) and Mrs K Mannering (Democratic Services Officer)

UNRESTRICTED ITEMS

51. Membership

(Item A2)

Members noted that Mr I Chittenden had been appointed to the Committee by the Liberal Democrat Group.

52. Minutes of the meeting on 20 September 2012

(Item A5)

RESOLVED that the Minutes of the meeting held on 20 September 2012 are correctly recorded and that they be signed by the Chairman.

53. Kent Joint Municipal Waste Management Strategy: Refresh of Policies - Decision No.12/01978

(Item B1)

(1) The Waste & Emissions Trading Act 2003 required that councils in two tier areas put in place a Joint Municipal Waste Management Strategy (JMWMS). The report sought support to partnership approaches, to deliver better outcomes for taxpayers between Waste Disposal Authorities (such as Kent County Council) and Waste Collection Authorities (district and borough councils). The first Kent JMWMS was adopted by all 13 councils in 2007. The report outlined the process and activities undertaken to refresh the policies in the Kent JMWMS so that they were up-to-date and relevant for the period 2012 to 2020. The very good relationships

fostered between the 13 councils through the auspices of the Kent Waste Partnership (KWP) were such that refreshing and retaining the KJMWMS was desirable for business purposes irrespective of the legal requirement. The report confined itself to the strategic framework needed to ensure all 13 Kent councils carried out their waste disposal and waste collection functions according to the three key aims, set out in the report.

(2) Prior to discussion Mrs J Law moved, Mr N Collor seconded a change to the wording of the recommendation in the report, to read as follows:-

‘Members are requested to consider the refreshed KJMWMS objectives and policies 2012/13 to 2020/21 contained in Annex 1, and recommend the Cabinet Member to support these as the policies for the Council.’

Carried

(3) RESOLVED that the Cabinet Member be recommended to support the refreshed KJMWMS objectives and policies 2012/13 to 2020/21, contained in Annex 1 to the report, as the policies for the Council.

54. Technical & Environmental Services Contract (TESC) - Decision No.12/01935
(Item B2)

(1) Further to Minute 43 of 20 September 2012, Members were asked to note the recent procurement progress and next steps that would identify the preferred bidder leading to the award of the new contract.

(2) On 24 September 2012, an Invitation to Tender (ITT) was issued to the five shortlisted bidders – AECOM, Amey, Atkins, Capita Symonds, Parsons Brinckerhoff; and the unsuccessful applicants were notified. The five bidders had until the close of play on 6 November 2012 to submit their final tenders. As part of the process, a Bidders Day was held on 11 October where the potential providers met KCC representatives (Officers and Members) to discuss the TESC requirements in more detail.

(3) Bidders presentations would take place on 20 November. Mr Burr informed Members that Mr Brazier, Mr Bullock and Mr Chittenden would sit on the assessment panel which scored the bidders based on their presentation and subsequent question and answer sessions.

(4) The proposed contract spend by KCC would be approximately £4m-£5m per year for an initial period of up to 5 years, with possible extension(s) for a further 5 years. This was a significant potential reduction on historic spend through the “Jacobs” contract which was worth around £12m-£13m per year in 2010/11. A robust and focussed procurement process continued to progress and would lead to contract award in early 2013.

(5) RESOLVED that the report be noted.

55. Policy for the use of mirrors on the Highway in Kent - Decision No.12/01931
(Item B3)

(1) The County Council for many years had not supported the use of traffic mirrors on the highway despite other Highway Authorities and the Department for Transport (DfT) allowing them in certain circumstances. It was now proposed that the County Council adopted a new policy allowing the limited use of traffic mirrors at specific locations to assist in the delivery of one of the key objectives of reducing road casualties. Growth Without Gridlock stated road safety as a priority for central and local government.

(2) If the policy was adopted the County Council would bear the costs of installation and maintenance of a traffic mirror if introduced as a casualty reduction measure. If a Member wished to fund a mirror via their Member Highway Fund then the cost would be met from their individual allocation. If a member of the public requested a traffic mirror to assist with exiting private property then they would have to fully fund the work including the full investigation, approval and any future maintenance costs.

(3) The Highways & Transportation department received enquiries every year requesting the installation of traffic mirrors on the highway to aid motorists at road junctions or private accesses where visibility was restricted due to the alignment of the highway, vegetation, fence, wall or building etc. Currently such requests were turned down on the basis that the placing of a mirror could adversely affect road safety.

(4) Traffic mirrors were classified as a road traffic sign but were not currently prescribed in the Traffic Signs Regulations and General Directions (TSRGD). Their use on the highway currently required special authorisation by the Department for Transport (DfT). The DfT had however, indicated in their recent review of signing policy "Signing the Way" that the new revised TSRGD, due sometime after 2014, would allow the use of mirrors in prescribed conditions without the need for special authorisation.

(5) Whilst the widespread use of mirrors should not be encouraged there were sites when their use might be a benefit to road safety. It was therefore proposed that the County Council adopted a new proactive policy that allowed their limited use. Each site would need to meet with the DfT criteria and would require an independent safety assessment to ensure that existing hazards were not increased by inducing drivers to rely on a mirror and take less care than they normally would. The assessment process would include a review of the safety record and consultation with the police.

(6) The County would only consider traffic mirrors on the public highway where:-

- There was a crash history relating to a lack of visibility.
- Visibility for vehicles emerging from the side road was severely restricted.
- A visibility improvement scheme was not feasible.
- Visibility could not be improved by removing hedges, walls, trees or other obstacles.
- The speed limit on the major road was above 30mph, the introduction thereby being aimed at higher speed roads.

- There were no other reasonable standard highway improvements possible.

(7) Mirrors might be sited off the highway on private land and that was a matter for the land owner and the person who placed the mirror. Planning permission might be required and any applicant should be directed to the local Planning Authority. Should any private mirror overhang a highway maintainable at public expense, then a licence was required from the Highway Authority. Should the County Council ascertain that road safety was being compromised as a result of a private mirror being placed near to the public highway the County Council would use its powers to remove the mirror.

(8) RESOLVED that:-

- (a) the policy set out in the report allowing limited use of traffic mirrors on the highway be endorsed; and
- (b) the Cabinet Member be recommended to introduce the policy.

56. Environment, Highways & Waste Forward Plan - current entries (Item B4)

RESOLVED that the current entry in the Forward Plan for Environment, Highways and Waste be noted.

57. Consultation on 2013/14 Revenue Budget (Item C1)

(1) Further to Minute 45 of 20 September 2012, the report provided Members with feedback on the recent consultation on the 2013/14 budget and in particular how it related to the Environment, Highways and Waste portfolio. The timing of the Committee meant that all the responses had not been fully analysed. A full analysis of responses would be presented to Cabinet in December.

(2) The comprehensive consultation and communication strategy had been endorsed by Cabinet Members with the aim of striking the right balance between in-depth engagement with a representative sample of Kent residents as well as wider engagement. The majority of expense had been devoted in engaging Ipsos MORI. Previous experience had demonstrated the additional benefit of independent market research rather than in-house. The consultation identified that an overall reduction in funding of £67m was estimated. The main additional spending demands and savings proposals for the Environment, Highways and Waste portfolio were set out in Appendix 1 to the report.

(3) The report provided feedback from MORI Workshops; On-Line Questionnaire and Budget Consultation Document; and Specific Focus Groups.

(4) The Cabinet Committee had previously agreed to establish an Informal Member Group (IMG) to consider budget issues, chaired by Nigel Collor, and included Ian Chittenden, Roy Bullock, Gordon Cowan, and David Brazier representing the Committee. The group met on 1 and 23 October 2012. The IMG did not recommend any other areas that could be looked at to either generate savings or additional income.

(5) A full report on the consultation would be presented to Cabinet on 3 December. Cabinet Committees would have a further opportunity to review the revised final draft budget in the January round of meetings prior to it going to County Council on 14 February for final approval (including setting the Council Tax for 2013/14).

(6) During debate -

- Mr Bullock expressed disappointment that Members had not received more information on the consultation feedback. Miss Garden stated that following a quality check, results would be circulated to all Members.
- Mr Cowan asked what effect the new homes bonus would have on the budget. Mr Sweetland stated that the District Councils should be closely involved, and that any impact on services would also affect the Economic Development Cabinet Committee. With that in mind, Mr Sweetland suggested that the Committee should get together with the Economic Development Cabinet Committee early in the new year.

(7) RESOLVED that the budget consultation process be noted.

58. Enterprise & Environment Directorate (Environment, Highways & Waste Portfolio) Financial Monitoring 2012/13

(Item C2)

(1) Members were asked to note (a) the first quarter's (April-June) full budget monitoring report for 2012/13 reported to Cabinet on 17 September 2012; and (b) the subsequent update to the position reported in the monitoring exception report to Cabinet on 15 October 2012.

Revenue

(2) The underspend for the portfolio had increased by £0.375m in September from -£2.228m to -£2.603m. The main movements were:-

- Planning Applications
- Waste Management:
 - +£0.374m Recycling Contracts and Composting;
 - £1.912m Disposal Contracts;
 - £0.178m Haulage and Transfer Stations;
 - +£1.442m Landfill Tax;

in addition, there had been a small increase of -£0.067m in the underspend on the Household Waste Recycling Centres budget, which had moved from a net underspend of -£0.579m to -£0.646m

Capital

(3) There had been no movements in unfunded variance since the quarter 1 report.

Movements in re-phasing (to/from beyond 2012-15) since the quarter 1 report involved:-

- Sandwich Sea Defences
- Sittingbourne Northern Relief Road
- East Kent Access Phase 2
- Growth Without Gridlock
- A28 Chart Road

There had been no other movements since the quarter 1 report.

(4) During debate Mr Manning referred to compensation claims not shown in the forecast. Mr Kamps undertook to discuss with Corporate Finance a better way of reflecting the issue.

(5) RESOLVED that the revenue and capital forecast variances from budget for 2012/13 for the Enterprise & Environment Directorate (Environment, Highways and Waste Portfolio), based on the first quarter's full monitoring to Cabinet and the subsequent exception report, be noted.

59. Business Planning Priorities 2013/14

(Item C3)

(1) The report detailed provisional headline priorities for Business Plans (2013/14) for each division within Environment, Highways & Waste. Effective business planning was a pre-requisite for any organisation to ensure a clear focus on delivering agreed organisational priorities across both the medium to long-term and through more day-to-day activity. The Budget Consultation and 'Bold Steps' report to County Council in October referenced five 'P' themes that were of strategic importance to the organisation: prevention, productivity, partnership, procurement and people, which provided a helpful, light-touch framework for discussions on how each division could contribute to the overarching themes that would help to deliver 'Bold Steps for Kent'.

(2) There were three divisional business plans covered by Environment, Highways & Waste Cabinet Committee:-

- Planning & Environment
- Highways & Transportation
- Waste Management

Each division had considered their initial headline priorities within the five 'P' framework, highlighting specific financial and policy challenges:-

- a) **Prevention:** demand management, contributing to preventative transformation programmes (e.g. Integrated Adolescent Support Services, FSC Adults Transformation, Public Health etc)
- b) **Productivity:** efficient systems and processes, invest to save/value for money, smarter ways of working, contributing to transformation programmes (ERP, New Work Spaces, Digital Strategy, Channel Shift etc)

- c) **Partnership:** building local internal and external partnership arrangements (e.g. SE7), governance, partnership projects & programmes (e.g. health & social care integration) relationship with central government
- d) **Procurement:** efficient commissioning and procurement processes, best value, category management, contract management, localist commissioning models (e.g. sub-contracting to VCS and SME providers)
- e) **People:** improving internal and external customer relationships, customer focused processes, embedding the Customer Services Strategy, change management, cultural and behavioural change
- f) **Financial & Policy Challenges:** operational implications for delivering saving targets, managing demand and capacity with reduced resources, income generation, changes in national policy or legislation, feedback from Budget Informal Member Groups (IMGs)

(3) Each division would develop their draft plan during the November to January period. Divisions would be required to share substantive, but still draft, business plans with Cabinet Committees at the January round of meetings before approval by Cabinet. The draft plans would be updated from January to February 2013 to take into account Cabinet Committee feedback. The new plans would be published online and implemented from April 2013.

(4) During debate Mr Sweetland and Mr Burr answered questions and noted comments from Members which included the following:-

- “White Lining in Kent”
- North Farm, Tunbridge Wells
- “Freight Watch” and Freight Gateway initiatives
- Complaints relating to the surface on the M20 – Mr Burr undertook to write to the Highway Agency highlighting the problem
- Bus route canopy vegetation clearance programme; and removal of signs once repairs had been carried out – Mr Burr requested Mr Smith to supply details of the locations of abandoned signs, to enable him to organise their removal by the contractor
- Lack of consultation by the Highway Agency relating to layby closures

(5) RESOLVED that the headline priorities for each division’s business plan for 2013-14, be noted.

60. Enterprise & Environment Performance Dashboard (Item C4)

(1) The Enterprise & Environment performance dashboard, set out in the Appendix to the report, included latest available results for the agreed set of key performance and activity indicators drawn from the year’s Divisional business plans.

(2) Further to Minute 46 of 20 September 2012 and a request made by Members, the waste management indicator relating to municipal waste had been split to show waste recycled and not taken to landfill and waste converted to energy and not taken to landfill. Where frequent data was available for indicators the results in the

dashboard were shown with the latest available month (September) and a year to date figure. For Waste Management, where data was more appropriately monitored with a rolling 12 month figure to remove seasonality, the data was provided with quarterly updates.

(3) During the debate Mr Chittenden referred to the improvement of streetlight repairs and thanked the officers concerned for their excellent work.

(4) RESOLVED that the report be noted.

61. Enterprise & Environment Mid-year Business Plan Monitoring

(Item C5)

(1) A light touch mid-year Business Plan monitoring exercise was conducted, with the aim of identifying key achievements and areas where tasks were not completed. Highlights of the mid-year Business Plan monitoring for Enterprise & Environment were set out in the report.

(2) Prior to debate Members were asked to note that in relation to the A21 Dualling, the next funding round commenced in April 2015, and not 2013 as stated in the report.

(3) During discussion –

- Mr Read undertook to update Mr Harrison on the development of the Smartcard contract
- Mr Bullock expressed concern at the impact of the European budget on the delivery of the Kent Adaptation Action Plan, and suggested a report of any changes be submitted to a future meeting of the Cabinet Committee.

(4) RESOLVED that the report be noted.

62. Cabinet Member's and Corporate Director's Update

(Item D1)

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

Planning & Environment – Aviation; Overnight Lorry Parks; and Strategic Planning Applications

Highways & Transportation – Kent Lane Rental Scheme (KLRS) Update; Lorry Watch Update; and Additional £6m Resurfacing Programme

(2) Mr Austerberry gave a verbal report on the following issues:-

Mineral Sites Plan and Waste Sites Plan; the new Growth and Infrastructure Bill; Household Waste Recycling Centres; Joint waste working with Districts; Capital waste programme; Ashford Transfer Station/HWRC

(3) RESOLVED that the updates be noted and copies circulated to Members of the Committee.

63. Joint Transportation Boards Agreement and Governance (Item D2)

- (1) A Joint Transportation Board (JTB) provided the mechanism for discussing highway and transport issues relating to a district area. The JTB was an advisory board and did not have decision making powers. Member representatives from the County Council, District Council and a Parish Council representative made up the constitution of the Board. The Parish representative may speak but had no voting rights.
- (2) There was an agreement in place with each District/Borough Council which governed the constitution of the JTB. The Agreement dated back to 2005 and was, in part, out of date. In tandem, a number of Joint Transportation Boards had requested a variation to the Agreement to allow additional Parish Council representatives to attend. The Kent Association of Local Councils (KALC) had requested that Parish representatives were given voting rights along with the other members of the JTB.
- (3) Members were invited to give their views on the revised draft JTB Agreement attached as Appendix 1 to the report, and to the request from KALC to allow each JTB two Parish representatives with voting rights.
- (4) Together with the revision of the JTB Agreement, the County Council had reviewed its governance of the JTBs and was proposing to attach a form to all reports which required a recommendation to the County Council. The County Council would normally act in accordance with the views or advice of the JTB except where the matter was a clear departure from policy. In this event, the matter would be referred to the Cabinet Member for Environment, Highways and Waste for discussion with the Chairman/Vice Chairman before a decision was confirmed.
- (5) RESOLVED that, following debate, consideration of the report be deferred, and an updated paper reflecting the views of Members be submitted to the January meeting of the Cabinet Committee.

64. Kent and Medway Green Deal Partnership (Item D3)

- (1) The report provided an update on the energy efficiency housing retrofit activities of the Kent and Medway Green Deal Partnership. The potential for retrofit in Kent was significant. Over half of the homes in Kent were still insufficiently insulated and more than 13% of Kent's residents lived in fuel poverty. If all Kent's homes were retrofitted it could generate £914m worth of sales, with the potential for 7000 jobs, generating savings of over £80m for residents. In parallel the Government had been developing its flagship 'Green Deal' programme to drive retrofit nationally.
- (2) The Green Deal was made up of two parts which were The Energy Companies Obligation (ECO); and 'Green Deal'. To enable Kent to maximise an amount of the £1.3bn a year 'ECO' funding levered into the county, the Kent and Medway Green Deal Partnership (KM GDP) had been set up. The KM GDP brought together, at a strategic level, all the key partners who would be essential in delivering a successful retrofit programme. The partnership was chaired by Graham Harris, Managing Director of Dartford Borough Council.

(3) The purpose of the KMGDP was not only to ensure maximum 'ECO' funding for Kent residents but also secure additional benefits from a large scale programme of retrofit. This was not simply about physical measures, but low carbon regeneration with retrofit at its core. A two phase programme of activity had been developed by the KMGDP:-

Phase 1: Kent County Council, on behalf of the KMGDP would engage with an ECO funding provider to help facilitate early pilot projects. Each pilot would be approximately 200 dwellings in size located in communities of around 4000 homes over the next 12-18 months. The estimated cost of the pilots was around £11-12m, but the expansion to 5000 homes over the initial eco period (to March 2015) would result in far greater value (up to £40m). It was anticipated that the total cost of the pilots would be covered by the Eco Provider.

Agreed pilots were: Swanscombe, Northfleet/Singlewell, Sittingbourne/Sheppey, Ramsgate, Aylesham. A Medway pilot area was still being agreed. There would be cross cutting priorities for rural areas and affordable warmth.

Phase 2: Roll out of the process across Kent and the establishment of a long term relationship with an eco funder and/or Green Deal Provider

(4) The next steps for the KMGDP would be to:-

- Develop a Memorandum of Understanding for KMGDP partners
- Set up a KMGDP Project Board
- Fully engage with all key partners in the pilot areas including KCC Members

(5) RESOLVED that the Kent and Medway Green Deal Partnership and actions identified, be noted.

Decision No: 12/01967

From: Cabinet Member – Environment, Highways & Waste
Paul Crick Director of Planning & Environment

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: KCC representations on the submission version of the Gravesham Local Plan Core Strategy (Regulation 19)

Classification: Unrestricted

Summary:

This report proposes representations by KCC on Gravesham Borough Council's submission version of their Core Strategy. The Borough Council proposes that a minimum of 4,600 jobs and homes will be provided, concentrated on previously developed land along the Thames Riverside, at Gravesend Town Centre and at Ebbsfleet. The Green Belt, Kent Downs Area of Outstanding Natural Beauty, the historic environment and biodiversity in the Borough will be safeguarded and maintained.

The recommendations in part 5 of this report largely support the policies of the local plan, but include an objection to the failure to safeguard the mineral importation facility at Red Lion Wharf and to use of the Green Belt for any housing provision. KCC's representations on the submission version of the Core Strategy are a decision in the Forward Plan for the Cabinet Member for Environment, Highways and Waste.

Recommendation:

That the Cabinet Committee consider the proposed representations from KCC set out in Part 5 of this report and summarised in the conclusions at Part 6, and agree to their approval by the Cabinet Member for Environment Highways and Waste.

1. Introduction

1.1 Gravesham Borough Council are inviting representations on the proposed submission version of their local plan Core Strategy. The consultation ends on 12th February 2013, and the Core Strategy will then be submitted to the Secretary of State in May 2013. An Examination in Public is expected in August 2013 and adoption of the plan in December 2013.

1.2 Local KCC Members have been asked for their views on KCC's response to the consultation.

2. Financial Implications

2.1 The decisions to be taken by the Borough Council may have long term financial implications for KCC as the provider of infrastructure and services to support development.

3 Bold Steps for Kent and Policy Framework

3.1 The proposed response by KCC to the consultation supports the County Council's ambition to grow the economy, and the following priorities of *Bold Steps for Kent*:

- Priority 5: Deliver the Kent Environment Strategy
- Priority 8: Respond to key regeneration challenges, working with partners
- Priority 9: Support new housing growth that is affordable, sustainable and with the appropriate infrastructure
- Priority 10: Deliver KCCs 20 year transport strategy '

4 KCC Response to the Core Strategy and Growth Scenarios Consultation October 2011

4.1 In January 2010, Gravesham Borough Council (GBC) consulted on their *Core Strategy and Development Management Policies* which set out how the Borough should develop to 2026. However, the *Localism and Decentralisation Bill* was then published, which would enable the South East Plan to be revoked. The economy and the housing market had slowed, and new studies were undertaken by the Borough Council, including the viability of their major development sites. In October 2011 the Borough Council proposed a revised approach in the *Gravesham Growth Scenarios and Core Strategy* consultation. This invited views on development options for Gravesham to 2031, and on amendments to the policies published in 2010.

4.2 It is important that KCC takes a consistent view on local plan proposals. In summary, KCC's main views on the draft Core Strategy and Growth Scenarios in October 2011 were as follows:

Housing

4.3 The consultation document assumed that Gravesham's preferred scenario would require 4,600-5,200 new dwellings from 2011 to 2031. The target was for 5,200 dwellings, and it was necessary to identify new sites for 320 to 920 dwellings. In order to meet the target the Borough Council considered the development of greenfield sites at the urban area and/or sites within the Green Belt.

4.4 Although KCC had previously supported the target of 9,300 dwellings for the period 2006-26 proposed by Gravesham in their 2010 consultation, in accordance with the South East Plan, KCC accepted that this was over optimistic and supported the Borough Council in seeking a more realistic total. KCC supported the Borough

Council's target of 5,200 dwellings to 2031, unless their studies demonstrated that a higher value could be accommodated within the urban area.

4.5 KCC objected to the allocation of residential sites within the Green Belt, and did not support the site selection methods offered in the consultation. KCC objected to the Borough Council's assessment of Green Belt sites.

4.6 KCC supported further investigation of development possibilities within a site at North East Gravesend, outside the Green Belt. Meanwhile the site should not be taken into the Green Belt, or ruled out for development.

4.7 KCC supported the development of land West of Wrotham Road, and if the Borough Council concluded that green field sites are required this should be the first choice for such development before Green Belt land.

Mineral Wharves

4.8 KCC objected to the omission of Red Lion Wharf from the mineral importation wharves to be safeguarded by the local plan, and considered that all wharves should be safeguarded.

Employment

4.9 KCC supported the regeneration of strategic sites within Gravesham and efforts to improve the number and choice of local jobs, but considered that a ratio of 1 job to each new dwelling should not be applied rigidly.

Transport

4.10 KCC as Highways Authority expressed a strong preference on transport grounds for the location of development at the urban area, and that the development sites should be assessed in a study of the implications of reduced dwelling numbers.

Physical & Social Infrastructure and Education Learning & Skills

4.11 KCC invited the Borough Council to continue a dialogue on the implications for KCC services of development in the Borough, and to reflect the outcome in their *Infrastructure Delivery Plan* and their CIL charging schedule.

Funding for infrastructure, new land, and use of KCC property

4.12 KCC welcomed the recognition that the costs of serving development should be borne by the developer but requested the Borough Council to include policy to the effect that:

- KCC services to support new development must be funded by developer contributions, and that it will be necessary for the Borough Council to pass CIL revenue to KCC for schools, highways and other services.

- site(s) for schools and other services will be allocated in the appropriate Development Plan Document, and where they are located on development sites the developer should provide land, fit for development, at no cost to KCC.

5 Proposed KCC Representations on the Proposed Submission Core Strategy

(i) Scale and Distribution of Development

5.1 The submission document provides a clear and succinct statement of planned development in Gravesham which is welcomed. It proposes four opportunity areas within the Borough where the majority of development will be delivered during the plan period, as follows (see Appendix 1):

- Northfleet Embankment and Swanscombe Peninsula
- Gravesend Riverside East and North East Gravesend
- Gravesend Town Centre
- Ebbsfleet (Gravesham part)

5.2 Policy CS02 includes provision for the scale and distribution of development as follows:

Policy CS02: Scale and Distribution of Development

The development strategy for the Borough is to retain and improve the existing stock of housing and suitable employment land and to make provision for the Borough's objectively assessed need for at least 4,600 new dwellings and 4,600 new jobs during the plan period.

Approximately 3,387 new dwellings and 4,634 new B class jobs will be provided in the opportunity areas in the urban area.

Approximately 877 new dwellings and 240 new B class jobs will be provided in the rest of the urban area ...; and

Approximately 71 new dwellings will be provided in the rural area

In the rural area, the extent of the Green Belt, as defined on the Policies Map, will be maintained and protected from inappropriate development.

5.3 It is **recommended** that KCC welcomes the distribution of development proposed in Policy CS02 and confirmation that the Green Belt, as defined on the Policies Map, will be maintained and protected.

Housing Target

5.4 The Borough Council's "objectively assessed need for at least 4,600 new dwellings" is for the plan period from 2011 to 2028 and takes into account past migration trends and the availability of land that is not in the Green Belt or heavily constrained. Over 3,700 new dwellings will be delivered through existing planning permissions and key sites within the four opportunity areas. The remaining housing

needed will be delivered through a combination of unallocated sites, small windfall sites accommodating less than 5 dwellings each and completed units as in Table 1:

Table 1: Housing Land Supply

A) Sites with outstanding permissions at 31 March 2011 including ones subject to a legal agreement being signed	2,999
B) Emerging Core Strategy Key sites without planning permission – adjusted capacity (to avoid double counting with approvals above)	772
C) Specific unallocated sites have the potential to make a contribution to housing delivery during the 5 yr period (e.g. SLAA sites not covered by A) or B) above)	387
D) Small windfall sites	330
E) Completions	177
Total	4665
Core Strategy Housing Requirement	4,600

5.5 In 2011 KCC supported a target of 5,200 dwellings to 2031 unless the Borough Council's studies demonstrated that a higher value could be accommodated within the urban area. It is **Recommended** that KCC supports the target of 4,600 dwellings as a minimum to 2028, but would encourage that this figure is exceeded if further suitable development sites come forward that are not in the Green Belt.

Strategic Housing Sites – Land West of Wrotham Road

5.6 In response to the consultation in 2011 KCC supported the development of land West of Wrotham Road, and if the Borough Council concluded that green field sites are required KCC proposed that this site should be the first choice for such development before Green Belt land. However, the draft submission document does not identify this site for residential development.

5.7 It is therefore **Recommended** that the County Council confirms its support for the residential development of land West of Wrotham Road as identified in the 2011 consultation on options.

Affordable housing and Gypsies and Travellers

5.8 The Borough Council expects new development to provide a variety of dwelling types and sizes, with an increased proportion of housing designed to lifetime homes standard, and some for wheel chair access. Policy CS16 sets affordable housing provision at 30% of new dwellings on sites over 15 units in the urban areas and 35% in rural areas on sites over 3 units, subject to site viability. However, we object to any provision of affordable housing in the Green Belt.

5.9 Gravesham's current evidence suggests the need to provide an additional 15 gypsy and traveller pitches in the Borough 2006-11, and this has been partially addressed by 8 new pitches at Springhead Road, Northfleet. The Borough Council is updating its assessment of need using a method in common with adjoining local authorities. The revised target will be included in a future Development Plan Document. This assessment of need is expected to be completed in 2013. Policy

CS17 commits the Borough to work with neighbouring planning authorities to identify sufficient sites to meet the most up to date need assessment.

5.10 It is **Recommended** KCC supports the general approach to affordable housing and to the provision of Gypsy and Traveller sites in Policies CS16 and 17, but objects to use of the Green Belt.

Employment land

5.11 Policy CS02 includes a target for at least 4,600 new jobs during the plan period. The majority of these will be delivered in the opportunity areas and the urban area, with a small number in the rural area, as summarised in Table 2 and supported by Policy CS07. Among the opportunity areas is the *Swanscombe Peninsula East Undeveloped Area* where the local plan suggests development potential is likely to be constrained a number of factors (para. 4.4.3). Policy CS03 states that any future proposals for the area will be subject to a comprehensive masterplan approach which deals with the issues of flood risk, access, ground conditions etc. This area is part of the land at Swanscombe Peninsula suggested for the major Paramount leisure development.

Table 2 Employment Floorspace – Business uses

	Employment Floorspace**	Job Numbers**
Northfleet Embankment and Swanscombe Peninsula East*	144,000 sq. m	2,269
Gravesend Riverside East & North East Gravesend	20,000 sq. m	548
Gravesend Town Centre	5,000 sq. m	401
Ebbsfleet	17,000 sq. m is B Class floorspace	1,416
Rest of Borough*	4,300 sq. m	240
Total	160,800 sq. m	4,874

* Excludes floorspace figures for LaFarge Bulk Aggregates Import Terminal, Northfleet

** Based on Core Strategy Opportunity Area Policies only as shown in Core Strategy. Excludes jobs generated from non B Class employment use classes.

5.12 It is **Recommended** the County Council supports Gravesham Borough Council's target for jobs, and its economic vision and strategy set out in Policies CS02 and CS07, which are consistent with the National Planning Policy Framework requirement to support economic growth. However, Policy CS03 should support the investigation of large scale leisure use for *Swanscombe Peninsula East Undeveloped Area*.

Retail

5.13 The updated Retail Study concludes that Gravesend town centre is best placed to accommodate the additional floorspace required by 2028 (Table 3), with a small amount elsewhere in the Borough. The Core Strategy does not consider the possible impact on demand of the proposed extension to the Bluewater regional centre nearby in Dartford Borough.

Table 3: Additional Retail floorspace required to 2028

Comparison goods – gross sq. m	22,210
Convenience goods – gross sq. m	2,180
Total – gross sq. m	24,390

5.14 Policy CS08 identifies the Primary Shopping Area in Gravesend town centre as the preferred location for new retail development. Because there are insufficient sites available to accommodate the total need over the plan period, retail development is also supported at the Heritage Quarter key site, located adjacent to the Primary Shopping Area.

5.15 It is **Recommended** that the County Council supports the proposed approach to retail development in Policy CS08 as consistent with the priority to be given to town centres in the National Planning Policy Framework.

Infrastructure Provision

5.16 Policy CS10 states that where new development leads to the need for new or improved physical or social infrastructure developers will be required to provide or contribute towards this, subject to viability. The submission Core Strategy includes an *Infrastructure Delivery Schedule* (IDS) which includes a number of KCC projects (Appendix 4). These are summarised below:

Education Learning and Skills

5.17 The IDS identifies the need for new pre-school nurseries and a 2 Form Entry primary school to support new residential development at the Springhead Quarter and Northfleet Rise Quarter. The need for additional primary and secondary school places has also been identified to meet demand from other residential development within the Borough, and these additional places will be delivered in Gravesend and Northfleet. KCC will be seeking to ensure the existing secondary schools that were not part of the Building Schools for the Future programme are modernised and the re-provision will be enabled by creative use of public sector assets which may include enabling residential development.

Families and Social Care

5.18 Two new community hubs are included in the IDS to support development at Ebbsfleet and the Canal Basin, from which FSC can deliver its services. The provision of ‘telecare’ is also included in the IDS.

Customers and Communities

5.19 The IDS includes KCC’s requirement for a new library at Ebbsfleet to support residential development, in addition to developer contributions towards additional book-stock and resources for the other libraries in the Borough. A new adult education centre and a venue for youth services are included in the IDS to support growth in the Borough.

5.20 KCC officers have been working closely with officers from Gravesham to establish project requirements and the details of the projects in the IDS are as provided by KCC officers in October 2012. It is therefore **Recommended** that the County Council supports the KCC social infrastructure projects in the Infrastructure Delivery Schedule.

Transport

5.21 KCC officers have worked with Gravesham Borough Council on the Transport Paper that forms part of the evidence for the Core Strategy. However, at present there is no Transport Strategy for Gravesham. Work over the coming months will finalise the Strategy, and an Action Plan and monitoring regime. The aim is that the Transport Strategy will be sufficiently flexible to accommodate uncertainties about the timing and detail of development.

5.22 The Core Strategy recognises that the capacity of Dartford Crossing is considerably overloaded for large periods for the day. A study carried out on behalf of the Department for Transport has identified three longer term options to provide additional capacity and further work is being carried out and will be undertaking a consultation exercise on all 3 crossing options in the summer of 2013.

5.23 The provision needed for transport in Thameside as a whole will need to be reconsidered in the light of the proposed extension to the Bluewater retail centre, and the possibility of major leisure development on Swanscombe Peninsula.

5.24 KCC would welcome amendments to the text of the Core Strategy to clarify the need for public transport connections to both classic and high-speed rail services from Ebbsfleet and Gravesend stations. Reference should be made to the Transport Quarter and to the Rathmore Road Link, which is the subject of a planning application.

5.25 Policy CS11 states that new developments should mitigate their impact on the highway and public transport networks as required. It is therefore **Recommended** that KCC supports the approach to transport in the submission Core Strategy, subject to the amendments requested in 5.24 above. However, further work on the options to provide additional capacity for the Thames crossing, and the implications of an extension to the Bluewater retail centre plus the possibility of a major leisure development on Swanscombe Peninsula, may require an early review of the Core Strategy transport provision and policies

Minerals and Waste - Red Lion Wharf

5.27 KCC as the minerals planning authority for Kent has a responsibility to ensure a supply of mineral aggregates and to safeguard mineral importation wharves. Red Lion Wharf is an important source of imported aggregates and is located within the *Northfleet Embankment and Swanscombe Peninsula East Opportunity Area*.

5.28 The Homes and Communities Agency is preparing a masterplan for this site for industry and warehousing with a rail freight connection to High Speed 1 and

access to deep water wharves. The development is likely to have implications for the operation of Stema Aggregates at Red Lion Wharf, but these could be overcome as the design of the site evolves. However, if this were not possible the Borough Council will give priority to the comprehensive regeneration of the area over the existing use for minerals imports. In its view, to do otherwise would prejudice the delivery of the Core Strategy and effectively sterilise much of this important site (para. 4.4.21)

5.29 The safeguarding of wharves is supported by the Borough Council in general terms to enable river freight handling and to reduce dependence on road transport. However, the Borough Council considers that a more flexible approach to Red Lion Wharf is required to enable the regeneration of the area (para. 5.22). Policy CO3 for *Northfleet Embankment and Swanscombe Peninsula East Opportunity Area* gives priority to the regeneration of Northfleet Embankment East Regeneration Area over the existing use.

5.30 Red Lion Wharf is identified in KCC's *Kent Minerals and Waste Development Framework Core Strategy* policy on safeguarded wharves and railheads (Policy CSM10) as a site which is safeguarded for its continued use for the importation of minerals into Kent (see Appendix 2 – KCC "Strategy and Policy Directions May 2011"). The Borough Council has supported the safeguarding of all the wharves in Gravesham except Red Lion Wharf, and has objected to KCC's policy because in its view safeguarding the wharf would "*have implications for the future regeneration of Northfleet Embankment East*" (para. 23.5).

5.31 It remains KCC's intention to safeguard Red Lion Wharf for aggregate importation in the Minerals and Waste Plan pre-submission document, which is due for consultation in June 2013.

5.32 The NPPF (paragraph 143) requires Mineral Planning Authorities, in preparing Local Plans, to '*safeguard existing, planned and potential railheads, rail-links to quarries, wharfage and associated storage, handling and processing facilities for the bulk transport by rail, sea or inland waterways of minerals, including recycled, secondary and marine-dredged materials...*'. It is therefore clear from the NPPF that all existing, planned and potential wharfs have to be safeguarded.

5.33 Stema Aggregates have confirmed that Red Lion Wharf is extremely important to their operations as it imports up to a million tonnes of aggregate annually and has capacity to increase this. It is also used for the trans-shipment of aggregates by river into London. Stema Aggregates have confirmed to KCC (December 2012) that they are interested only in keeping the site for the import of aggregates. SEEDA had accepted there are no alternative suitable wharfs to replace Red Lion Wharf.

5.34 The safeguarding of Red Lion Wharf is essential to deliver a steady supply of construction aggregates to the North Kent area. Failure to do so would contravene national minerals policy and KCC's emerging Minerals and Waste Development Framework Core Strategy.

5.35 It is therefore **Recommended** that in accordance with national planning policy, the County Council should object to the absence of a policy commitment in the local plan to safeguard Red Lion Wharf as an aggregates importation wharf, and to safeguard all existing, planned and potential mineral wharves.

Environment

5.36 Policy CS12 of the consultation document concerns green infrastructure including landscape and biodiversity. The policy seeks the creation of multifunction green spaces and footpaths, cycle routes and wildlife corridors. It is proposed that designated areas such as SSSI and Ramsar sites are protected. Opportunities to enhance, restore, re-create and maintain habitats are sought, and landscape character is to be maintained especially in the Kent Downs AONB.

5.37 It is **Recommended** the County Council supports Policy CS12 as it complies with national policy for the preservation, restoration and re-creation of priority habitats and ecological networks (para. 117 of the NPPF).

6 Conclusions

6.1 KCC's response to Gravesham Borough Council's consultation is a decision in the Forward Plan to be taken by the Cabinet Member for Environment, Highways and Waste. This report recommends that KCC:

1. welcomes the distribution of development proposed in Policy CS02 and confirmation that the Green Belt, as defined on the Policies Map, will be maintained and protected
2. supports the target of 4,600 dwellings as a minimum to 2028, which may be exceeded if further suitable development sites come forward that are not in the Green Belt.
3. confirms its support for the residential development of land West of Wrotham Road as identified in the 2011 consultation on options.
4. supports the general approach to affordable housing and to the provision of Gypsy and Traveller sites in Policies CS16 and 17, but objects to use of the Green Belt.
5. supports Gravesham Borough Council's target for jobs, and its economic vision and strategy set out in Policies CS02 and CS07 which are consistent with the National Planning Policy Framework requirement to support economic growth. However, Policy CS03 should support the investigation of large scale leisure use for *Swanscombe Peninsula East Undeveloped Area*.
6. supports the approach to retail development in Policy CS08 as consistent with the priority to be given to town centres in the National Planning Policy Framework
7. supports the KCC social infrastructure projects in the Infrastructure Delivery Schedule
8. supports the approach to transport in the submission Core Strategy, subject to amendments requested in para. 5.24 above. However, further work on the options to provide additional capacity for the Thames crossing, and the implications of an extension to the Bluewater retail centre plus the possibility

of a major leisure development on Swanscombe Peninsula, may require an early review of the Core Strategy transport provision and policies

9. objects to the absence of a policy commitment in the local plan to safeguard Red Lion Wharf as an aggregates importation wharf, and to safeguard all existing, planned and potential mineral wharves.
10. supports Policy CS12 as it complies with national policy for the preservation, restoration and re-creation of priority habitats and ecological networks..

7 Recommendation

That the Cabinet Committee consider the proposed representations from KCC set out in Part 5 of this report and summarised in the conclusions at Part 6, and agree to their approval by the Cabinet Member for Environment Highways and Waste.

8 Background Documents

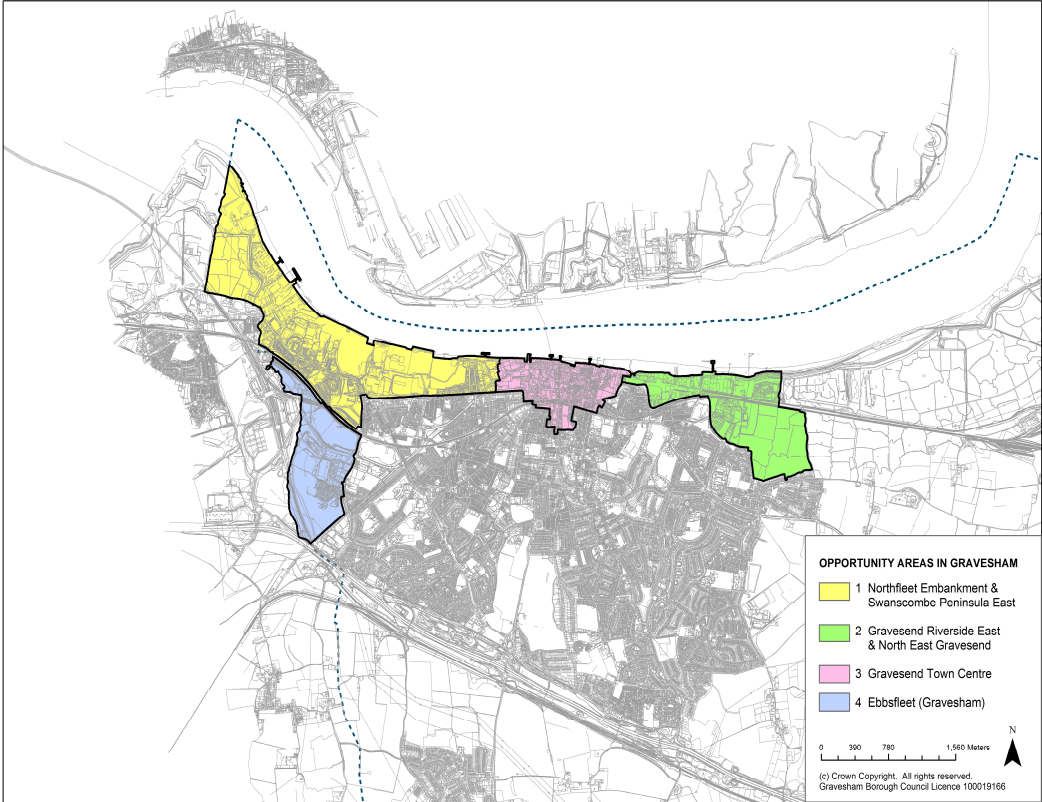
Gravesham Local Plan Core Strategy – Proposed Submission December 2012

9 Contact details

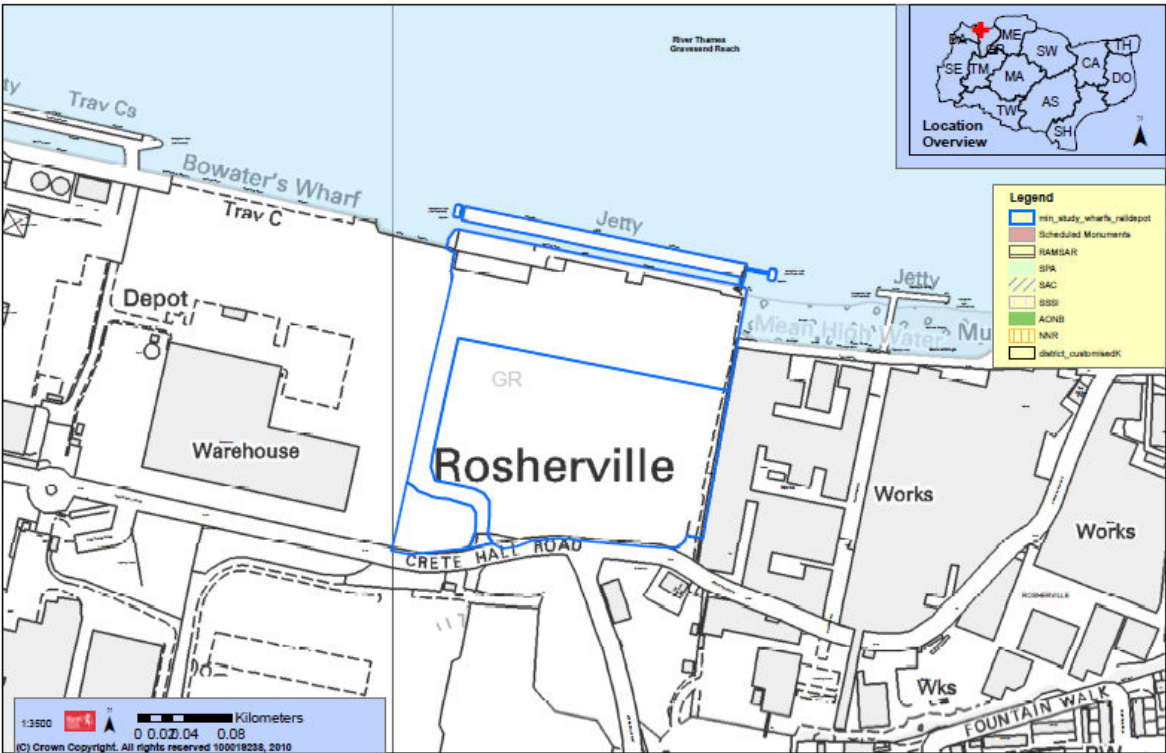
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Appendix 1 Opportunity Areas in Gravesham



Appendix 2 Red Lion Wharf



Red Lion Wharf

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Decision No: 12/02029

From: Cabinet Member – Environment, Highways & Waste
Paul Crick, Director of Planning & Environment

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: KCC-Managed Traveller Pitch Fees 2013/14

Classification: Unrestricted

Summary: This report details the reasons for the proposed pitch fee increase for Traveller sites managed by KCC, to take effect from 1 April 2013.

Recommendation: Members are asked to support the new proposed rents to be applied from 1 April 2013. Members are also asked to endorse that pitch occupiers are advised of the proposed increases with the required 28 days notice in advance of that date, in conformity with the Mobile Homes Act 1983.

Background

1. Pitch Fees for Traveller sites managed by KCC are regulated by the Mobile Homes Act 1983. This only permits an increase once in every twelve months, and only allows an increase by the Retail Price Index (RPI) at maximum, unless evidence of improvements to the amenity of the pitch can be shown.
2. The reference date for the RPI increase has been that up to September of each year, which for 2012 was 2.6%.
3. Under the Mobile Homes Act, site operators must provide a proposed pitch fee increase to each pitch occupier at least 28 days in advance of the increase taking effect. Any pitch occupier can object to the proposed increase, if they have reason to do so.

Financial Implications

4. These recommendations will increase the maximum recoverable income from all sites by just over 2.6%, because of the additional increase on the Polhill site, during 2013/14.
5. This should, providing we continue to be both economic and efficient, allow us to keep pace with cost increases for the year on sites.

Bold Steps for Kent and Policy Framework

6. The decision meets the following criteria
 - a) it helps to support the independence of site residents
 - b) it helps grow the Kent economy, through the maintenance and other work the pitch fees fund

Polhill Site

7. Works have been carried out to the Polhill site during 2011 & 2012 which considerably enhance mainly the amenity blocks but also the pitches. These works have cost around £14,000. In recognition of that, the proposed pitch fee for each pitch is 2.6% RPI for the ordinary increase plus £2 per week for the improved amenity of the pitches.

Coldharbour Site

8. The proposed pitch fee for the new Coldharbour site was set by decision of this Committee in September 2012. It is £65, to take effect from 1 April 2013, or when the new pitches are first occupied, whichever comes first. Expected completion of the new pitches is currently around late June 2013.

Rents Currently Charged and Level of Increase from 1 April 2013

9. These increases will enable the costs of managing and maintaining the sites to be more adequately covered by the income received.
10. The above proposed increases will produce the following new pitch fees from 1 April 2013:

Aylesham Caravan Site Snowdown, Dover CT15 4LS	Existing £57.00 p.w. New £58.48
Barnfield Park Caravan Site New Ash Green, Sevenoaks TN15 7LY	Existing £48.50 p.w. New £49.76
Coldharbour Caravan Site Old London Road, Aylesford ME20 7NZ	Existing £44.50 p.w. New £65.00
Greenbridge Park Vauxhall Road, Canterbury CT1 1YZ	Existing £56.50 p.w. New £57.96
Heartenoak Caravan Site Heartenoak Road, Hawkhurst TN18 5EU	Existing £54.00 p.w. New £55.40

Polhill Caravan Site
Dunton Green, Sevenoaks TN13 2TQ

Existing £45.50 p.w.
New £48.68

Three Lakes Park
Castle Road, Sittingbourne ME10 3NL

Existing £53.00 p.w.
New £54.37

Windmill Lane Caravan Site
Windmill Lane, West Malling ME19 6PJ

Existing £55.00 p.w.
New £56.43

11. In addition to the above sites, the KCC Gypsy and Traveller Unit manage the two Maidstone Borough Council sites, at Stilebridge Lane, Marden and Water Lane, Ulcombe, under a management agreement. Maidstone Borough Council will inform KCC shortly of the rents they plan to charge for 2013/14.

Recommendation:

12. Members are asked to support the new proposed rents to be applied from 1 April 2013. Members are also asked to endorse that pitch occupiers are advised of the proposed increases with the required 28 days notice in advance of that date, in conformity with the Mobile Homes Act 1983.

Background Documents:

Mobile Homes Act 1983

<http://www.legislation.gov.uk/ukpga/1983/34?text=>

ONS details of RPI and CPI levels.

<http://www.ons.gov.uk/ons/search/index.html?newquery=retail+price+index>

Contact Details:

Bill Forrester
Head of Gypsy and Traveller Unit
01622 221846

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FORTHCOMING EXECUTIVE DECISIONS

W/c 31 December 2012 – 30 June 2013

**This edition of the list of Forthcoming Executive Decisions supersedes
ALL previous Editions**

Published by Democratic Services

This list of Forthcoming Executive Decisions publicises all known decisions which Kent County Council intends to take over the next six months. It gives information on the projects that will be coming forward and who will be involved with them. Key decisions are marked clearly as such within the list.

Please use the contact details given to let us know your views.

LIST OF FORTHCOMING EXECUTIVE DECISIONS

Each week the list of Forthcoming Executive Decisions is updated where there are additions, deletions or amendments to be made. Although Kent County Council aims to include all known decisions, statute requires that all Key decisions must be publicised in this way.

A “Key Decision” is an Executive-side Decision which is likely to:

- (a) result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council’s budget for the service or function to which the decision relates; or
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the area of the local authority.

Key Decisions can only be taken by the Cabinet, the Leader or an individual Cabinet Member.

Decisions which should be regarded as Key Decisions because they are likely to have a significant effect either in financial terms or on the Council’s services to the community include:

- (a) Decisions about expenditure or savings over £1,000,000 which are not provided for within the approved budget or Medium Term Financial Plan
- (b) Adoption of major new policies not already included in the Policy Framework (Constitution Appendix 3) or changes to established policies
- (c) Approval of management and business plans
- (d) Decisions that involve significant service developments, significant service reductions, or significant changes in the way that services are delivered, whether County-wide or in a particular locality. For example, closure of a school, approval of a major project (such as a highway scheme) or programme of works, major changes in the eligibility criteria for provision of a service, major changes in the fees charged for a service, or proposals that would result in a service currently provided in-house being outsourced.
- (e) Decisions where the consequences are likely to result in compulsory redundancies or major changes in the terms and conditions of employment of a significant number of employees in any of the Council’s functions.

Preparation of the list helps the Council to programme its work and ensures compliance with the 'Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) regulations 2012.

The list outlines the consultation that is proposed in respect of future decisions and who members of the public and the Council should contact to make comments on any particular item. Anyone is entitled to obtain copies of the documents that will be relied upon when a decision is taken, unless those documents are 'Exempt' within the meaning of the relevant sections of the Local Government Act 1972 (as amended).

Reports related to decisions will be published on the Council's web site at www.kent.gov.uk at least five days before the decision it is due to be taken. Once the decision has been taken, a copy of the Record of Decision will also be published on the Council's website. Paper copies will be made available by contacting Louise Whitaker (telephone 01622 694433 or email louise.whitaker@kent.gov.uk).

The Kent County Council Cabinet Members are:	
Mr Paul Carter	Leader of the Council
Mr Alex King	Deputy Leader & Cabinet Member for Democracy and Partnerships
Mr Roger Gough	Cabinet Member for Business Strategy, Performance & Health Reform
Mr John Simmonds	Cabinet Member for Finance & Business Support
Mr Graham Gibbens	Cabinet Member for Adult Social Care & Public Health
	Cabinet Member for Environment, Highways & Waste
Mr M Dance	Cabinet Member for Regeneration & Economic Development
Mr M Whiting	Cabinet Member for Education, Learning & Skills
Mr Mike Hill	Cabinet Member for Communities, Customer Services & Improvement
Mrs Jenny Whittle	Cabinet Member for Specialist Children's Services

All Members can be contacted by writing to Kent County Council, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ or by email via the Council's website.

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January 2013 by Cabinet Member

Gravesham Core Strategy and Development Management Policies DPD (Reg 19 Publication for Submission) - 12/01967

Decision maker: Cabinet Member for Environment, Highways and Waste

Decision due: January 2013

Originally due: 1 Jan 2013

Lead officer: Liz Shier

KCC-Managed Traveller Pitch Fees 2013/14 – 12/02029

Decision maker: Cabinet Member for Environment, Highways & Waste

Decision due: January 2013

Lead officer: Bill Forrester

April 2013 by Cabinet Member

A20 Corridor Statutory Quality Bus Partnership Scheme - 12/01924

Decision maker: Cabinet Member for Environment, Highways and Waste

Decision due: Not before 1st Apr 2013

Originally due: 3 Dec 2012

Lead officer: Paul Lulham

Thanet District Council Local Plan (Reg 18) Consultation - 12/01992

Decision maker: Cabinet Member for Environment, Highways and Waste

Decision due: Not before 1st Apr 2013

Swale Borough Council Local Plan (Reg 19) pre submission publication - 12/01993

Decision maker: Cabinet Member for Environment, Highways and Waste

Decision due: Not before 1st Apr 2013

Kent Minerals and Waste Development Framework (MWDF) Core Strategy at Pre-Submission (Draft Plan) Stage - 12/01879

Decision maker: Cabinet Member for Environment, Highways and Waste

Decision due: April 2013

Originally due: 3 Sep 2012

Lead officer: Lillian Harrison

May 2013 by Cabinet

Kent Local Flood Risk Management Strategy (local strategy) - 12/01945

Decision maker: Cabinet

Decision due: May 2013

Lead officer: Max Tant

Cabinet Member Decisions for 2013 - dates to be confirmed

Local Transport Strategies - Various

Decision maker: Cabinet Member for Environment, Highways and Waste

Decision due: Between 3 Dec 2012 and 3 Dec 2013

Lead officer: Chad Nwanosike, Sally Benge, Peter Rosevear, Ruth Goudie, Paul Lulham

Maidstone Borough Council Core Strategy Submission (Regulation 27) consultation - 12/01828

Decision maker: Cabinet Member for Environment, Highways and Waste

Decision due: TBC

Originally due: 1 Mar 2012

Lead officer: Katherine Dove

From: Cabinet Member - Environment Highways & Waste
Mike Austerberry, Corporate Director – Enterprise & Environment
Andy Wood, Corporate Director for Finance & Procurement

To: Environment Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: 2013/14 Revenue Budget Consultation Responses

Classification: Unrestricted

Summary:

The late announcement of the Local Government Finance arrangements for 2013/14 means that final draft budget could not be available in time to include in this report. The Finance Business Partner will provide a verbal update on the proposals affecting Environment Highways and Waste portfolio(s) for the Cabinet Committee to consider.

Recommendations:

Members are asked to:

- (a) NOTE the late announcement of the provisional local government finance settlement and the impact on budget timetable
- (b) COMMENT on the issues affecting the Environment Highways and Waste portfolio(s) raised in consultation and Cabinet's response.

1. Introduction

1.1 At the last meeting the Committee was given an update on the consultation on the draft budget launched in September. The consultation closed on 1st November but full analysis of all the responses was not available in time for the committee. A full report was presented to Cabinet on 3rd December and analysis from the independent MORI research and responses to KCC consultation document were published at the same time. These reports are available at http://www.kent.gov.uk/your_council/council_spending/budget_proposals.aspx

1.2 The consultation identified that the council faced estimated reductions in government grant/council tax collection of £28m (excluding Dedicated Schools Grant) and estimated additional spending demands of £32m. Together these required savings and income of £60m to balance the budget.

1.3 Since the KCC consultation was launched there have been a number of funding changes announced by central government and details of the new business rates arrangements still to be resolved. These were reported to Cabinet on 3rd December and Cabinet was asked to note the likely overall detrimental impact. Cabinet resolved that the impact would only be quantified after the provisional local government is announced (this was anticipated to be later than previous years and wouldn't be available until close to Christmas).

2. Consultation Responses

2.1 In the Consultation there were a number of issues affecting the Environment Highways and Waste portfolio as reported to Cabinet on 3rd December. Cabinet's response was included in the report and is set out below for Cabinet Committee to comment. Consultation findings are shown in the shaded boxes

2.2 Highways

Participants felt that Highways needs to remain the responsibility of KCC and could see potential inefficiencies in devolving responsibility, although some groups could see some merit in local decisions on things like traffic calming and urgent maintenance. There was no support for increasing funding for Highways either through increased council tax or user charging. Some participants might be more willing to pay user charges for roads if there were viable alternatives through public transport. Respondents to the online survey felt that street lighting is the most acceptable area to make savings.

2.2.1 Cabinet agrees with participants' views that the costs to individuals of travelling by car are already high and would not want to add to this burden. Cabinet also accepts that additional council tax should not be levied to support Kent highways and the council will need to continue to improve the quality of Kent's roads and keep traffic flowing whilst also getting best value from our highways contracts so that we do not have to raise additional taxes or charges.

2.2.2 Cabinet is very disappointed that money collected through the vignette scheme for charging foreign HGVs to use UK roads, first proposed by KCC to offset the damage foreign HGVs have on Kent highways, will not be hypothecated to Kent to invest in our highway network. Such a new and innovative income stream would have reduced the unfair pressure on Kent council taxpayers in paying for repairs to highways caused by huge growth in foreign HGVs.

2.2.3 Cabinet is pleased that many respondents agreed with our proposals to turn off some streetlights between midnight and 5am, when roads are least well used. Lights will only be turned off where it is sensible and safe to do. This measure will not only save tax payers money but would also be a visible demonstration of the council's commitment to reduce energy consumption and its carbon footprint.

2.2.4 Cabinet also recognises the views of some participants that public transport is an important option. KCC has worked extensively with bus companies to improve bus services, and will continue to work with developers to integrate convenient and reliable public transport into new housing developments, such as the Fast Track service at Kent Thameside.

2.2.5 Cabinet acknowledges that most participants want KCC to maintain responsibility for Kent's highways, and particularly welcome their views that KCC can deliver better economies of scale and obtain the required expertise and skills through our commissioning and procurement arrangements. The new Highways Enterprise contract is a much better arrangement than KCC has had before, and is already delivering significant improvements to highways maintenance without increasing the overall cost.

2.3 Transport

Participants thought that the community could get more involved in running transport services. In the case of SEN transport, participants welcomed more control and responsibility for parents in getting their children to school, but felt that some vulnerable families would still need support. People felt that given the existing costs of running a car and using public transport, they would not be willing to pay more to use transport services. The exception was the Freedom Pass, which participants felt was offering an exceptional deal. Views were mixed on increasing council tax to support this service or reducing service levels.

2.3.1 The increase in SEN transport costs over recent years is unsustainable, and Cabinet must do everything we can to bring costs down. Cabinet agrees with participants that it is good for parents to have more say in how their child is transported to school, and the more personalised approach will be a positive change as in many cases parents can get their children to school more cheaply than the current costs paid by KCC. However, the needs of the child are a priority, and parental involvement would only be on a voluntary basis. Cabinet will also oversee the renegotiation of SEN transport contracts to get maximum value from them, including working with other South East councils through SE7 to see whether larger scale commissioning and procurement of SEN transport can deliver better value.

2.3.2 Cabinet is pleased that participants think the Freedom Pass offers such a good deal. The Freedom Pass supports Kent's young people to make the most of education, employment, social and cultural opportunities, and is a service that many other Councils do not provide. Cabinet realises that increasing the individual contribution would only be a short-term solution, and therefore we are considering how we can make changes to the offer in future years to make it more financially sustainable whilst still maintaining the greater freedom and flexibility the pass offers to parents and young people.

2.3.3 However, we need to be clear that it is a parent's responsibility to get their children to school and they should consider this when choosing a school. We only have to provide transport assistance where a child lives beyond the

statutory distance from their nearest school. The Freedom Pass means KCC already goes much further in its support for children and families beyond the statutory minimum and invests upward of £10m on subsidy for the Kent Freedom Pass and the Post 16 Travel Card. These enable Kent's young people to access public transport not just to and from school and places of education, but also for use at evenings and weekends. Cabinet believes it is essential that all young people should be able to access schools and other facilities best suited to their needs.

2.3.4 Cabinet also agree with participants' views that subsidy of bus routes could be reduced. In the current financial climate, it will not always be viable or fair to continue to subsidise individual routes which are hardly used. Cabinet will ensure that this is reviewed on a case by case basis, taking into account the needs of users in the area and local alternatives. Where a bus route is supporting a vital need, for example helping people get to a hospital, Cabinet will seek to maintain funding for it.

2.4 Waste Recycling and Disposal

Participants were not prepared to increase council tax to fund this service and felt that we could get more savings from contracts and increase income from users or through recycling. Participants were also prepared to see a decrease in provision if necessary to manage costs. There was little appetite in devolving responsibility to local communities and some participants were concerned about a potential increase in fly-tipping and other problems if KCC took less of a role in managing rubbish and recycling.

2.4.1 Cabinet welcome participants' views that it is important for KCC to continue to manage waste services. Although Cabinet sees a role for community and individual responsibility, we share participants' concerns about the risk of fly-tipping if rubbish and recycling is not properly managed. We work closely with district councils over fly tipping enforcement, and will continue to consider the most effective ways of delivering waste services to maintain provision. This will include Cabinet continuing the successful policy of developing joint arrangements with district and borough councils to unify the way in which waste is collected, which will reduce both their costs and the cost to the county council in disposing of waste. KCC has a good record in achieving savings from its numerous waste contracts, and Cabinet will ensure the value from these continues to be maximised.

2.4.2 Cabinet acknowledges participants' views that they would be prepared to see a decrease in opening hours of household waste recycling centres or accept a charge to individuals for waste and recycling. These issues were explored recently by a wide-ranging member review of the household waste recycling centre operations which led to recent site changes, and Cabinet will keep all possibilities open, bearing in mind statutory limitations around charging.

3. Recommendations

3.1 Members are asked to:

- (a) NOTE the late announcement of the provisional local government finance settlement and the impact on budget timetable
- (b) COMMENT on the issues affecting the Environment Highways and Waste portfolio(s) raised in consultation and Cabinet's response.

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From: Cabinet Member - Environment, Highways & Waste
Mike Austerberry, Corporate Director - Enterprise & Environment

To: Environment, Highways and Waste Cabinet Committee

Date: 10 January 2013

Subject: Enterprise and Environment Directorate (Environment, Highways and Waste Portfolio) Financial Monitoring 2012/13

Classification: Unrestricted

Summary:

Members of the Cabinet Committee are asked to note the second quarter's full budget monitoring report for 2012/13 reported to Cabinet on 3 December 2012.

FOR INFORMATION

1. Introduction:

- 1.1 This is a regular report to this Committee on the forecast outturn for Enterprise & Environment Directorate (Environment, Highways and Waste Portfolio).

2. Background:

- 2.1 A detailed quarterly monitoring report is presented to Cabinet, usually in September, December and March and a draft final outturn report in either June or July. These reports outline the full financial position for each portfolio and will be reported to Cabinet Committees 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 second quarter's monitoring report for 2012/13 is attached.

3. Enterprise & Environment Directorate 2012/13 Financial Forecast - Revenue

- 3.1 There are no exceptional revenue changes since the writing of the attached quarter 2 report.

4. Enterprise & Environment Directorate/Portfolio 2012/13 Financial Forecast - Capital

4.1 There are no capital movements from the attached quarter 2 report.

5. Recommendations

5.1 Members of the Environment, Highways and Waste Cabinet Committee are asked to note the revenue and capital forecast variances from budget for 2012/13 for the Enterprise & Environment Directorate (Environment, Highways & Waste Portfolio based on the second quarter's full monitoring to Cabinet.

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ENTERPRISE & ENVIRONMENT DIRECTORATE SUMMARY SEPTEMBER 2012-13 FULL MONITORING REPORT

1. FINANCE

1.1 REVENUE

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

- Allocation of grants and previously unallocated budgets where further information regarding allocations and spending plans has become available since the budget setting process.
- Cash limits for the A-Z service analysis have been adjusted since the quarter 1 monitoring report to reflect a number of technical adjustments to budget including the centralisation of training budgets and room hire budgets.
- The inclusion of a number of 100% grants (ie grants which fully fund the additional costs) awarded since the budget was set. These are detailed in Appendix 1 of the executive summary.

1.1.2 **Table 1** below details the revenue position by A-Z budget:

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment, Highways & Waste portfolio							
E&E Strategic Management & Directorate Support Budgets	8,149	-408	7,741	-201	-79	-280	ICT development costs; saving on feasibility studies
<u>Environment:</u>							
- Environment Management	4,142	-1,526	2,616	0	0	0	
<u>Highways:</u>							
<u>Highways Maintenance:</u>							
- Adverse Weather	3,238	0	3,238	-4	0	-4	
- Bridges & Other Structures	2,685	-239	2,446	-53	53	0	
- General maintenance & emergency response	13,231	-487	12,744	262	0	262	Dual carriageway maintenance; office relocation; depot savings
- Highway drainage	3,244	-82	3,162	700	0	700	Backlog of scheduled cleaning; additional drainage costs due to exceptional adverse weather
- Streetlight maintenance	3,974	-167	3,807	-10	10	0	
	26,372	-975	25,397	895	63	958	
<u>Highways Safety & Management:</u>							
- Development Planning	2,135	-1,283	852	-43	0	-43	
- Highways Improvements	7,718	-50	7,668	-188	2	-186	savings from recent procurement exercise
- Road Safety	3,264	-2,234	1,030	198	-280	-82	Speed awareness and bike training
- Streetlight energy	5,845	0	5,845	-540	0	-540	Energy savings
- Traffic management	5,543	-2,622	2,921	-139	-532	-671	Contract saving; Lane rental scheme development costs; s74 fees and permit scheme

Budget Book Heading	Cash Limit			Variance			Comment
	G	I	N	G	I	N	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Environment, Highways & Waste portfolio							
- Tree maintenance, grass cutting & weed control	3,331	-78	3,253	630	-12	618	Increased weed control activity due to exceptional adverse weather; Shrub maintenance; Tree stump removal
	27,836	-6,267	21,569	-82	-822	-904	
Planning & Transport Strategy:							
- Planning & Transport Policy	1,252	-15	1,237	-15	14	-1	
- Planning Applications	1,128	-550	578	-122	122	0	Staffing vacancies held to offset reduced income
	2,380	-565	1,815	-137	136	-1	
Transport Services:							
- Concessionary Fares	16,307	-27	16,280	-205	0	-205	Reduced usage
- Freedom Pass	13,648	-2,459	11,189	391	0	391	Increased usage; education transport policy changes
- Subsidised Bus Routes	9,115	-1,454	7,661	-143	124	-19	Retendering/changing contracts
- Transport Planning	457	-219	238	-24	48	24	
	39,527	-4,159	35,368	19	172	191	
Waste Management							
Recycling & Diversion from Landfill:							
- Household Waste Recycling Centres	8,620	-1,482	7,138	-62	-622	-684	Reduced waste tonnage; income from recyclables
- Partnership & Waste Co-ordination	722	-168	554	-43	14	-29	
- Payments to Waste Collection Authorities (DCs)	5,473	-102	5,371	-462	0	-462	Reduced waste tonnage
- Recycling Contracts & Composting	10,516	-601	9,915	436	-42	394	Increased waste tonnage; slight increase in income from recyclables
	25,331	-2,353	22,978	-131	-650	-781	
Waste Disposal:							
- Closed Landfill Sites & Abandoned Vehicles	764	-180	584	0	0	0	
- Disposal Contracts	29,297	-156	29,141	-2,356	0	-2,356	Reduced waste processed by the Allington WtE plant; waste sent for landfill instead
- Haulage & Transfer Stations	8,575	-75	8,500	-193	0	-193	Reduced waste tonnage
- Landfill Tax	7,165	0	7,165	1,372	0	1,372	Increased landfill due to extended planned maintenance of Allington WtE plant
	45,801	-411	45,390	-1,177	0	-1,177	
Total E, H & W portfolio	179,538	-16,664	162,874	-814	-1,180	-1,994	
Assumed Management Action							
- EHW portfolio						0	
- R&E portfolio						0	
Forecast after Mgmt Action				0	0	0	

1.1.3 **Major Reasons for Variance:** *[provides an explanation of the 'headings' in table 2]*

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

Environment, Highways & Waste portfolio:

1.1.3.1 **E&E Strategic Management & Directorate Support Budgets: Gross -£201k, Income -£79k, Net -£280k**

Although there is a forecast gross underspend of -£201k, this includes a pressure of £150k for ICT development costs associated with system contracts being brought back in house from an external contractor. There is a forecast underspend on the Head of Transportation budget of -£175k due to a reduction in spend on feasibility studies for major transportation projects to cover the pressures elsewhere in the division. There are a number of other gross underspends all less than £100k which total -£176k and include savings on an annual management charge and staff vacancies.

1.1.3.2 **Highways:**

Overall the Highways Division is forecasting a net pressure of £54k. All variances over £100k are detailed below:

1.1.3.2.1 **Highways Maintenance**

a. **General Maintenance & Emergency Response: Gross +£262k, Income Nil, Net +£262k**

The £262k gross pressure on this budget includes a forecast pressure of £232k for dual carriageway maintenance. In addition there is a £120k pressure for relocating the Transport Integration team to the Aylesford Highways depot. Highways depots are forecasting an underspend of £111k including underspends on both depot maintenance and energy costs.

b. **Highway Drainage: Gross +£700k, Income Nil, Net +£700k**

There is a gross pressure of £500k for additional drainage costs due to the exceptional wet weather and £200k to cover the costs of a backlog in scheduled gully cleaning.

1.1.3.2.2 **Highways Safety & Management**

a. **Highway Improvements: Gross -£188k, Income +£2k, Net -£186k**

The gross underspend of £188k includes savings from a recent procurement exercise of -£179k on the resurfacing budget to ease the pressure on the drainage budget (section 1.1.3.2.1.b above).

b. **Road Safety: Gross +£198k, Income -£280k, Net -£82k**

The forecast pressure on this budget includes +£332k of additional costs relating to speed awareness courses which are offset by increased income of £459k. There has been a reduction in expenditure on bike training of -£76k together with a corresponding reduction in income from schools and the Department of Transport of £109k. There are a number of other minor gross and income variances all less than £100k in value.

c. **Streetlight energy: Gross -£540k, Income Nil, Net -£540k**

There is a forecast underspend on streetlight energy of -£540k as the funding awarded for price increases in the 2012-13 budget build has proved to be in excess of what has been required.

d. **Traffic Management: Gross -£139k, Income -£532k, Net -£671k**

There is a gross pressure on this budget of £145k for development costs in respect of a new lane rental scheme where companies will pay to rent lanes whilst undertaking work on the most critical/busiest roads of our road network. This is a one-off cost for 2012-13 and the scheme if approved, will yield income for future years. These set up costs are declared as an overspend but will be requested to roll forward to be offset against future income streams once the implementation of the scheme is approved by the Department of Transport and the Cabinet Member for EH&W. Under the terms of the proposed scheme the Council would retain revenues

obtained from charges to meet the costs incurred for operating the Kent Lane Rental Scheme (KLRS), with any surplus revenue used for initiatives associated with the objectives of the KLRS within the areas of transportation, enabling infrastructure and industry practices and research and development. A Board including representatives from each utility area (i.e. gas, communications, water and electricity) and from Kent County Council will oversee the administration of the surplus revenues. **Cabinet is asked, pending approval of the scheme by the Department of Transport, to agree that surplus funds from the KLRS be transferred to a new specific earmarked reserve and drawn down as expenditure is incurred in line with initiatives approved by the Board.**

There is also an underspend of £260k as a result of the transfer of staff and contracts back to the council from an external contractor.

The forecast additional income of -£532k has resulted from a combination of section 74/road closure fees (-£206k) and income from Permit Scheme (-£326k). Section 74 fees are recovered from works promoters (utility companies etc) who have taken an unreasonably prolonged occupation of the highway and the additional Permit fee income reflects the recovery of the full costs incurred, including Directorate and Corporate overheads, which are not charged directly to this budget line.

- e. Tree maintenance, grass cutting & weed control: Gross +£630k, Income -£12k, Net +£618k
The forecast pressure on this budget, due to additional activity on weed control that has arisen as a result of the particularly rainy spring and summer months, has increased to +£216k and weather conditions in the past few months have also impacted on shrub maintenance activity leading to a further pressure of +£150k. There is also a pressure of +£252k due to the removal of tree stumps.

1.1.3.3 **Planning & Transport Strategy:**

- a. Planning Applications: Gross -£122k, Income +£122k, Net Nil
Although there is no net variance on this budget, there is a gross variance of -£122k which primarily results from -£104k of staffing vacancies which are being held to offset an under-recovery in income of +£122k, largely relating to reduced income from planning applications.

1.1.3.4 **Transport Services:**

- a. Concessionary Fares: Gross -£205k, Income Nil, Net -£205k
The reduction in usage, probably due to the poor summer weather, has led to a forecast underspend on this budget line of £205k due to fewer journeys travelled.
- b. Freedom Pass: Gross +£391k, Income Nil, Net +£391k
There is a pressure forecast for the freedom pass budget of +£391k due to an increase in the number of passes in issue, of which +£246k is estimated to be as a result of changes in education transport policy, namely the withdrawal of free home to school transport for new entrants to selective and denominational schools.
- c. Subsidised Bus routes: Gross -£143k, Income +£124k, Net -£19k
The gross underspend of £143k and similar corresponding shortfall in income comprises of a number of small variances all under £100k, including reduced costs and income due to the re-tendering of local bus services, reduced costs and income following the transfer of services to a voluntary organisation and reduced costs and income due to the number of entitled scholars using the subsidised bus network.

1.1.3.5 **Waste Management:**

Overall the Waste Management Division is forecasting a net underspend of £1,958k.

The waste tonnage for the first six months of 2012-13 is 4,698 tonnes below the affordable level to the end of September. This indicates that waste tonnage will be below the affordable level for the year and an estimated overall tonnage of 720,400 tonnes is predicted, which is 9,600 tonnes below the affordable level. This contributes to an overall forecast underspend on the waste budgets of £1,958k. The levels of waste tonnage will continue to be carefully reviewed as part of the regular monitoring process to Cabinet. Waste tonnage trends are shown in section 2.4 of this annex.

1.1.3.5.1 Recycling & Diversion from Landfill

a. Household Waste Recycling Centres: Gross -£62k, Income -£622k, Net -£684k

A small underspend of -£62k on gross expenditure is due to a slight tonnage reduction in the first six months of this year, however there is significant additional income of £622k. The new contract for textiles, agreed last December, is generating an additional £390k, and income on lead acid batteries is adding a further £120k. There are also small over-recoveries in income from glass, paper and card, and metal. However concern remains that the prices paid for recycled metals may reduce and the impact on the income forecast will need to be re-assessed in future monitoring reports.

b. Payments to Waste Collection Authorities (District Councils): Gross -£462k, Income Nil, Net -£462k

A gross underspend of £462k is forecast due to a decrease in waste and recyclables being managed by the District Councils of approximately 7,300 tonnes.

c. Recycling Contracts & Composting: Gross +£436k, Income -£42k, Net +£394k

The tonnage for recycling and composting is approximately 5,200 tonnes over budget due to an increase in food and garden waste composting, resulting in a pressure of £436k in this financial year.

1.1.3.5.2 Waste Disposal

a. Disposal Contracts: Gross -£2,356k, Income Nil, Net -£2,356k

A gross underspend of £2,356k is forecast for this budget as a result of reduced contractual payments of £2,831k to the operators of the Allington Waste to Energy Plant due to extended planned maintenance, which has resulted in less tonnage being processed at the plant than previously forecast. However, for the same reason, part of this underspend has been offset by an increase in spend of £475k on Landfill Disposal Contracts due to more waste being diverted to landfill; this has also resulted in a corresponding increase in landfill tax referred to in section c) below. Overall the final tonnage figure is expected to be 7,500 tonnes under the affordable level.

b. Haulage and Transfer Stations: Gross -£193k, Income Nil, Net -£193k

This line is forecasting a gross underspend of £193k as a result of the overall forecast reduction in waste tonnage.

c. Landfill Tax: Gross +£1,372k, Income Nil, Net +£1,372k

The increased level of waste sent for landfill referred to in section 1.1.3.5.2a above generates a forecast pressure of £1,372k.

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

(shading denotes that a pressure has an offsetting saving, which is directly related, or vice versa)

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Landfill Tax - Additional waste (approx. 21,500 tonnes) sent to landfill due to extended planned maintenance at the Allington WtE Plant. Offset by reduced contractual payments in Disposal Contracts.	+1,372	EHW	Disposal Contracts - reduced level of residual waste being processed at the Allington Waste to Energy plant and sent to landfill due to extended planned maintenance	-2,831
EHW	Highways: Highways Drainage - additional costs due to exceptional wet weather conditions	+500	EHW	Highways: Streetlight energy	-540
EHW	Disposal Contracts - additional volumes of waste (approx 21,500 tonnes) sent to landfill as a result of the extended planned maintenance at the Allington WtE Plant. Offset by reduced contractual payments in Disposal Contracts.	+475	EHW	Payments to Waste Collection Authorities (District Councils) - reduced tonnage meaning reduced level of recycling credits paid to Districts	-462
EHW	Recycling Contracts and Composting - increased level of waste	+436	EHW	Highways: Road Safety - increased income for speed awareness courses to cover increased costs	-459
EHW	Highways: Road Safety - increased speed awareness costs offset by increased income	+332	EHW	Household Waste Recycling Centres - additional income from textiles contract	-390
EHW	Highways: Tree maintenance, grass cutting and weed control - Tree stump removal	+252	EHW	Highways: Traffic Management - Permit Scheme income	-326
EHW	Transport Services: Freedom Pass - change of education transport policy	+246	EHW	Highways: Traffic Management - contract saving	-260
EHW	Highways: General maintenance and emergency response - dual carriageway maintenance	+232	EHW	Highways: Traffic Management - s74 and road closure income	-206
EHW	Highways: Tree maintenance, grass cutting and weed control - Additional weed control activity due to exceptional adverse weather	+216	EHW	Transport Services: Concessionary Fares - reduced usage	-205
EHW	Highways: Highways Drainage - backlog of scheduled cleaning	+200	EHW	Haulage & Transfer Stations - waste tonnage below affordable level	-193
EHW	Strategic Management & Directorate Support Budgets - ICT development costs	+150	EHW	Highways: Highways Improvements - savings from procurement exercise on resurfacing budget to offset drainage pressures	-179
EHW	Highways: Tree maintenance, grass cutting and weed control - Shrub maintenance	+150	EHW	Strategic Management & Directorate Support - saving on feasibility studies for major Transportation projects	-175
EHW	Highways: Traffic Management - Lane rental scheme development costs	+145	EHW	Household Waste Recycling Centres - income from lead acid batteries	-120
EHW	Transport Services: Freedom Pass - increased usage	+145	EHW	Highways: General maintenance and emergency response - depots maintenance and energy	-111
EHW	Planning Applications - under recovery of income due to reduced number of planning applications; offset by vacancies within staffing	+122	EHW	Planning Applications - staffing vacancies offsetting reduced income from planning applications	-104

Pressures (+)			Underspends (-)		
portfolio		£000's	portfolio		£000's
EHW	Highways: General maintenance and emergency response - relocation of Transport Integration Team	+120			
EHW	Highways: Road Safety - reduced income for bike training	+109			
		+5,202			-6,561

1.1.4 Actions required to achieve this position:

None

1.1.5 Implications for MTFP:

Highways Safety and Management:

The underspend on street light energy reported in 1.1.3.2.2.c will be matched by a planned budget reduction in the 2013-16 MTFP.

Waste Management:

The extra income from sale of recyclable materials reported in 1.1.3.5.1.a is forecast to continue in future years and the income budget will be increased in the 2013-16 MTFP for this.

In addition, based on current year tonnage levels to date and expected changes as a result of recent waste initiatives, there is scope to reduce budgeted waste tonnage for 2013-14 for somewhere between 10,000 and 15,000 tonnes, to save up to £1.5m.

1.1.6 Details of re-phasing of revenue projects:

There is a forecast pressure on the lane rental scheme which is a one-off cost for 2012-13 and the scheme if approved, will yield income for future years. These set up costs are declared as an overspend but will be requested to roll forward to be offset against future income streams once the implementation of the scheme is approved by the Department of Transport and the Cabinet Member for EH&W.

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

None

1.2 CAPITAL

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

1.2.2 The Enterprise & Environment Directorate has an approved budget for 2012-15 of £173.875m (see table 1 below). The forecast outturn against this budget is £179.750m, giving a variance of £5.875m. After adjustments for funded variances and reductions in funding, the revised variance comes to -£3.580m (see table 3).

1.2.3 Tables 1 to 3 summarises the Directorate's approved budget and forecast.

1.2.4 Table 1 – Revised approved budget

	£m
Approved budget last reported to Cabinet	173.875
Approvals made since last reported to Cabinet	0.000
Revised approved budget	173.875

1.2.5 Table 2 – Funded and Revenue Funded Variances

Cabinet to agree cash limit changes:	£m	
Integrated transport	-0.013	
Highway Major Maintenance	6.000	Revenue funded
No cash limit changes to be made:		
Integrated transport	0.630	
Non TSG Land Compensation	0.185	
Member Highway Fund	-0.018	
A2 Cyclopark	0.018	
Victoria Way	0.033	
Drovers Roundabout	1.451	
Highway Major Maintenance	0.950	Revenue funded
Member Highway Fund	0.377	Revenue funded
Energy Water Efficiency	0.286	Revenue funded
A2 Cyclopark	0.012	Revenue funded
Total	9.911	

1.2.6 Table 3 – Summary of Variance

Unfunded variance	0.120
Funded variance (from table 2)	2.286
Variance funded by revenue (from table 2)	7.625
Project Underspend	-0.456
Rephasing (to 2015-16)	-3.700
Total variance	5.875

Project Underspends

- 1.2.7 The project underspend comprises two major schemes – Sittingbourne Northern Relief Road and East Kent Access Phase 2. It should be noted that if the forecast underspends come to fruition, the related funding would need to be repaid, and will therefore not be available to be used for other purposes.

Main reasons for variance

- 1.2.8 Table 4 below details each scheme, indicating all variances and the status of the scheme. Each scheme with a Red or Amber status will be explained including what is being done to get the scheme back to budget/on time.

Table 4 – Scheme Progress

Scheme name	Total cost	Previous	2012-15	Later	2012-15	Later	2012-15	Total project	Status
	£m	£m	£m	£m	£m	£m	£m	£m	
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)=(b+e+f)-a	
Major Scheme- Preliminary Design Fees	0.900	0.000	0.900	0.000	0.900	0.000	0.000	0.000	
Highway Major Maintenance	149.823	0.000	90.157	59.666	97.107	59.666	6.950	6.950	
Member Highway Fund	6.898	0.000	6.898	0.000	7.257	0.000	0.359	0.359	
Integrated Transport Scheme	17.307	0.000	11.191	6.116	11.808	6.116	0.617	0.617	
A2 slip Road	0.056	0.000	0.056	0.000	0.056	0.000	0.000	0.000	
Commercial Services Vehicle Plant & Equipment	5.100	0.000	3.800	1.300	3.800	1.300	0.000	0.000	
Non TSG Land ,Compensation Claims and Blight	2.967	0.000	2.967	0.000	3.152	0.000	0.185	0.185	
Energy & Water Investment Funds-External	0.560	0.445	0.115	0.000	0.778	0.010	0.663	0.673	
Energy and Water Efficiency Investment	1.989	1.173	0.736	0.080	0.359	0.010	-0.377	-0.447	
Coldharbour Gypsy site	1.861	0.314	1.547	0.000	1.667	0.000	0.120	0.120	real
Sandwich Sea Defences	3.640	0.000	3.640	0.000	2.624	1.016	-1.016	0.000	phasing
Hernebay Site Improvement	1.595	0.306	1.289	0.000	1.289	0.000	0.000	0.000	
East Kent Waste Facilities	4.597	3.021	1.576	0.000	1.576	0.000	0.000	0.000	
East Kent Waste Facilities-Ashford TS	0.750	0.287	0.463	0.000	0.463	0.000	0.000	0.000	
Ashford Transfer Station	4.250	0.000	4.250	0.000	4.250	0.000	0.000	0.000	
LTP- A228 Leybourne and West Malling Imp	28.579	28.560	0.019	0.000	0.019	0.000	0.000	0.000	
Ashford Ring Road	15.554	15.457	0.097	0.000	0.097	0.000	0.000	0.000	
Sittingbourne Northern Relief Road	31.705	28.356	3.312	0.037	2.719	0.450	-0.593	-0.180	
East Kent Access PH2	87.001	81.317	5.684	0.000	2.876	2.532	-2.808	-0.276	
Rushenden Link Road	11.468	10.655	0.813	0.000	0.813	0.000	0.000	0.000	
Re-shaping Kent Highways Accommodation	22.073	21.928	0.145	0.000	0.145	0.000	0.000	0.000	
A2 Cyclo Park	8.583	7.569	1.014	0.000	1.044	0.000	0.030	0.030	
Victoria Way Ph 1	18.552	17.843	0.709	0.000	0.742	0.000	0.033	0.033	risk
Ashford-Drover's Roundabout junct.	20.543	20.393	0.150	0.000	1.601	0.000	1.451	1.451	risk

Scheme name	Total cost	Previous spend	2012-15 approved budget	Later Years approved budget	2012-15 Forecast spend	Later Years Forecast spend	2012-15 Variance	Total project variance	Status Red/amber /green
	£m	£m	£m	£m	£m	£m	£m	£m	
	(a) = b+c+d	(b)	(c)	(d)	(e)	(f)	(g) = (e-c)	(h)=(b+e+f)-a	
Swale Transfer Station	3.630	0.000	3.630	0.000	3.630	0.000	0.000	0.000	
HWRC-Ton & Malling	2.300	0.000	2.300	0.000	0.500	1.800	-1.800	0.000	
HWRC-West Kent	2.600	0.000	0.000	2.600	0.000	2.600	0.000	0.000	
Mid Kent Joint Waste Project	4.440	0.000	4.440	0.000	4.440	0.000	0.000	0.000	
Growth without Gridlock	10.000	0.000	10.000	0.000	7.500	2.500	-2.500	0.000	
Kent Thameside Strategic Transport Programme	145.331	0.670	9.071	135.590	10.032	105.498	0.961	-29.131	
Street Lighting Timing	2.906	0.000	2.906	0.000	2.906	0.000	0.000	0.000	
Orchard Way Railway Bridge	15.000	0.000	0.000	15.000	0.000	15.000	0.000	0.000	
A28 Chart Road	15.000	0.000	0.000	15.000	3.600	13.000	3.600	1.600	real
A28 Colts Hill Strategic Link	25.000	0.000	0.000	25.000	0.000	25.000	0.000	0.000	
South East Maidstone Strategic Route	35.000	0.000	0.000	35.000	0.000	35.000	0.000	0.000	
TOTAL	707.558	238.294	173.875	295.389	179.750	271.498	5.875	-18.016	

1.2.9 Status:

Green – Projects on time and budget

Amber – Projects either delayed or over budget

Red – Projects both delayed and over budget

1.2.10 Assignment of Green/Amber/Red Status

1.2.11 Projects with variances to budget will only show as amber if the variance is unfunded, i.e. there is no additional grant, external or other funding available to fund.

1.2.12 Projects are deemed to be delayed if the forecast completion date is later than what is in the current project plan

Amber and Red Projects – variances to cost/delivery date and why.

- 1.2.13 Coldharbour Gypsy site: (Real overspend +£0.120m) The overspend is mainly due to unplanned works to be carried out by utility companies to avoid any damage to the existing cables and pipes. The initial survey did not pick up these anomalies. Action is being taken to find additional external funding to cover the overspend.
- 1.2.14 Sandwich Sea Defence: (Re-phasing beyond 2012-15 -£1.016m). The schedule of planned contributions from KCC now reflects the anticipated progression of the scheme, giving more realistic phasing, as was reported in the last exception report to Cabinet.
- 1.2.15 Drovers Roundabout-M20 J9 and Victoria Way: (Risk) These schemes have been classed as amber due to the risk around these. As previously reported contractors' claims assessments and the negotiations are still ongoing. The assessment and the negotiation are showing good progress, however the full extent of the final costs have not yet been resolved.
- 1.2.16 A28 Chart Road (Real overspend in later years of +£1.600m) This project is likely to be delivered in phases, as funding streams are confirmed. The initial phase has funding approval in principle from the Growing Places fund. It is unlikely to require planning consent on land and should therefore be able to deliver soon. Other phases are likely to be related to the rate of development in South Ashford. The forecast overspend is anticipated to be funded from developer contributions.

Key Issues and Risks

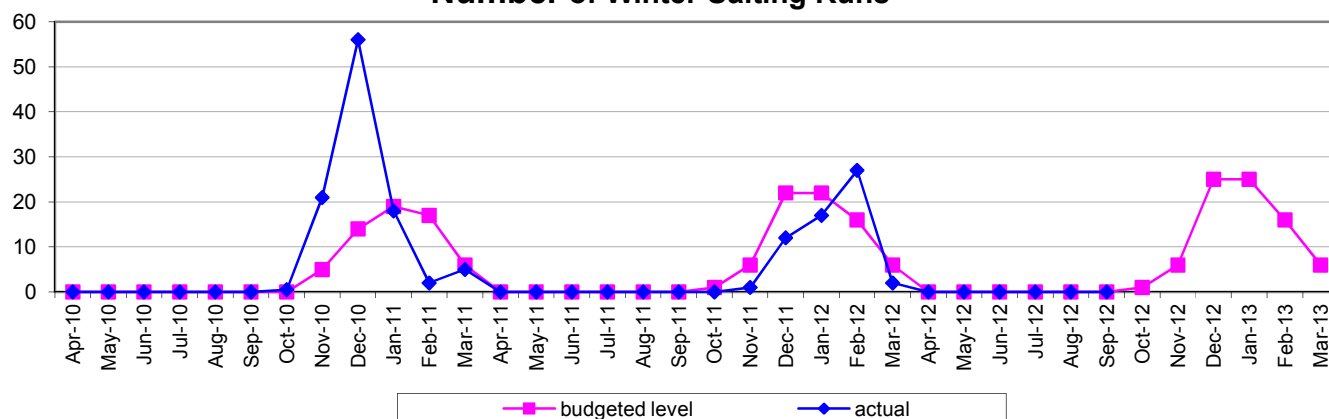
- 1.2.17 Kent Thameside Strategic Transport Programme - As previously reported the funding gap for delivery of this programme over the next 15-20 years still remains unsolved. At present the delivery of the programme is being managed within the level of funding available.

2. KEY ACTIVITY INDICATORS AND BUDGET RISK ASSESSMENT MONITORING

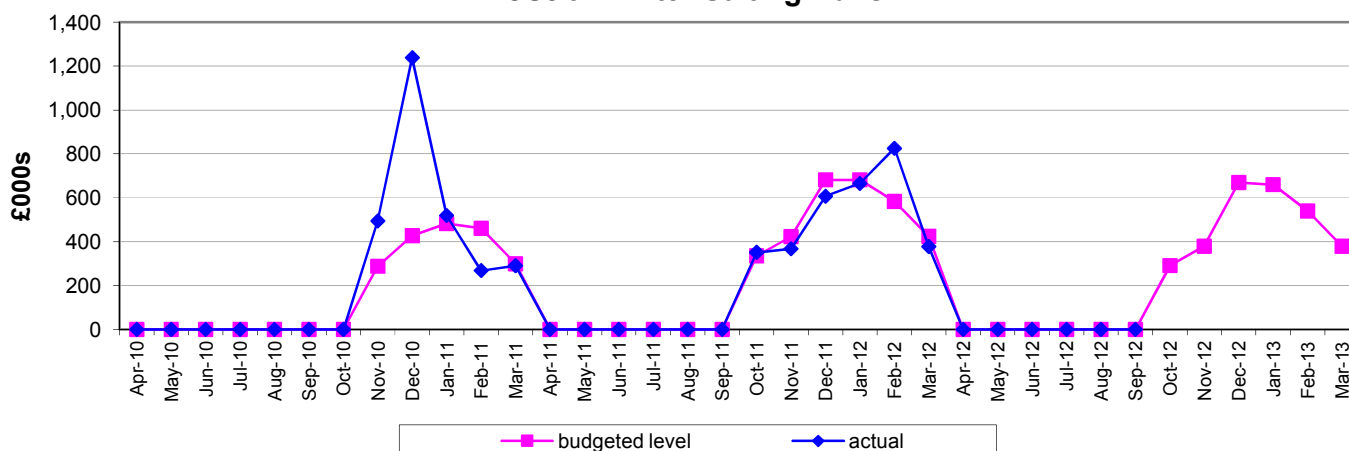
2.1 Number and Cost of winter salting runs:

	2010-11				2011-12				2012-13			
	Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs		Number of salting runs		Cost of salting runs	
	Actual	Budgeted Level	Actual £000s	Budgeted Level £000s	Actual	Budgeted Level	Actual £000s	Budgeted Level £000s	Actual	Budgeted level	Actual £000s	Budgeted Level £000s
April	-	-	-	-	-	-	-	-	-	-	-	-
May	-	-	-	-	-	-	-	-	-	-	-	-
June	-	-	-	-	-	-	-	-	-	-	-	-
July	-	-	-	-	-	-	-	-	-	-	-	-
August	-	-	-	-	-	-	-	-	-	-	-	-
September	-	-	-	-	-	-	-	-	-	-	-	-
October	0.5	-	6	-	0	1	351	335	1	-	291	-
November	21	5	494	288	1	6	368	423	6	-	379	-
December	56	14	1,238	427	12	22	607	682	25	-	670	-
January	18	19	519	482	17	22	665	682	25	-	660	-
February	2	17	268	461	27	16	825	584	16	-	540	-
March	5	6	291	299	2	6	378	425	6	-	379	-
TOTAL	102.5	61	2,816	1,957	59	73	3,194	3,131	-	79	-	2,919

Number of Winter Salting Runs



Cost of Winter Salting Runs

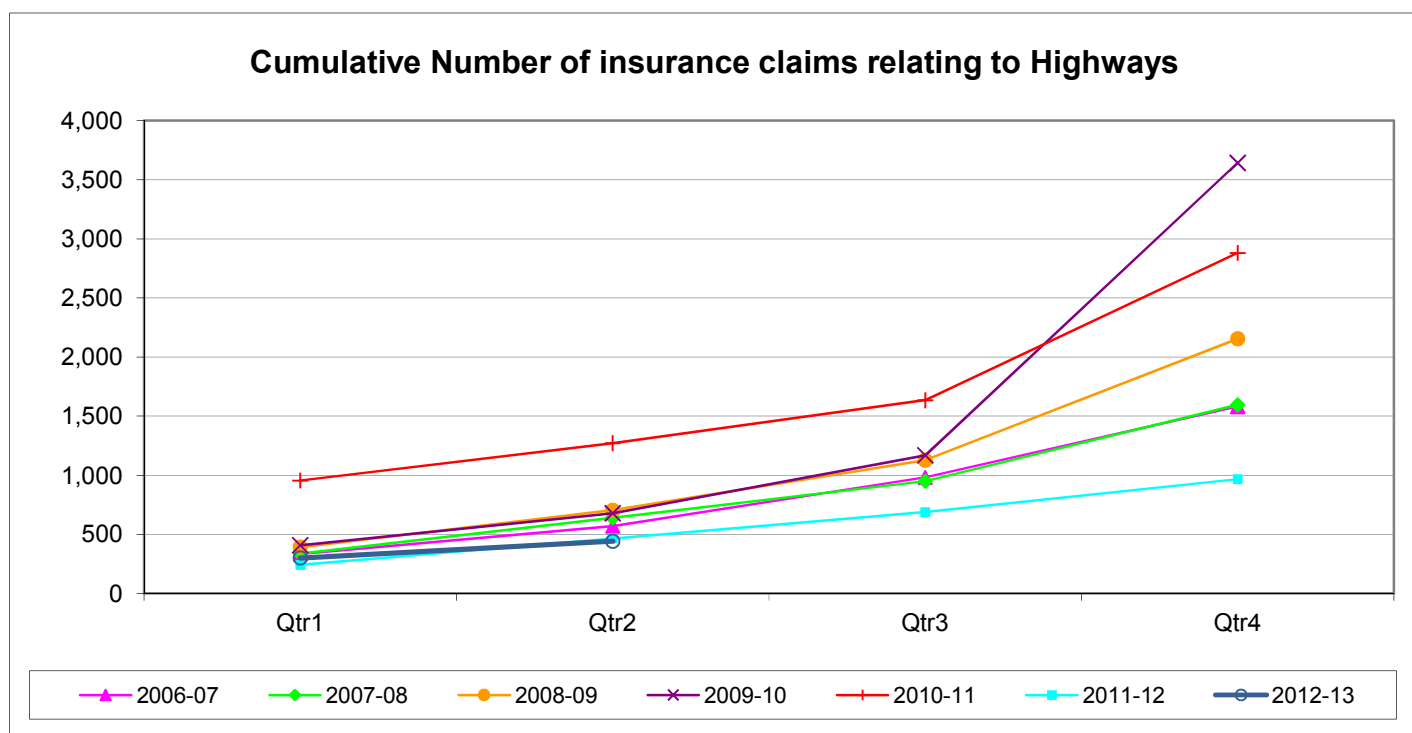


Comment:

- Under the old Ringway contract, local and specific overheads, plus depot charges were budgeted for and dealt with separately, these costs were therefore not included in the winter service expenditure figures, whereas the new Enterprise contract is an all inclusive price so these costs are now included in the graph, hence the apparent increase in the budgeted cost in 2011-12 and 2012-13 compared to previous years.
- Although the budgeted number of salting runs is higher in 2012-13 than in 2011-12, the budgeted cost is lower because 2011-12 was a transition year due to the change in contractor from Ringway to Enterprise and in 2012-13 the full year efficiency savings will be realised, hence the reduction in the budgeted costs.
- It had been anticipated that the generally mild winter in 2011-12 would mean that the number and cost of salting runs would be below budget. However, the snow emergency in February 2012 required emergency salting runs, which were more expensive than the routine salting runs due to a higher rate of spread of salt than originally budgeted. Also, additional costs were incurred as part of the new Winter Policy introduced for 2011-12, as smaller vehicles needed to be leased in order to service parts of the routes that were inaccessible to the larger vehicles (approx £140k) and some of the salting routes were extended in order to meet local needs. This resulted in outturn expenditure of £3.194m against a budget of £3.131m, despite the number of salting runs being below the budgeted level.

2.2 Number of insurance claims arising related to Highways:

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims	Cumulative no. of claims
April-June	335	337	393	407	956	242	301
July-Sept	570	640	704	679	1,271	465	442
Oct-Dec	982	950	1,128	1,168	1,635	688	
Jan- Mar	1,581	1,595	2,155	3,642	2,881	968	

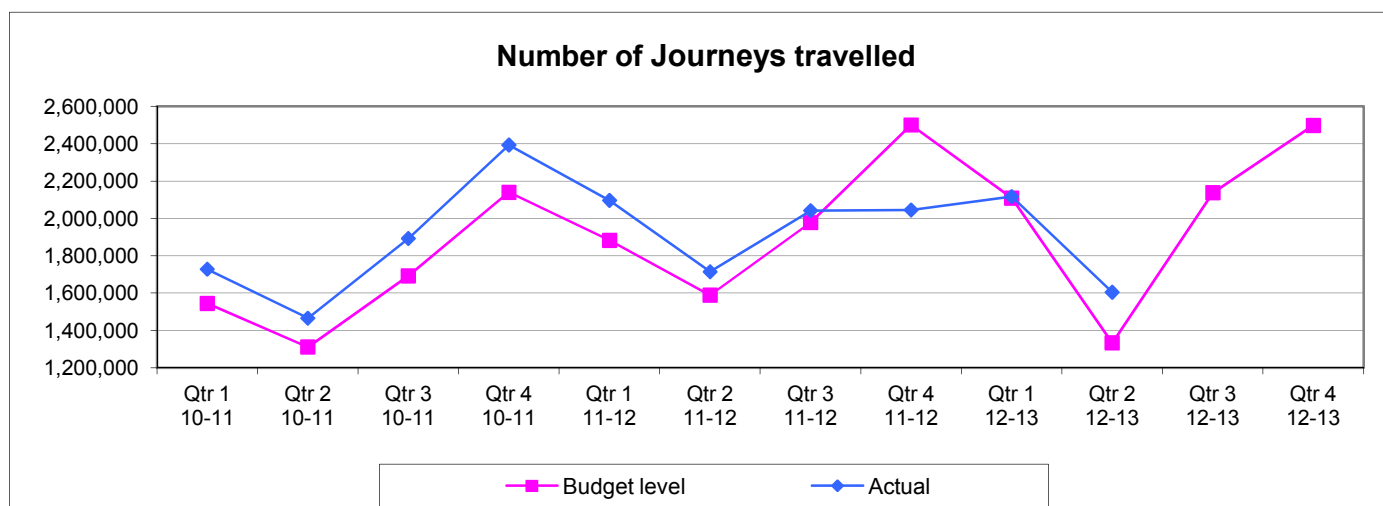
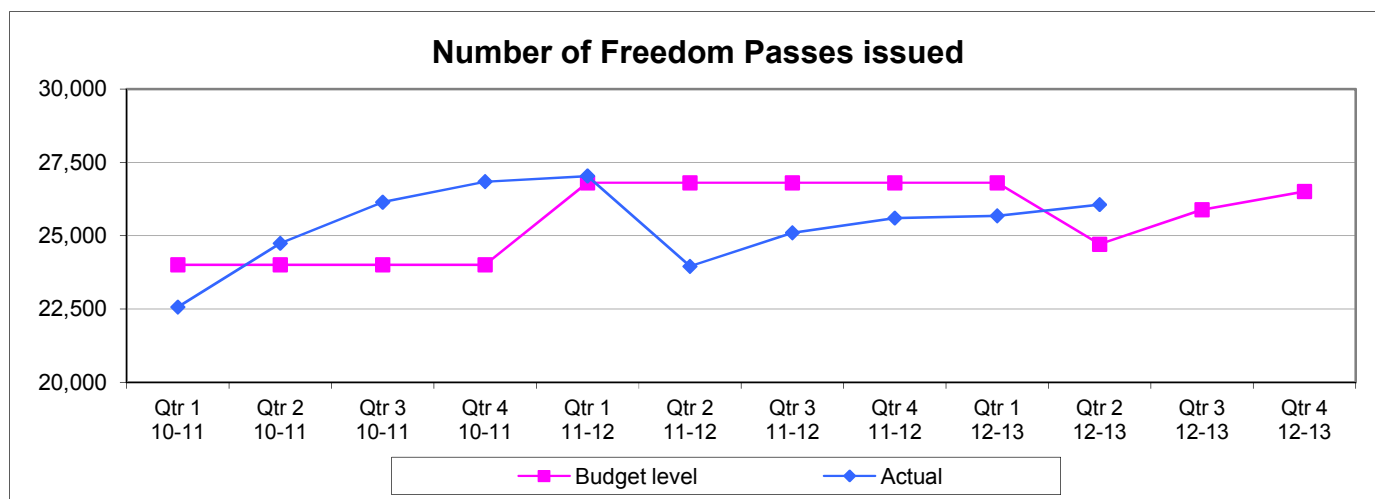


Comments:

- Numbers of claims will continually change as new claims are received relating to incidents occurring in previous quarters. Claimants have 3 years to pursue an injury claim and 6 years for damage claims. The data previously reported has been updated to reflect claims logged with Insurance as at 30 September 2012.
- Claims were high in the three years from 2008-09 to 2010-11 largely due to the particularly adverse weather conditions and the consequent damage to the highway along with some possible effect from the economic downturn. These claim numbers are likely to increase further as more claims are received for incidents which occurred during the period of the bad weather.
- Claims were lower in 2011-12 than in recent years. This could be due to many factors including: an improved state of the highway following the find and fix programmes of repair, an increased rejection rate on claims, and a mild winter. Also, it is likely that these claim numbers will increase as new claims are received relating to incidents occurring in previous years as explained in the first bullet point above.
- The Insurance section continues to work closely with Highways to try to reduce the number of claims and currently the Authority is managing to achieve a rejection rate on 2012-13 claims where it is considered that we do not have any liability, of about 87%.

2.3 Freedom Pass - Number of Passes issued and Journeys travelled:

	2010-11				2011-12				2012-13			
	Passes		Journeys travelled		Passes		Journeys travelled		Passes		Journeys travelled	
	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual	Budget level	actual
Qtr 1 April - June	24,000	22,565	1,544,389	1,726,884	26,800	27,031	1,882,098	2,095,980	26,800	25,668	2,108,385	2,116,536
Qtr 2 July - Sept	24,000	24,736	1,310,776	1,465,666	26,800	23,952	1,588,616	1,714,315	24,703	26,051	1,332,935	1,603,400
Qtr 3 Oct - Dec	24,000	26,136	1,691,828	1,891,746	26,800	25,092	1,976,884	2,040,713	25,877		2,136,769	
Qtr 4 Jan - Mar	24,000	26,836	2,139,053	2,391,818	26,800	25,593	2,499,462	2,045,000	26,500		2,497,561	
			6,686,046	7,476,114			7,947,060	7,896,008			8,075,650	3,719,936



Comments:

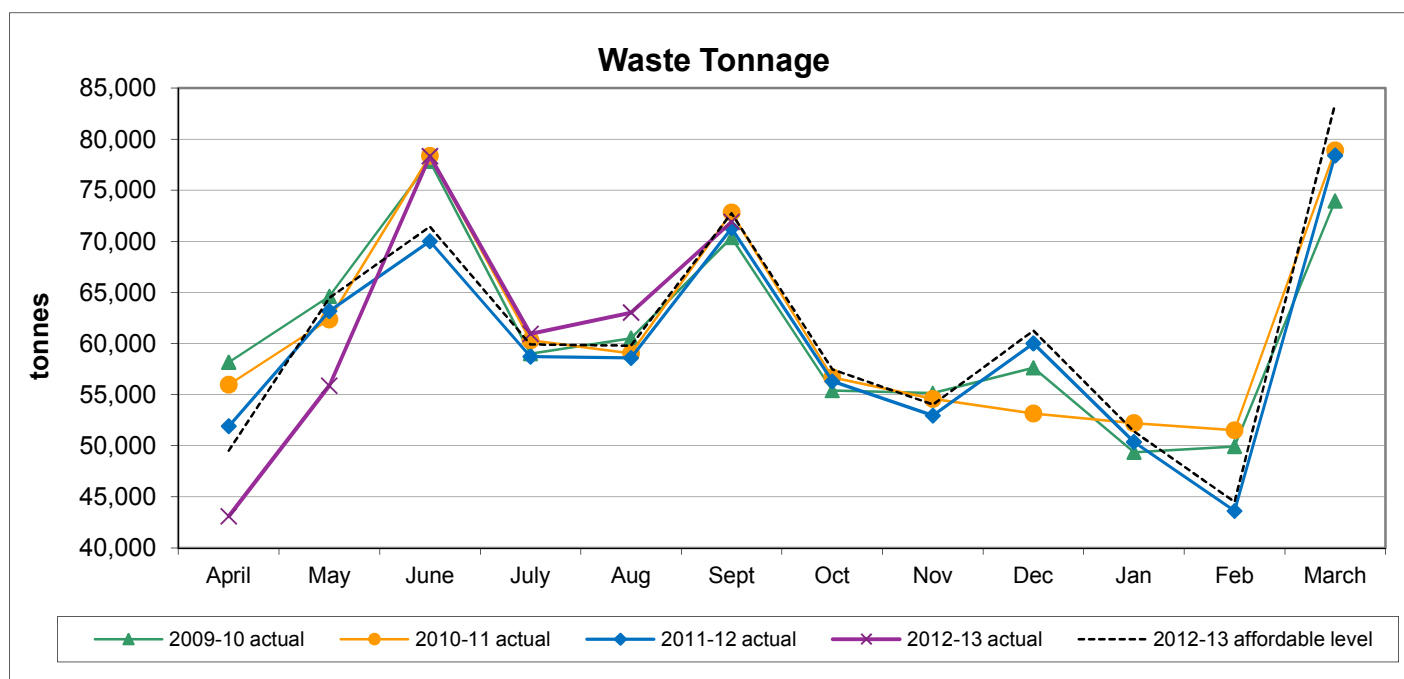
- As predicted the number of Kent Freedom Passes has fallen slightly since the fee increase in 2011-12, but those who possess a pass are frequent/heavy users of the scheme. Applications are now being received for the new school year and this data will be used to review future expenditure against budget for the next quarterly review.

- The above figures do not include journeys travelled relating to free home to school transport as these costs are met from the Education, Learning & Skills portfolio budget and not from the Kent Freedom Pass budget.

2.4 Waste Tonnage:

	2009-10	2010-11	2011-12	2012-13	
	Waste Tonnage	Waste Tonnage	Waste Tonnage	Waste Tonnage *	Affordable Level
April	58,164	55,975	51,901	43,094	49,499
May	64,618	62,354	63,168	55,875	64,467
June	77,842	78,375	70,006	78,334	71,446
July	59,012	60,310	58,711	60,936	59,919
August	60,522	59,042	58,581	63,028	59,787
September	70,367	72,831	71,296	71,916	72,763
October	55,401	56,690	56,296		57,454
November	55,138	54,576	52,942		54,031
December	57,615	53,151	60,009		61,244
January	49,368	52,211	50,366		51,403
February	49,930	51,517	43,607		44,504
March	73,959	78,902	79,469		83,483
TOTAL	731,936	735,934	716,351	373,183	730,000

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



Comments:

- The March 2012 actual figure has been adjusted to take account of revised data received from districts.
- It has been necessary to revise the affordable tonnage levels for April and March to reflect the actual number of days in each accounting period. Historically contracts with service providers have been on the basis of a four/four/five week cycle of accounting periods (with weeks ending on a Sunday), rather than on calendar months, and reported waste tonnages have reflected this. It is expected that by April 2013 all service providers will have transferred to a calendar month basis.
- These waste tonnage figures include waste processed either through Allington Waste to Energy plant or landfill, recycled waste and composting.
- To date, the cumulative tonnage activity for the first six months is approximately 4,698 tonnes less than the affordable level for the same period, and this reduction is reflected in the current forecast in section 1.1.3.5 of this annex which assumes waste volumes will be approximately 9,600 tonnes below budget by year end.

- Waste tonnages will continue to be carefully reviewed as part of the regular monitoring process to Cabinet.



From: Cabinet Member – Environment, Highways & Waste
Mike Austerberry, Corporate Director – Enterprise & Environment

To: Environment, Highways & Waste Cabinet Committee – 10th January 2013

Subject: Business Planning 2013/14 – Substantive Draft Plans

Purpose: Following the development of the business planning headline priorities in November 2012, Directors and Heads of Service have built on the feedback received from the Environment, Highways & Waste Cabinet Committee to develop substantive draft business plans for 2013/14.

This year the emphasis has been on reducing the burden of business planning with a lighter touch process. It is important to increase the consistency and synergy between business planning and both the performance management dashboards and directorate and divisional risk registers which underpin the business plan actions, which are reported to the Committee on a regular basis.

Environment, Highways & Waste Cabinet Committee is asked to CONSIDER and COMMENT on the draft plans, ahead of the Key Decision by Cabinet to approve business plans in March 2013.

1. Background

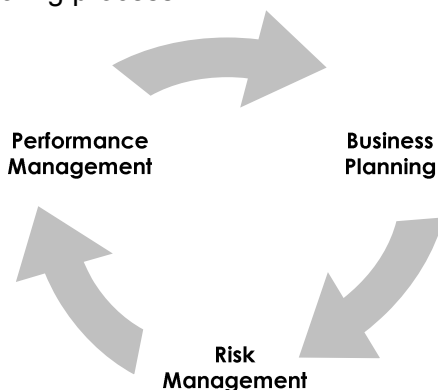
- 1.1 A pre-requisite to delivering key organisational priorities, both in the medium and long-term, is an effective business plan. Offering a clear focus on the delivery of agreed strategic outcomes through day-to-day activity.
- 1.2 During the November cycle of Cabinet Committee meetings, each Committee was given the opportunity to discuss and comment on the high-level 'headline priorities' for each division. This feedback was considered and reflected as early substantive draft plans were developed, to ensure that the headlines evolved into more detailed actions, with known legislative, policy and financial constraints taken into account.
- 1.3 The emphasis for the 2013/14 draft business plans is identifying clear, tangible actions, ensuring that all activity is Specific, Measurable, Attainable, Realistic and Time bound (SMART). Actions are underpinned by milestones to check

activity progress and further complemented by meaningful Key Performance Indicators (KPIs) and Activity Indicators that enable the organisation to monitor and manage performance, to demonstrate progress against the delivery of Bold Steps for Kent. High level risks relating to the delivery of the actions are set out in the business plan, supported by detailed Divisional and Directorate Risk Registers.

- 1.4 The draft plans are still at an early stage of development, with further refinement over the coming months before approval in March 2013. The Policy and Strategic Relationships team has been supporting Directors and Directorate Management Teams (DMT) to develop their draft plans as part of ongoing, informal Quality Assurance process, to help embed the revised business planning process.

2. Business Planning, Performance and Risk Management

- 2.1 It is important that the business planning process closely complements and supports the work already underway to improve the quality and consistency of performance and risk management across the organisation. As such, to help reduce the burden of business plan development, the draft business plans draw on the existing work to prepare the Directorate Performance Dashboard and Directorate & Divisional Risk Registers. This has helped to reduce the duplication of effort, and enhances the synergies between business planning, risk and performance. Cabinet Committees play an important role in providing oversight and assurance of these synergies through the bi-annual business plan outturn monitoring process.



2.2 Risk Management

Key risks and mitigating actions faced by each division in delivering their 2013/14 business plans are outlined in Section E of each plan. In addition, several more strategic or cross cutting risks that potentially affect several functions across the Environment, Highways and Waste functions and / or the Authority are listed in the directorate risk register (**Appendix A**). This register provides further context to the business planning process and will evolve during the coming months alongside the finalising of business plans. The Environment, Highways & Waste Cabinet Committee is asked to NOTE the contents of the Environment, Highways & Waste Risk Register.

- 2.2 Managers across Environment, Highways & Waste also contribute to the management of corporate risks facing the Authority, including mitigations relating to Economic Growth and Civil Contingency & Resilience risks.

- 2.3 A link to the Corporate Risk Register can be found at:
<https://democracy.kent.gov.uk/documents/s36860/Corporate%20Risk%20Register%20-%20App%201.pdf>
- 2.4 **Performance Management**
All business plan actions are measured against a selection of focused key performance and activity indicators. Keeping all actions SMART will ensure that meaningful management information is developed to support the Performance Dashboards reported to Cabinet Committees on a quarterly basis. This year, divisions have taken feedback from the Environment, Highways & Waste Cabinet Committee on the Performance Management Dashboard into account when developing their 2013/14 performance measures. The focus has been on being more focused in only selecting KPIs which are the most meaningful and accurate reflection of progress against key priorities.
- 2.5 KPIs that currently feature as part of the 2012/13 performance dashboard which are non-essential, difficult to measure effectively or are not felt by the Committee to be a priority, will not be rolled forward. If possible, alternative, more meaningful measures will be established, but the intention is to reduce the overall volume of KPIs to allow more focused and concise reporting of performance to the Cabinet Committee in 2013/14 through the revised Performance Dashboard.
- 2.6 The Environment, Highways & Waste Cabinet Committee is invited to COMMENT on the draft performance indicators in Section F of each divisional business plan included in **Appendix B**, and discuss which areas of performance they would most like to focus on in 2013/14.
3. **Business Planning Timetable 2013/14**
- 3.1 Historically, business plans were approved by Cabinet and then potentially called into scrutiny. From 2013/14 business plans will be approved as an annual Key Decision, with Cabinet Committees playing a key role in considering and shaping the draft plans prior to approval in their pre-scrutiny role.
- 3.2 As a result the timetable for the development of business plans has been brought forward so Committees have an earlier opportunity to comment on draft plans. As such, this will be the last opportunity for Cabinet Committees to formally consider draft plans before approval by Cabinet in March 2013.
- 3.3 The Environment, Highways & Waste Cabinet Committee is asked to CONSIDER and COMMENT on the draft business plans for the Enterprise & Environment directorate, set out in **Appendix B**.
- 3.4 It is important to note that at this early stage the draft plans are not intended to capture all of the planned activity for the forthcoming year. In addition to this, it is not possible to include detailed financial information, as the 2013/14 budget has not yet been approved by County Council. As such, the plans have some incomplete sections and will require further development and refinement.

- 3.5 Following feedback from the Cabinet Committee, the responsible Corporate Directors, Directors and Cabinet Members will further develop and refine the draft plans during January.
- 3.6 In February, the plans will be submitted to the Policy and Strategic Relationships team for formal quality assurance, which will focus on ensuring the consistency between plans, in particular cross-cutting links to support transformation programmes and organisational priorities. A letter outlining the quality assurance feedback will be sent to each Director to allow a further opportunity to reflect this before the submission of the final business plans to Cabinet for approval by Key Decision in March 2013.
- 3.7 The approved plans will go live and be published online in April 2013.

4. An Iterative Process

- 4.1 The 2013/14 business plans are the starting point for future development and will be refined and improved each year as part of an iterative annual process. As the plans progress through 2013/14 the synergy between business planning and the performance and risk management cycles will improve. In turn this will make the 2014/15 business planning easier, as processes and reporting are embedded and become more consistent and complementary.
- 4.2 The new Section G in the plan will help to establish a clear recognition of how different service divisions link with corporate support services to achieve shared objectives across the business. The aim of this is to enable services to plan ahead and manage capacity effectively with limited resources. This will also be important to identify cross-cutting links across the business plans, particularly identifying complementary and conflicting activity, to reduce the limitations of working in silos.
- 4.3 The findings from the quality assurance and auditing of the business planning process for 2013/14 will be taken into account to update the process for 2014/15. This will include updating any documentation and refreshing the supporting management guide to further aid the effective development of business plans in the future.

5. Recommendations

- 5.1 The Environment, Highways & Waste Cabinet Committee is asked to:
- a) NOTE the Directorate Risk Register set out in Appendix A.
 - b) COMMENT on the draft performance indicators in Section F of the draft business plans in Appendix B, and discuss which areas of performance the Committee would most like to focus on in 2013/14.
 - c) CONSIDER and COMMENT on the substantive draft business plans set out in Appendix B.

Appendices:

Appendix A: Environment, Highways & Waste Directorate Risk Register

Appendix B: Environment, Highways & Waste Divisional Substantive Draft Business Plans

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Environment, Highways and Waste Risk Register

December 2012

EHW CABINET COMMITTEE - JANUARY 2013

Summary Risk Profile

Low = 1-6 Medium = 8-15 High = 16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating
EE1	Delivery of key projects	15	12
EE2	Delivery of budget targets	15	10
EE3	Health & Safety considerations	15	10
EE4	Partner organisations/contractors not offering the required level of service to the public	6	6
EE5	Ash dieback	Risk assessment in progress corporately	
EE6	Severe Weather	12	8

Risk ID	EE 1	Risk Title	Delivery of key projects			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Directorate is required to deliver some key iconic projects in conjunction with a variety of partners that have high political and public interest.		Risk that we fail to successfully deliver key projects e.g. Growth without Gridlock, Kent Environment strategy, Minerals and Waste development framework, Mid-Kent 2 tier working, East Kent Waste project. Future Highways Programme	Reputational damage with Members, partners and public. Consequences on the environment of development. Possible legal issues.	Directorate Management Team	Possible (3)	Major(5)
					Target Residual Likelihood	Target Residual Impact
					Possible (3)	Serious (4)
Control Title				Control Owner		
High risk projects on E&E Project register and monitored by E&E Directorate Management Team.				Director of Highways and Transportation (H&T) Director Planning and Environment (P&E) Director of Waste Resource Management /Head of Strategic Projects		
Rigorous project management including project management plans and risk plans for each large project.				Director of Highways and Transportation Director Planning and Environment. Director of Waste Resource Management / Head of Strategic Projects		
Regular discussion of progress at 1:1's and Divisional Management Team meetings.				Director of Highways and Transportation Director Planning and Environment. Director of Waste Resource Management.		
Client Procurement manager in place for Future Highways Programme and consultant support employed where necessary				Director of Highways and Transportation		
Action Title		Action Owner			Planned Completion Date	
Full assessment of services to internalise		Commercial Manager (David Beaver)			March 2013	

Risk ID	EE2	Risk Title	Delivery of budget targets			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Reduced budget allocation.		There is a risk that budget targets including income targets are not met.	Lack of funding to develop key transport and waste improvements.	Directorate Management Team	Possible (3)	Major (5)
There are several legal challenges being disputed by KCC relating to past major projects.			Reputational damage			
			Overspend could impact on other parts of the Authority.			Target Residual Likelihood
					Unlikely (2)	Major (5)
Control Title				Control Owner		
Monitoring of fees through budget process				Directorate Management Team		
Financial forecasting and intelligence analysis through pre-application liaison to gauge possible income levels.				Directorate Management Team		
External funding team in place to support KCC officers in exploring funding opportunities.				Finance Business Partner		
Delivery of some savings through adoption of the new Household Waste Recycling Centre operating policy.				Director of Waste Resource Management		
Fastrack Lands Tribunal referral being defended. Counsel retained together with support from KCC				Director of Highways and Transportation		
Ringway Claim: Contractual process being exercised, Legal advice and further investigation of mitigation, Specialist contract advice being obtained				Director of Highways and Transportation		
Action Title			Action Owner		Planned Completion Date	
Monthly monitoring through new finance system.			Directorate Management Team		March 2013	
Investigate innovative financial models to pay for transport infrastructure.			Director Planning and Environment Transport Strategy delivery manager		March 2013	
Monitoring and comparison of tonnages at HWRCs following policy change.			Director of Waste Resource Management Business Manager – Waste Management		March 2013	
Independent costs consultants are analysing contractors claim and negotiations are in progress in relation to Drovers M20 Junction 9 schemes			Director of Highways and Transportation		March 2013	
In relation to CPO claims; Expert witnesses being retained, KCC Officers regularly review strength of case and monitor fee expenditure, Ongoing dialogue with claimants to try and resolve / narrow areas of dispute. Full Hearing set for Feb 2013			Director of Highways and Transportation Major Capital Project Manager		Feb 2013	
Ringway claim: Validity of claim continues to be disputed, Ongoing legal opinion and contract law advice in place, Accrual to be considered with Finance Team			Director of Highways and Transportation Commercial Manager		March 2013	

Risk ID	EE 3	Risk Title	Health & Safety considerations.			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake.		There is a risk of death or serious injury to the public, KCC staff or contractors.	Possible legal action against the authority and serious reputational damage to the Authority.	Directorate Management Team	Possible (3)	Major (5)
					Target Residual Likelihood	Target Residual Impact
					Unlikely (2)	Major (5)
Control Title					Control Owner	
Maintain sound health and safety systems at waste sites including reviewing accidents and near-misses.					Director of Waste Resource Management	
Staff to follow Health and Safety legislation and guidance.					Directorate Management Team	
Regular reporting of accident data and H&S updates to senior managers.					Directorate Management Team	
Lone working system operated by contact centre staff.					Directorate Management Team	
Regular risk assessments of sites and hazards.					Directorate Management Team	
Planning & Environment divisional Health & Safety group in place and meets quarterly and reports to Divisional Management Team quarterly					P&E Divisional Management Team	
Systems in place in Highways division to facilitate the agreed joint procedures through the CaRe and Kent Police partnerships					Head of Transportation	
Killed and Seriously injured (KSI) on roads data regularly analysed by the Highways Team and education, publicity and training campaigns delivered					Head of Transportation	
Highways – crash remedial sites are identified and rectified					Head of Transportation	
Regular testing for hazards such as legionella and tree surveys on gypsy and traveller sites.					Directorate Management Team	
Action Title			Action Owner		Planned Completion Date	
Waste Management - Ensure full implementation of the recommendations of the independent Health and Safety review carried out in 2011.			Operations Manager - Waste		Ongoing - March 2013 review	
Ensure appropriate risk transfer through site management contracts.			Operations Manager - Waste		Ongoing - March 2013 review	
Implement electronic performance management system			Operations Manager - Waste		Ongoing - March 2013 review	
Revision of Health & Safety procedures for the Planning & Environment division			P&E Divisional Management Team		March 2013 review	

Risk ID	EE 4	Risk Title	Partner Organisations / contractors not offering the required level of service			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
KCC works closely with partners and contractors to provide its services to the people of Kent		Partner organisations or contractors do not provide the required level of service to the public	Efficient / good value for money / high quality services are not delivered	Director Highways and Transportation Director of Waste Resource Management Director Planning and Environment	Unlikely (2)	Significant (3)
					Target Residual Likelihood	Target Residual Impact
					Unlikely (2)	Significant (3)
Control Title					Control Owner	
Waste Management - robust contract management and client function.					Operations Manager, Waste	
Waste Management - rigorous programme of pre-qualification checks on potential contractors to assure ability to deliver					Operations Manager, Waste	
Service Level Agreements are put in place where services are provided by a third party					Commercial Manager	
Highways - all key partnerships are identified and have risk registers, performance management and governance arrangements in place					Director Highways and Transportation	
Highways - All 'Significant Contractors' have business continuity plans and risk registers in place for their contracts					Director Highways and Transportation	
Enterprise to produce a monthly performance report showing OPM results					Director Highways and Transportation	
Action Title			Action Owner		Planned Completion Date	
Annual review of Partnership Register			Director Highways and Transportation Business Manager		January 2013	
Assess any reputational risks around home to school transport being provided by third parties (at the end of the academic year)			Director Highways and Transportation Transport Integration Manager		August 2013	
Identify new mitigation measures relating to third party under-performance in home to school / SEN / support bus areas if necessary (at the end of the academic year)			Director Highways and Transportation Transport Integration Manager		August 2013	

Risk ID	EE 5	Risk Title	Ash Dieback (Risk escalated to Corporate Risk Register due to requirement for KCC-wide management of implications)			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood*	*Current Impact
Instances of Ash Dieback (Chalara fraxinea) disease have been discovered within the county. Although the outbreak is not currently widespread, there is evidence from Europe to suggest that it will spread. (Scientists from Denmark suggest that as many as 95% of ash trees may be affected).		There is a risk that significant numbers of Ash trees may be affected by this disease in Kent.	Large areas of woodland and individual trees may become infected, leading to difficulties surrounding surgery to and removal of trees from public and private sites including highways and school campuses, for health and safety purposes, at significant unplanned cost. Efforts will also be required to contain the spread of the disease wherever possible	On behalf of the Corporate Management Team: Corporate Director Enterprise & Environment Corporate Director Customer & Communities	*Target Residual Likelihood *Risk Assessment in progress	*Target Residual Impact
Control Title					Control Owner	
Local Strategic Coordinating Group established.					Director of Planning & Environment / KCC Emergency Planning Manager	
Interim bio-security precautions established and ratified by UK Chief Plant Health Officer					Emergency Planning Manager / Director of Planning & Environment	
Interim Chalera Control Plan published by DEFRA in December 2012					DEFRA	
Multi-agency 'Gold' strategy developed to manage the response in Kent, agreed by all partners and published					Emergency Planning Manager / Director of Planning & Environment	
Direct link set up between KCC, DEFRA the Food and Environment Research Agency (FERA), Forestry Commission and local partners in Kent to ensure a consistent approach in dealing with the outbreak					Emergency Planning Manager / Director of Planning & Environment	
Ash Dieback summit held in Kent in December 2012, featuring National and International experts and other interested parties					Emergency Planning Manager / Director of Planning & Environment	
Action Title			Action Owner		Planned Completion Date	
Local multi-agency Action Plan being developed to implement the key actions in the local Gold Strategy and the Defra Interim Chalera Control Plan			Director of Planning & Environment / KCC Emergency Planning manager		February 2013	
Communications strategy to be developed			KCC Emergency Planning Manager		February 2013	
Briefings to be undertaken to all Senior Staff at KCC			KCC Emergency Planning Manager / Director of Planning & Environment		March 2013	

Risk ID	EE 6	Risk Title	Severe Weather			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood*	*Current Impact
Severe weather events		Severe weather causes disruption and or damage to the Kent Highway Network.	Excessive damage/congestion/closed roads following severe weather leading to disruption to the public of Kent including KCC staff. This in turn would impact on key services being delivered by KCC.	Head of Highway Operations	Likely (4)	Significant (3)
					*Target Residual Likelihood	*Target Residual Impact
					Likely (4)	Moderate (2)
Control Title				Control Owner		
Winter Policy in place each year.				Head of Highway Operations		
Gain support from the local community who undertake snow ploughing.				Head of Highway Operations		
Agree and publish priority salting routes for the County.				Head of Highway Operations		
Ensure provision and filling of salt bins.				Head of Highway Operations		
Agree and publish local emergency action plans with Districts/Boroughs and KCC.				Head of Highway Operations		
Carry out a lessons learnt review after each winter.				Head of Highway Operations		
Action Title			Action Owner		Planned Completion Date	
Consider a winter repair programme (Find and Fix) if we get a severe winter.			Head of Highway Operations		12/4/2013	
Monitor and report specific measures such as drought (further restrictions hampering operational service delivery, actions in local hotspots etc).			Highway Manager		12/4/2013	

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EXECUTIVE SUMMARY:
Cabinet Portfolio: Bryan Sweetland
Responsible Corporate Director: Mike Austerberry
Responsible Director: Paul Crick
Head(s) of Service: Ann Carruthers, Lis Dyson, Bill Forrester, Lillian Harrison, Nick Johannsen, Carolyn McKenzie, Tim Martin, Liz Milne, Sharon Thompson
Gross Expenditure: tba
FTE: 62.2 core funded and 30.3 externally funded/ funded by income



SECTION A: ROLE/PURPOSE OF FUNCTION

The role of the Planning and Environment Division is to stand up for Kent and its residents through influencing and implementing national and local planning policies, developing key strategic transport improvements, as set out in **Growth without Gridlock**, and delivering the **Kent Environment Strategy**.

Planning and Strategic Transport Delivery

- Creation of essential Strategic Infrastructure (such as Third Thames Crossing, A21 dualling, Thanet Parkway) and enhancements to the rail network and solutions to Operation Stack and lorry parking.
- Strategic influencing, formulation and implementation of planning and transport policy, planning for minerals and waste to 2030 through the creation of the statutory Minerals and Waste Local Plan, ensuring provision and delivery of KCC policy and services through local plans, major applications and the Community Infrastructure Levy (CIL), the Duty to Co-operate and joint work with local planning authorities.
- Planning application service for the County Council, including determining planning applications for minerals and waste developments in the County and for Kent County Council's own developments (such as schools, care facilities, country parks, etc), along with pre-application advice, monitoring and planning enforcement.

Environment

- Delivery and management of action to deliver the Kent Environment Strategy – including developing the green economy, promoting public sector resource efficiency and energy efficiency and a Green Deal for Kent residents and businesses
- Delivery of KCC's Environment Policy, including reduction of carbon and management of risks of climate change
- Statutory strategic lead on flood risk management in Kent and working with the Environment Agency to implement the Sandwich Flood Management Scheme
- Provision of statutory expert ecological, landscape and historic environment planning advice to KCC, Medway Council, districts and others, generating income from this advice, and enhancement of the benefits and services resulting from a healthy natural environment through the coordination of Kent Local Nature Partnership and other collaborative initiatives
- Working with partners to help meet the statutory requirements for and achieve the conservation and enhancement of the Kent Downs AONB, including preparation and revision of the AONB Management Plan

Gypsy and Traveller Unit

- Managing 10 local authority Traveller sites in Kent, development of new site provision, managing unauthorised encampments on land owned or controlled by KCC and promoting the equality and diversity of Gypsy and Traveller communities in Kent.

SECTION B: CONTRIBUTION TO MTP OBJECTIVES

Whilst a key focus for Planning and Environment (P&E) is the important strategic influencing function and delivering Growth without Gridlock and the Kent Environment Strategy, we make a significant contribution across all the 16 Bold Steps for Kent, in particular to support economic growth and protecting vulnerable people and places.

HELP THE ECONOMY GROW:

This year the division will continue to focus on helping the Kent Economy to grow through its transport aspirations and minerals and waste local plan. To deliver these aspirations we are continuing to work on the development of the third lower Thames crossing, influencing the Department for Transport (DfT) through our own investigations of the urgent need to implement additional crossing capacity at the earliest possible opportunity. We will continue to develop solutions to Operation Stack and lorry parking. We will continue to press the government to commence the Public Inquiry for the A21 dualling scheme at the earliest opportunity and bring forward the timescale for its delivery by continuing to adopt a 'can-do' and flexible approach. In response to calls for greater capacity in the south east for air travel we will influence the government for a greater role for Manston and develop a Thanet Parkway station linked to High Speed 1. We will continue to make progress to introduce faster journey times between London and Thanet following our successful Regional Growth Fund (RGF) bid and work with the DfT, Network Rail and Kent's train operating companies to implement Kent's aspirations for enhanced rail travel as set out in the Rail Action Plan for Kent. Underpinning all of this we will continue to work with Government, South East Local Enterprise Partnership and businesses to secure delivery of Kent's priority infrastructure projects. The work of the Planning Applications Group supports these priorities and the work of all KCC directorates as it considers planning applications for major community infrastructure and minerals and waste developments. We will continue to make good progress with our Minerals and Waste Local Plans and submit our Core Strategy for Public Examination.

We will be encouraging the creation of green jobs and enabling businesses to remain competitive through cutting costs and adapting to climate change through our work on Sustainable Business projects and encouraging residents to take up energy efficiency measures, using local businesses and professionals. The natural and historic environment of Kent also has high economic value, with people drawn into the countryside bringing income to local businesses. Realising the value of the natural environment to Kent's economy and social wellbeing is at the heart of the Kent Local Nature Partnership – this year this newly established Partnership will work with partners across all sectors to facilitate action that not only enhances the natural environment but also delivers social and economic benefits to the county.

Flooding causes disruption, damage and uncertainty; it can impact business and infrastructure and recovery from flooding has an impact on the economy. This year we will publish the Kent Local Flood Risk Management Strategy and commence work aimed at reducing local flooding. Through the work of all our teams in the Division, we aim to optimise the real economic and social benefits of high environmental quality while protecting and enhancing the unique natural character of Kent.

PUT THE CITIZEN IN CONTROL:

Our Coastal Communities 2150 project will continue to work with coastal communities which have been highlighted as being at most risk from flooding and rising sea levels. The project is equipping the communities to assess their own risks and set their own priorities for

action rather than having it “done to them”. Public sector partners across Kent have been using SWIMS (Severe Weather Impacts Monitoring System) over the past year to build evidence and business cases to support risk management and business continuity. In 2013-14 we will be undertaking research funded by DEFRA into how the system could be used as a support tool for businesses. Flooding affects the citizens of Kent, who can often feel powerless to prevent it. Providing a clear plan through the Kent Local Flood Risk Management Strategy for flooding risk management, identifying the bodies responsible for flood risk management and telling them how they can protect themselves can help citizens to understand what is happening in their community to manage flooding and how to identify who can help them tackle flooding issues. Our Gypsy and Traveller unit contributes to putting the citizen in control through their work in supporting people’s independence and empowering the Gypsy and Traveller community. Through the work of the Planning Applications Group we are putting communities at the heart of planning decisions including potentially involving them in pre-application discussions. Some communities may choose to prepare a Neighbourhood Plan under the powers granted by the Government. We will comment on their proposals when consulted and consider the implications for KCC services. We will also be working with local communities to improve skills to help them understand and manage their heritage, for example through our Shorne Hub Community Archaeology Project and through our Portable Antiquities Scheme self-recording initiative.

TACKLE DISADVANTAGE:

The work of our Gypsy and Traveller unit contributes to helping to tackle disadvantage amongst these communities. We will be continuing our planning of new sites for the Gypsy and Traveller communities and looking at how the changes in the benefit system might affect them. As part of our work to deliver the Kent Environment Strategy, we will be engaging with residents in Kent to offer them energy efficiency advice and equipment which will help to bring down their energy consumption and contribute to reducing their costs. This work will be particularly targeted in areas of Kent which experience higher levels of deprivation to help tackle fuel poverty. Flooding causes disadvantage and disproportionately effects disadvantaged areas. The Kent Local Flood Risk Management Strategy will seek to reduce flood risk, and prioritise flood management, in disadvantaged areas to help people in Kent to feel optimistic and secure about their communities and futures.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

The targets, activity and projects set out in the following tables will be monitored at the mid-year and end of year as part of the formal reporting of progress by the Directorate to the Environment, Highways and Waste Cabinet Committee.

All programmes and projects are assessed for level of risk, and medium and high risk projects are recorded on the E&E Directorate project risk register. This register gives details of the equality impact assessments undertaken where appropriate and the Directorate Management Team examines the list monthly, requesting updates from project managers on progress and risks.

The Divisional Director is authorised to negotiate, settle the terms of and deliver core services for P&E as outlined in this plan and the priorities, projects and actions set out below:-

PRIORITY 1: Delivering Growth without Gridlock		DESCRIPTION OF PRIORITY: Projects to deliver Kent's 20 year sustainable transport strategy		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Funding for transport infrastructure	Ann Carruthers	Apr 2013	Mar 2014
1.1	Investigate new potential funding sources for transport infrastructure and continue to press Government for hypothecation of HV road user charging income to improve Kent's infrastructure	Ann Carruthers	Apr 2013	Dec 2013
1.2	Play key role in shadow year of Local Transport Body to ensure Kent transport priorities secure funding	Ann Carruthers	Apr 2013	Mar 2014
2	Third Thames Crossing	Paul Crick	Apr 2013	Mar 2014
2.1	Use economic and environmental studies as basis of KCC response to DfT consultation on Third Thames Crossing	Paul Crick	Apr 2013	Aug 2013
2.2	Continue to engage with private sector investors to establish project does not require public sector funding	Paul Crick	Apr 2013	Dec 2013
3	Operation Stack/Lorry Parking	Ann Carruthers	Apr 2013	Mar 2014
3.1	Identify low cost solution for Operation Stack and progress through planning process	Ann Carruthers	Apr 2013	Mar 2014
3.2	Identify deliverable overnight lorry parking sites across the county and engage with private sector to bring these forward	Ann Carruthers	Apr 2013	Oct 2013
4	A21 Dualling	Paul Crick	Apr 2013	Mar 2014
4.1	Continue to press Government to complete the statutory processes	Paul Crick	Apr 2013	Mar 2014

	at the earliest opportunity and advocate for KCC to deliver scheme			
5	Transport improvements for East Kent including Thanet Parkway	Ann Carruthers	Apr 2013	Mar 2017
5.1	Work with Network Rail to ensure early delivery of Ashford to Canterbury rail journey time improvements	Ann Carruthers	Apr 2013	Dec 2013
5.2	Work with Network Rail to ensure funding for Canterbury to Ramsgate rail journey time improvements is secured early in control period 5 (2014-2019)	Ann Carruthers	Apr 2013	Dec 2013
5.3	Progress Thanet Parkway station through Network Rail's GRIP process to achieve delivery by 2016-17	Ann Carruthers	Apr 2013	Mar 2017
6	Rail Action Plan	Ann Carruthers	Apr 2013	Mar 2014
6.1	Continue to use Rail Action Plan to ensure successful franchise incorporates all KCC's requirements for service improvements	Ann Carruthers	Apr 2013	Mar 2014
7	Aviation Strategy	Ann Carruthers	Apr 2013	Dec 2013
7.1	Finalise Bold Steps for Aviation in view of responses received and to fully reflect KCC's position on the UK capacity debate	Ann Carruthers	Apr 2013	Jun 2013
7.2	Prepare evidence and submit to Davies Commission in line with Bold Steps for Aviation	Ann Carruthers	Apr 2013	Dec 2013
KEY MILESTONES				DATE (month/year)
A	Submit KCC infrastructure priorities to Local Transport Body			Apr 2013
B	Submit KCC response to DfT's Third Thames Crossing consultation			Aug 2013
C	Planning application submitted for agreed low cost solution to Operation Stack			Mar 2014
D	Funding package for Canterbury to Ramsgate line speed improvements secured			Mar 2014
E	Evidence to Davies Commission on Aviation submitted			Dec 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	KCC's position on Third Thames Crossing		No	
2	Preferred low-cost option for Operation Stack		No	
3	Decision to pursue identified overnight lorry parking site		No	
4	Decision on finalised Bold Steps for Aviation reflecting KCC's position on aviation growth		No	

PRIORITY 2: Delivering Kent Environment Strategy (Themes 1 and 2)		DESCRIPTION OF PRIORITY: Co-ordination of the delivery of the Kent Environment Strategy and delivery of projects to deliver themes 1 and 2 of the Strategy		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Strategic co-ordination of the delivery of the Kent Environment Strategy	Carolyn McKenzie	Apr 2013	Mar 2014
1.1	Bi-annual and annual monitoring of the KES delivery plan and Climate Local Kent targets	Carolyn McKenzie	Apr 2013	Mar 2014
2	Support the development of the green economy	Carolyn McKenzie	Apr 2013	Mar 2015
2.1	Deliver actions through FUSION programme to support the development of new sustainable business models in Kent and the expansion of the low carbon, environmental technologies sector through developing effective policies/strategies and targeted business support packages.	Jennie Colville	Apr 2013	Mar 2014
2.2	Continue to deliver the STEM accreditation scheme for small and medium sized enterprises (SMEs)	Jennie Colville	Apr 2013	Mar 2014
3	Public Sector resource efficiency	Carolyn McKenzie	Apr 2012	Mar 2015
3.1	Facilitate the delivery of targeted boiler replacement programme (mainly schools) with either gas or biomass	Deborah Kapaj	Apr 2012	Mar 2015
3.2	Delivery of energy efficiency projects across the KCC estate and secure external funding for future projects	Deborah Kapaj	Apr 2013	Mar 2014
3.3	Review of KCC's fleet vehicles to look at potential for use of alternative fuels	Deborah Kapaj	Feb 2013	Aug 2013
4	Energy efficiency for residents and a Green Deal for Kent	Carolyn McKenzie	Jan 2013	Mar 2014
4.1	Delivery of large scale retrofit activity across Kent	Carolyn McKenzie	Jan 2013	Mar 2014
4.2	Supporting SMEs in preparing for and taking action on Green Deal	Carolyn McKenzie	Apr 2013	Mar 2014
4.3	Co-ordination of Kent and Medway Green Deal partnership	Carolyn McKenzie	Apr 2013	Mar 2014
4.4	Identifying and applying for further funding for retrofitting activity	Carolyn McKenzie	Apr 2013	Mar 2014

4.5	Delivery of Kent Renewable Energy action plan	Carolyn McKenzie/Neil Hilkene	Apr 2013	Mar 2014
5	Rising to the challenge of climate change	Carolyn McKenzie	Jan 2013	Mar 2014
5.1	Full review and update of Kent's Adaptation action plan	Sarah Anderson	Jan 2013	Sept 2013
5.2	Co-ordination and national roll-out of the Severe Weather Impacts Monitoring System (SWIMS) including assessing its viability for businesses of all sizes and types	Sarah Anderson	Jan 2013	Mar 2014
5.3	Supporting priority communities in adaptation activities through the CC2150 and Sustainable Sheppey programmes	Christine Wissink	April 2013	March 2014
KEY MILESTONES				DATE (month/year)
A	Green Business Conference			Sept 2013
B	Launch of FUSION services (Low Carbon Kent)			Apr 2013
C	Biomass pilot			Summer 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? NONE			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	

PRIORITY 3: Minerals and Waste Local Plan		DESCRIPTION OF PRIORITY: Preparation and submission of the statutory Minerals and Waste Local Plan		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Draft Plan consultation	Lillian Harrison	Apr 2012	Jul 2013
1.1	Complete updating the evidence base to support the plan	Lillian Harrison	Apr 2012	Jun 2013
1.2	Consult on the draft Minerals and Waste Plan for 6 weeks (statutory period)	Lillian Harrison	Jun 2013	July 2013
2	Submission to Secretary of State	Lillian Harrison	Jul 2013	Oct 2013
2.1	Prepare consultation commentary report summarising comments	Lillian Harrison	Jul 2013	Sept 2013
2.2	Submit plan, commentary report and evidence base to Secretary of state	Lillian Harrison	Oct 2013	Oct 2013
3	Strategic Environmental Assessment	Lillian Harrison	Apr 2013	Sept 2013
3.1	Commission reports considering sustainability appraisals and habitat regulation assessment of the draft plan	Lillian Harrison	Apr 2013	Sept 2013
KEY MILESTONES				DATE (month/year)
A	Submit Plan and associated evidence base to Secretary of State			Oct 2013
B	Pre-submission Hearing meeting (estimated date)			Dec 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Consider draft of Minerals and Waste Plan (EHW Cabinet Committee 23 April 2013 and Full Council on 23 May 2013)		Yes	

PRIORITY 4: Flood Risk Management		DESCRIPTION OF PRIORITY: KCC's statutory role in leading Kent's preparations and response to increased flooding		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Strategic flood risk management	Elizabeth Milne	Apr 2013	Mar 2015
1.1	Publish Kent Local Flood Risk Management Strategy	Elizabeth Milne	Apr 2013	May 2013
1.2	Delivery of Surface Water Management Plans for Canterbury City, Tonbridge & Malling South, Sevenoaks South, Tunbridge Wells, Ashford and Maidstone Rural.	Elizabeth Milne	Apr 2013	May 2014
1.3	Develop an integrated drainage asset management strategy	Elizabeth Milne	Jun 2013	Jun 2014
1.4	Establish and maintain a register of structures and features and a record of flood incidents	Elizabeth Milne	Apr 2013	Mar 2014
1.5	Publish progress against Kent Local Flood Risk Management Strategy actions	Elizabeth Milne	Apr 2014	Apr 2014
2	Implementation of Sustainable Drainage Systems (SUDS) duties	Elizabeth Milne	Jan 2013	Mar 2014
2.1	Pilot revision to highways adoption regime to include sustainable drainage systems	Elizabeth Milne	Apr 2013	Mar 2014
2.2	Develop SUDS standards guidance	Elizabeth Milne	Apr 2013	Mar 2014
2.3	Develop guidance on masterplanning for sustainable drainage and roll out to districts with training	Elizabeth Milne	Jan 2013	Sept 2013 (training ongoing post Sept 2013)
2.4	Establish processes and resources for commencement of SUDS Approving Body role and adoption/ maintenance of SUDS	Elizabeth Milne	Apr 2013	April 2014
3	Sandwich Town Tidal Defence Scheme	Elizabeth Milne	Jan 13	Mar 2014
3.1	Flood defence works at right bank upstream (Reach 2) and downstream left bank (Reach 15)	Elizabeth Milne	Jan 2013	May 2013
3.2	Flood defence works at Sandwich Industrial Estate (Reach 14) and downstream right bank spillway and flood storage area (Reaches 8-11)	Elizabeth Milne	Apr 2013	Nov 2013

3.3	Flood defence works at Gazen Salts (Reach 3), right bank Sandwich Town (Reach 4) and Town Quay (Reach 5)	Elizabeth Milne	Aug 2013	Mar 2014
3.4	Flood defence works at Discover Park (Reach 16)	Elizabeth Milne	Nov 2013	Dec 2014
3.5	Collaboration with Environment Agency and Pfizer to promote scheme and benefits it brings to Sandwich and East Kent residents and economy	Elizabeth Milne	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Adoption and publication of Kent Local Flood Risk Management Strategy			May 2013
B	Publication of guidance on masterplanning for sustainable drainage			Sept 2013
C	Completion of works for Sandwich Town Tidal Defence Scheme at Reaches 2-5, 8-11, 14 and 15			March 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Adoption of Local Flood Risk Management Strategy		Yes	
2	SUDS Approving Body		No	

PRIORITY 5: Development Policy Planning		DESCRIPTION OF PRIORITY: Represent KCC's interests and respond to consultations on local development frameworks and strategic developments		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Ensure that District council local plans are affordable and consistent with KCC corporate objectives	Paul Crick	Apr 2013	Mar 2014
1.1	Co-ordinate KCC response to local plan consultations, report to Cabinet Committee, and prepare evidence for Examinations	Tim Martin	Apr 2013	Mar 2014
1.2	Co-ordinate KCC's response to consultations on Community Infrastructure Levy (CIL) charging schedules, and engage with Districts to reduce funding gaps and secure funds for KCC services.	Tim Martin	Apr 2013	Mar 2014
1.3	Lead the CIL Working Group and Local Plan Network in support of KCC's preparations for CIL	Paul Crick	Apr 2013	Mar 2014
2	Promote KCC's policy and objectives through the planning process	Tim Martin	Apr 2013	Mar 2014
2.1	Fulfil the statutory 'duty to co-operate' with local planning authorities in planning for land use, the environment, transport, and services	Tim Martin	Apr 2013	Mar 2014
2.2	Respond to consultations on national planning policy	Tim Martin	Apr 2013	Mar 2014
3	Responding to major consultations	Tim Martin	Apr 2013	Mar 2014
3.1	Respond to planning applications for large scale development, and represent KCC at inquiries and hearings	Tim Martin	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Consultations on Canterbury, Maidstone and Ashford local plans - timescale dependent on Districts			Apr 2013 – Mar 2014
B	Deadline for adoption of charging schedules			Apr 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	All local plan Core Strategies and some major development proposals are included in the Forward Plan		Yes	

PRIORITY 6: Planning Applications		DESCRIPTION OF PRIORITY: Enable the delivery of sustainable development and communities through sound planning decisions		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Deliver the County Council's statutory development management service for minerals, waste and County Council development	Sharon Thompson	Apr 2013	Mar 2014
1.1	Delivering an effective pre-application advice service	Sharon Thompson	Apr 2013	Mar 2014
1.2	Processing of planning applications in accord with legal requirements	Sharon Thompson	Apr 2013	Mar 2014
1.3	Delivering an effective monitoring and enforcement service	Sharon Thompson	Apr 2013	Mar 2014
2	Meet the Requirements of the Council's Planning Applications and Regulation Committees, including induction and ongoing training needs	Sharon Thompson	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Induction arrangements for Planning Application and Regulation Committees			May 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? NONE			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	

PRIORITY 7: Delivering Kent Environment Strategy Theme 3		DESCRIPTION OF PRIORITY: Valuing our natural, historic and living environment		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Utilise the full social and economic potential of a high quality natural and historic environment in Kent	Elizabeth Milne & Lis Dyson	Apr 2013	Mar 2014
1.1	Establishment and publication of targets and action plan for Kent Local Nature Partnership	Elizabeth Milne	Jan 2013	Jun 2013
1.2	Take forward recommendations of feasibility study of potential for commercial flour production at KCC's historic windmills	Allan Cox	Apr 2013	Mar 2014
1.3	Take forward income generation strategy for Heritage conservation team activities	Lis Dyson	Apr 2013	Mar 2014
2	Conserve and enhance the quality of Kent's natural and heritage capital	Elizabeth Milne & Lis Dyson	Apr 2013	Mar 2014
2.1	Secure funding for development of ecological network pilot project	Elizabeth Milne	Jun 2013	Dec 2013
2.2	Manage the Kent Historic Environment Record and provide heritage advice on development management to KCC, Medway Council, district councils and others. Work with partners to implement the heritage aspects of the National Planning Policy Framework	Lis Dyson	Apr 2013	Mar 2014
2.3	Work with local communities to develop skills to improve knowledge and management of the historic environment	Lis Dyson	Apr 2013	Mar 2014
3	Archaeological Resource Centre	Lis Dyson	Apr 2013	Mar 2014
3.1	Work with partners in Kent to secure a long term sustainable future for Kent's archaeological archives	Lis Dyson	Apr 2013	Mar 2014
4	Statutory review of the Kent Downs Area of Outstanding Natural Beauty Management Plan, and delivery of agreed action plan for current Management Plan	Nick Johannsen	Apr 2012	Apr 2014
4.1	Completion of the consultation and engagement phase of the plan	Nick Johannsen	Apr 2013	Oct 2013
4.2	Confirmation and adoption of the plan by all 12 local authorities in the Kent Downs AONB area	Nick Johannsen	Nov 2013	Jan 2014

4.3	Delivery of key priorities identified in the current Management Plan action plan	Nick Johannsen	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Establishment and publication of targets and action plan for Kent Local Nature Partnership			June 2013
B	Agree preferred option for Kent Archaeological Resource Centre			May 2013
B	Adoption of the Kent Downs AONB revised Management Plan			Nov 2013–Jan 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	KCC's adoption of the Kent Downs AONB revised Management Plan		No	

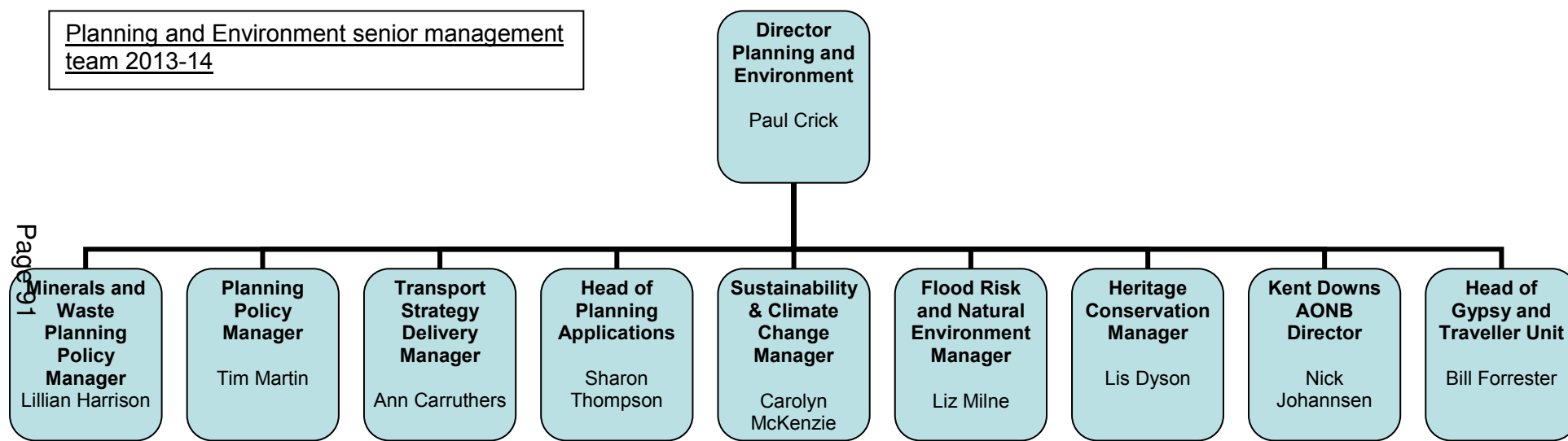
PRIORITY 8: Gypsy and Traveller unit		DESCRIPTION OF PRIORITY: Management and development of the local authority gypsy and traveller sites in Kent		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Completing development of the Coldharbour site	Bill Forrester	May 2012	Jun 2013
1.1	Completion of works on site to create new pitches	Bill Forrester	May 2012	Jun 2013
1.2	Allocation of new pitches on site	Sally Jeffery	Mar 2013	Apr 2013
2	New site developments	Bill Forrester	Apr 2013	Mar 2014
2.1	Assisting with the development of a new site for Maidstone Borough Council	Bill Forrester	Apr 2013	Mar 2014
2.2	Working with Swale Borough Council to develop a new site in their area	Bill Forrester	Apr 2013	Mar 2014
3	Smart metering at sites	Sally Jeffery	Sep 2012	Jun 2013
3.1	Complete installation of smart meters	Sally Jeffery	Sep 2012	Apr-Jun 2013
4	Management of Gypsy and Traveller sites in Kent	Bill Forrester	Apr 2013	Mar 2014
4.1	Increase in site fees payable by residents, percentage increase limited to Retail Prices Index	Bill Forrester	Jan 2013	April 2013
4.2	Managing the level of void and vacant pitches to maximise occupancy levels of sites	Sally Jeffery	Apr 2013	Mar 2014
4.3	Ensure repairs, maintenance and improvements are carried out at sites	Sally Jeffery	Apr 2013	Mar 2014
4.4	Continue to improve customer experience at and around sites	Sally Jeffery	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	Coldharbour site works completion			Jun 2013
B	Installation of smart meters			Apr-Jun 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY? NONE			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	

SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide a link to the Budget Book to show the budget available to P&E in 2013-14 and this will be available once the budget has been set in Feb 2013.

HUMAN RESOURCES		
FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
97.5	92.5	End of European funded ARCH project (4 staff) and 1 retiring

Planning and Environment senior management team 2013-14



Through the annual appraisal process and monthly 1-2-1s all P&E staff and their managers are expected to take ownership for their on-going development. During 2012 the Enterprise and Environment Directorate management team set some targets for the development of its workforce and in 2013-14 we will be continuing to focus on identifying gaps in skills and putting plans in place to develop those skills in our teams. We will also be looking at career development for our staff – a number of factors have contributed to a more static workforce with fewer staff leaving to take up opportunities elsewhere, including the general economic situation and the reduction of opportunities in partner organisations, plus flatter structures in KCC. This means that we need to think of innovative and effective ways to give staff wider experience in their existing posts, to enable them to develop. For example, staff with no management responsibilities in their current post are given opportunities to manage volunteers or apprentices to help them develop management skills.

Other key learning and development activities during the year will be identified as part of the annual target setting process once this business plan has been agreed.

All staff at grade KR9 and above who manage people, budgets or projects are required to undertake the Kent Manager and all eligible staff in the Division are working towards achieving accreditation and then full certification.

SECTION E: RISK & BUSINESS CONTINUITY

The following are the key risks from the full risk plan for the Division which is reviewed and updated every year:

RISKS	
RISKS	MITIGATION
Delivering the budget particularly maintaining the level of income required (link to Corporate Risk Register - CRR 10)	<ul style="list-style-type: none"> • Monitoring of fees through budget process • Intelligence work through pre-application liaison to gauge possible income levels • Monthly rigorous monitoring through new Finance system
Failure to deliver some key divisional projects (including lack of funding to develop transport improvements) (link to CRR 3)	<ul style="list-style-type: none"> • Medium and high risk projects on E&E Project Register and monitored by E&E Directorate Management Team • Rigorous project management including project management plans and risk plans for each project • Regular discussion of progress at 1:1s and in Divisional Management Team meetings
H&S issues - lone working staff in all the services encounter hazards in varied workplaces; public and residents on the 150 Gypsy and Traveller pitches managed by our staff.	<ul style="list-style-type: none"> • Lone working system operated by contact centre for staff. • Staff to follow H&S legislation and guidance. • Regular reporting of accident data and Health and Safety updates to senior managers. • Regular risk assessments of sites and hazards. • Undertaking regular tests for hazards such as legionella and tree surveys at G&T sites • Regular review and revision of the H&S procedures and risk assessments • Regular meeting of divisional H&S representatives to examine data and issues
Inadequate KCC evidence at major planning inquiries or examinations (leading to loss of good reputation and unconsidered decisions) (link to CRR3)	<ul style="list-style-type: none"> • Providing expert KCC witnesses at inquiries or examinations • Communicating KCC's views at early and crucial stages of the planning process • Liaising with key agencies • Maintaining capacity to fund inquiries as they occur
Ash dieback (new risk identified which should be included in the Corporate Register but links to CRR4)	<ul style="list-style-type: none"> • Advice to KCC's Emergency Planning Team • Observing protocols and advice for working in and visiting woodlands; • Delivering actions in KCC's action plan for Ash dieback.

BUSINESS CONTINUITY		
The Division has undertaken full Business Impact Assessments of all its activities and these form part of the business continuity plan for the division which sets out all the services, the business criticality rating, and recovery requirements. The following core services are considered to have the highest business criticality rating of 0-24 hours of Maximum Period of Tolerable Disruption (MPTD):		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Planning Applications – monitor compliance & deliver planning enforcement	0-24 hours	1 x Site Compliance officer or Principal Planning Officer
Planning Applications – responding to planning appeal process within statutory timescales	0-24 hours	1 x Head of Service 1 x Principal Planning Officer 1 x Case Officer (Planning Officer or Senior Planning Officer)
Gypsy and Traveller – H&S issues	0-24 hours	2 x site managers to attend sites to deal with H&S and other issues
Windmills – H&S issues	0-24 hours	1 x Conservation Architect to attend sites to deal with and advise on H&S issues
Business support – point of contact for division and director	0-12 hours	1 x Business Support officer to act as point of contact and support senior managers in the Division
Provide specialist advice on oil pollution and natural disasters to emergency specialist recovery teams	0-12 hours	1 oil pollution specialist (Coastal Officer with Head of Service as back up)

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
% reduction in carbon emissions from business travel across KCC	-2.6%	tba	tba	-2.6%	-2.6%	-2.6%	-2.6%
Work with local companies to help them cut their energy, waste and water bills (cumulative no. of businesses)	50	NA	NA	50	100	150	250
Retrofitting of households in Kent through the Kent and Medway Green Deal partnership (cumulative no. of households)	250	NA	NA	250	500	750	1000

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard	2012/2013 Outturn	Comparative Benchmark	Target			
				Q1	Q2	Q3	Q4
% of requests for ecological and landscape advice responded to deadline	90%	tba	local indicator	95%	95%	95%	95%
No of private sector organisations engaged in Local Nature Partnership work (cumulative)	5	tba	local indicator	5	6	6	7
Responding to requests for archaeological, historic buildings and historic landscape planning advice to time and appropriate professional standard	80%	tba	local indicator	85%	85%	85%	85%
% of Historic Environment Record searches completed within 7 working days	80%	tba	local indicator	85%	85%	85%	85%

PERFORMANCE INDICATOR - ANNUALLY BY FINANCIAL YEAR	Floor Performance Standard	2012/13 Outturn	Comparative Benchmark	Target 2013/14	Target 2014/15
% reduction in carbon emissions from KCC operations (buildings, street lighting, fleet vehicles and business travel)	-2.6%	tba	tba	-2.6%	-2.6%

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES
(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Priority 1	Governance and Law Finance and Procurement Property (site searches for Op Stack and lorry parking) Communications and Customer Engagement Highways and Transportation (transport infrastructure priorities)	Apr 13 – Mar 14
Priority 2 all actions Priority 2: Action 2 FUSION programme and Action 4 Renewable Energy action plan Priority 2: Action 3 Public Sector Resource efficiency Priority 2: Action 5 Climate Change actions	Finance and Procurement Governance and Law Business Strategy: Economic Development Property, Highways Street lighting team, all parts of KCC (for ISO14001) ICT and Communications (for website maintenance)	Apr 13 – Mar 14

Priority 3 Minerals and Waste Local Plan	Governance and Law Other parts of P&E – Planning Applications, Strategic Transport, Planning Policy, Biodiversity, etc	2013/14
Priority 4 Flood Risk Management	Governance and Law – legal and decision making support Procurement Property – structural/engineering advice for Sandwich scheme; sustainable drainage on estate Highways and Transportation Communications & community engagement Human resources (recruitment) ICT Contact Centre Emergency Planning	Apr 13 – Mar 14
Priority 5 Development Policy Planning	Governance and Law BSS – in developing KCC’s approach to CIL All other KCC directorates - contributions to KCC’s responses to local plan and development consultations	Apr 13 – Mar 14
Priority 6 Planning Applications	Governance and Law – legal advice, and support for Committees Highways & Transportation Public Rights of Way Waste Management All parts of Planning and Environment	Apr 13 – Mar 14
Priority 7 Theme 3 Kent Environment Strategy	Governance and Law – legal advice Property – land ownership advice Communications – new information for the website Joint working with Highways & Transportation Health & Wellbeing – in support of KES Theme Three and Local Nature Partnership EU finance team European Policy Team	Apr 13 – Mar 14
Priority 8 Actions 1 – 4 Contracts for new G&T sites, smart metering and management of sites	Finance and Procurement: contracts Property: searches for new sites, maintenance advice Governance and Law: legal work and advice around new sites and other projects Planning Applications: Gypsy and Traveller new site projects planning advice and decisions including consultation around locations of proposed sites FSC and ELS: assistance with school places, child protection issues etc.	Apr 13 – Mar 14
Priority 8 Increase in site fees	Governance and Law: decision making support	

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Divisional Business Plan 2013-14

Enterprise and Environment Highways and Transportation

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Executive Summary:	
Cabinet Portfolio:	Bryan Sweetland
Responsible Corporate Director :	Mike Austerberry
Responsible Director:	John Burr
Heads of Service:	Spencer Palmer Behdad Haratbar Tim Read David Beaver Head of Public Transport (not yet appointed)
Gross Expenditure (Revenue):	£xxxxxxx
FTE (externally funded)	45
FTE (capital funded)	41
FTE (core funded)	320*
FTE (Total)	406*

* includes staff joining from Transport Integration and cost saving service internalisations from Jacobs

Note: Highlighted Yellow items still to be finalised



SECTION A: ROLE/PURPOSE OF FUNCTION

Highways and Transportation (H&T) has spent 2012/13 consolidating on the major restructuring and downsizing delivered last year and ensuring that services improve year on year. Further staff changes took place last year with the addition of Transport Integration from Commercial Services and we have taken this opportunity to provide a real focus for this key service area by appointing a Head of Public Transport. This year will bring further key changes with new consultancy arrangements from April 2013. In preparation of this contract further in-sourcing has taken place as for core service delivery this offers better value for money. This Annual Plan sets out the important core services delivered to communities, our contribution to Bold Steps and outlines the key improvement actions we will deliver in the coming year to improve our services further.

H&T's core purpose is the maintenance and improvement of the County's roads, pavements and other assets such as streetlights and drains that support their safe use by all. H&T also delivers a wide range of services which includes improving road safety for all users, managing traffic flows to ease congestion, working with others to provide viable alternatives to the car as well as delivering major projects and managing development in key areas of growth. Top operational priorities for the service are repairing potholes (swiftly and to a high quality), resolving customer enquiries quickly and managing incidents/weather emergencies on the highway to keep Kent moving.

H&T has a duty to ensure the effective discharge of the Council's statutory duties and powers as Local Transport & Highway Authority, in particular its duty of care to help ensure safe passage for all road users. H&T delivers services through five business units and these are set out below along with a description of their key purpose. Each Business Unit has its own detailed Operating Plan that considers a rolling 12-18 month horizon. The Director is authorised to negotiate, settle the terms of and deliver the core services for H&T outlined below and the new priorities and actions set out in Section C including any agreements necessary for the proper maintenance of the highway and highway safety.

1. Highway Operations (Spencer Palmer)

Purpose: **"We help everyone to make safe and reliable journeys on Kent's highway network"** (by regularly inspecting all roads and pavements, repairing faults and damage quickly, managing severe weather response, managing and coordinating all works and incidents to minimise disruption; enforcing when required; and keeping people informed and engaged).

2 Programmed Works (Behdad Haratbar)

Purpose: **"We improve the condition and life of the highway"** (by delivering all programmed maintenance and repairs to the roads, pavements, structures, street lights, drainage systems, soft landscapes and traffic signals)

3. Transportation (Tim Read)

Purpose: **“We ensure our highway network operates as safely and efficiently as possible”** (includes assisting developers in minimising the impact of their proposals on the travelling public, planning transport to help the Kent economy grow, delivery of integrated transport schemes, Member Highway Fund, ensuring projects funded by others meet highway standards, promoting road safety, cycling, walking and sustainable transport, congestion relief and maintaining the definitive highway records)

4. Public Transport (Not yet appointed)

Purpose: **“We help people use Public Transport to get to where they are going”**. (by managing the subsidised bus services, delivering KCC’s statutory and discretionary transport provision, arranging transport for schoolchildren and other young people and adults being provided with care by the Council. We issue Kent Freedom Passes to young people and we arrange public bus services and provide information about bus times and routes. We also provide transport-related services to other local councils, transport operators and other businesses)

5. Commercial Management (David Beaver)

Purpose: **“We drive improvement in all commercial activity and performance across H&T to ensure the delivery of high quality and value for money services”** (includes managing all commercial aspects of contracts and compliance, H&T ICT, priority contracts, rechargeable works, performance management, business risk and continuity).

SECTION B: CONTRIBUTION TO MEDIUM TERM PLAN OBJECTIVES

Whilst a key focus for Highways and Transportation (H&T) is the important reactive and demand led routine repair and response service, we also ensure our contribution to the Medium Term Plan (MTP) objectives (listed below) and the ensure that our resources and strategic priorities support the 16 Bold Steps Delivery Priorities and Bold Steps for Kent Delivery Plan.

HELP THE ECONOMY GROW:

H&T continues to work hard to tackle congestion on the highway network both through improved traffic control and information as well as investment in public transport and other alternatives to car journeys. We work closely with Developers and shape transport strategies to ensure growth is sustainable and does not lead to gridlock or damage to Kent's environment. We will be focussing on a review of the capital programme to identify new priorities and sources of funding and how to best make use of the Lane Rental income to deliver positive improvements.

PUT THE CITIZEN IN CONTROL:

H&T will continue to improve how we listen and work with communities to respond to their concerns about the network and deal with faults within our published standards. We will build on the Parish 'Caretaker' pilot launched in 2012/13 to encourage community support and engagement with routine highway work to create a real sense of ownership and 'can-do' pride in where residents live. Our website information will continue to be developed by listening to the 15,000 contacts we receive each month to ensure we provide clear information to manage expectation and be clear what we can and cannot do. Further innovations are planned to the Highway Management Centre to improve the quality and timeliness of travel information to help highway users make informed choices as well as making sure incidents and disruption are dealt with as quickly as possible. We will be working closely with communities to help and empower them with our Freight Watch initiative to help tackle the issue of lorries using inappropriate rural routes in Kent.

TACKLE DISADVANTAGE:

H&T will be rolling out the very successful apprenticeship programme, now in place with our term contractor Enterprise across into the new consultancy arrangements. We will be developing our H&T staff apprenticeship programme and ensuring young people benefit from the exciting opportunities available from both the private and public sector and ensuring we play our part in promoting the success of this programme for KCC. We continue to support access to key services through schemes such as Concessionary Fares, supported bus routes and Freedom Pass as well as programmes focused on disadvantaged areas of Kent such as targeting road safety measures for communities which are

disproportionately likely to be involved in road crashes.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY & SIGNIFICANT DECISIONS

The targets, activity and projects set out in the following tables will be used formally to track the business plan at mid-term and end of year monitoring as part of the Core Monitoring process. All projects will be managed through a formal project management process including Risk Registers and Equality Impact Assessments and with a regard to the KCC Environmental Policy.

H&T has Equality and Diversity as one of its key priorities and recognises the importance of embedding it throughout the business. We carry out Equality Impact Assessments on each of our policies and projects and they are an integral part of all our new maintenance/improvement schemes. Wherever a 'P' is highlighted next to a project in the following tables, it means the work directly involves 'People' (this could be customers or our own staff) and that we will put in place enhanced levels of equality work.

PRIORITY 1: Highway Operations		DESCRIPTION OF PRIORITY: Improving how we help make safe and reliable journeys on Kent's highway network		
Actions	Description	Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Review pothole repair process to improve quality and speed of routine repairs and resilience following severe weather.	Spencer Palmer	January 2013	May 2013
2.	Pilot innovative improvements to the Inspection (KCC) and repair (Enterprise) process for a more integrated 'find & fix' approach.	Spencer Palmer	April 2013	December 2013
3.	Review 'Village Caretaker' pilots and if successful develop wider initiatives with local communities and develop model for County-wide roll out.	Spencer Palmer	July 2013	December 2013
4.	Develop and implement the H&T apprenticeship programme (P).	Spencer Palmer	April 2013	March 2014
5.	Ensure mitigation on traffic movements and the condition of the network during the 'Superfast Broadband' programme.	Spencer Palmer	April 2013	March 2014
6.	Review and improve policy and process for road marking and road stud (cats eyes) maintenance across Kent – to consider both whole route/location based prioritisation and response to local priorities.	Spencer Palmer	January 2013	June 2013
7.	Review the benefits of the Highway Management Centre to deliver further improvements to real time incident management and consider 24/7 operational opening.	Spencer Palmer	January 2013	May 2013
8.	Manage any changes to highway Insurance Claims service as a result of potential legislation changes in April 2013 (P).	Spencer Palmer	April 2013	December 2013
9.	Review and improve policy and process for High Speed Road maintenance programme to achieve more integrated working and efficiencies.	Spencer Palmer	April 2013	September 2013
10.	Subject to Government approval (expected early 2013) implement the Kent Lane Rental Scheme - introducing daily charges for works on the busiest routes at the busiest times – to encourage working practices that involve minimal network disruption.	Spencer Palmer	January 2013	June 2013
11.	Review and update safety inspection and maintenance policies and processes for all asset groups in light of current national standards and guidance.	Spencer Palmer	April 2013	March 2014

PRIORITY 1: Highway Operations (continued)		DESCRIPTION OF PRIORITY: Improving how we help make safe and reliable journeys on Kent's highway network		
KEY MILESTONES (reference numbers linked to priorities above)				DATE (month/year)
10.	Kent Lane Rental Scheme – Commence trial running (with dummy charges).			March 2013
10.	Kent Lane Rental Scheme – Commence final scheme (with full charges applying)			June 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			IS THIS ALREADY IN THE FORWARD PLAN? Yes/No	
3.	Village Caretaker – Consideration of wider roll out following review of pilots.			No
4.	Agreement of a H&T apprenticeship programme.			No
7.	Consideration of business and customer benefits of Highway Management Centre 24/7 opening.			No

PRIORITY 2: Programmed Works		DESCRIPTION OF PRIORITY: Enhancing how we improve the condition and life of the highway		
Actions	Description	Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Deliver new soft landscape contracts with improved and consistent service level across Kent	Behdad Haratbar	April 2013	November 2013
2.	Further phases of Streetlight Energy consumption reduction projects (P)	Behdad Haratbar	April 2013	March 2014
3.	Bus route canopy vegetation clearance programme and publication of revised policy/process following lessons learnt	Behdad Haratbar	April 2013	Sept 2013
4.	Publishing map based live traffic information on web and TV screens in KCC buildings	Behdad Haratbar	April 2013	Sept 2013
5.	Let improved contract arrangements for Road Condition Assessment, Material Testing and Coring	Behdad Haratbar	April 2013	October 2013
6.	Develop and publish Annual Drainage Service Plan (P)	Behdad Haratbar	April 2013	October 2013
KEY MILESTONES (reference numbers linked to priorities above)				DATE (month/year)
1.	Award of new soft landscape contracts			April 2013
6.	Review with Members the drainage service over the wet period in autumn/winter 2012/13			April 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			IS THIS ALREADY IN THE FORWARD PLAN? Yes/No	
2.	Potential significant decision following consultation on streetlight energy saving options		No	
6.	Review and approval of Annual Drainage Service Plan at Cabinet Committee		No	

PRIORITY 3: Transportation		DESCRIPTION OF PRIORITY: Improvements to the way we ensure our highway network operates as safely and efficiently as possible		
Actions	Description	Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Develop and implement the assessment process for validating schemes to be funded from Lane Rental Income.	Tim Read	April 2013	March 2014
2.	Capital Programme Review to identify new local priorities and sources of funding.	Tim Read	April 2013	December 2013
3.	North Farm, Tunbridge Wells – Master Planning and Recommendations.	Tim Read	April 2013	March 2014
4.	Review of Safety Camera provision and introduction of digital enforcement technologies.	Tim Read	April 2013	December 2013
5.	Deliver countywide 'Freight Watch' and Freight Gateway initiatives	Tim Read	April 2013	March 2014
6.	Develop and publish 20 mph policy and approach (P)	Tim Read	April 2013	August 2013
7.	Review on-street parking enforcement services following audit review.	Tim Read	April 2013	March 2014
8.	A28 Chart Road Dualling Scheme Funded by Others	Tim Read	April 2013	March 2014
9.	A21 Tonbridge to Pembury – Support scheme development	Tim Read	April 2013	March 2014
10.	Ensure KCC interest is represented in District Transport Strategies	Tim Read	April 2013	March 2014
11.	Paramount Park, Swanscombe and M20 junction 10 – Providing highway input to high profile developments (P)	Tim Read	April 2013	March 2014
12.	Review the Member Highway Fund	Tim Read	April 2013	June 2013
13.	Review and co-ordination of health related transport initiatives to contribute to the new KCC led health agenda (P).	Tim Read	February 2013	July 2013
KEY MILESTONES (reference numbers linked to priorities above)				DATE (month/year)
1.	Assessment process for Lane Rental Scheme Funding to Cabinet Committee			April 2013

2.	Capital Programme Review to Cabinet Committee	November 2013
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PRIORITY 3: Transportation (continued)		DESCRIPTION OF PRIORITY: Improvements to the way we ensure our highway network operates as safely and efficiently as possible
KEY MILESTONES (reference numbers linked to priorities above)		DATE (month/year)
3.	North Farm recommendations to Cabinet Committee	April 2013
6.	20 mph Policy to Cabinet Committee	June 2013
7.	On street parking review to Cabinet Committee	Early 2014
8.	Decision on 'Growing Places' Bid	tbc
9.	A21 Tonbridge to Pembury Public Enquiry	September 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		IS THIS ALREADY IN THE FORWARD PLAN? Yes/No
1.	Assessment process for Lane Rental Scheme Funding to Cabinet Committee	No
2.	Capital Programme Review to identify new local priorities and sources of funding.	No
3.	North Farm, Tunbridge Wells – Master Planning and Recommendations	No
6.	Develop and publish 20 mph policy and approach	No
7.	Review on-street parking enforcement services following audit review.	No
12	Review of the Member Highway Fund	No

PRIORITY 4: Public Transport		DESCRIPTION OF PRIORITY: Improving how we help people use Public Transport to get to where they are going		
Actions	Description	Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Wide ranging public transport subsidy model review and recommendations. (P)	Public Transport Manager	April 2013	December 2013
2.	Review of supported bus contract procurement model to deliver further savings in public transport revenue support	Public Transport Manager	April 2013	December 2013
3.	Review of Home to School Transport Customer Journey and implementation plan for recommendations to improve the customer experience. (P)	Public Transport Manager	April 2013	November 2013
4.	Review of Public Transport Team structure and implement changes that impact on the wider H&T structure	Public Transport Manager	April 2013	August 2103
KEY MILESTONES (reference numbers linked to priorities above)				DATE (month/year)
	None			
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			IS THIS ALREADY IN THE FORWARD PLAN? Yes/No	
1	Recommendations and outcomes from the public transport subsidy model review and recommendations.		No	

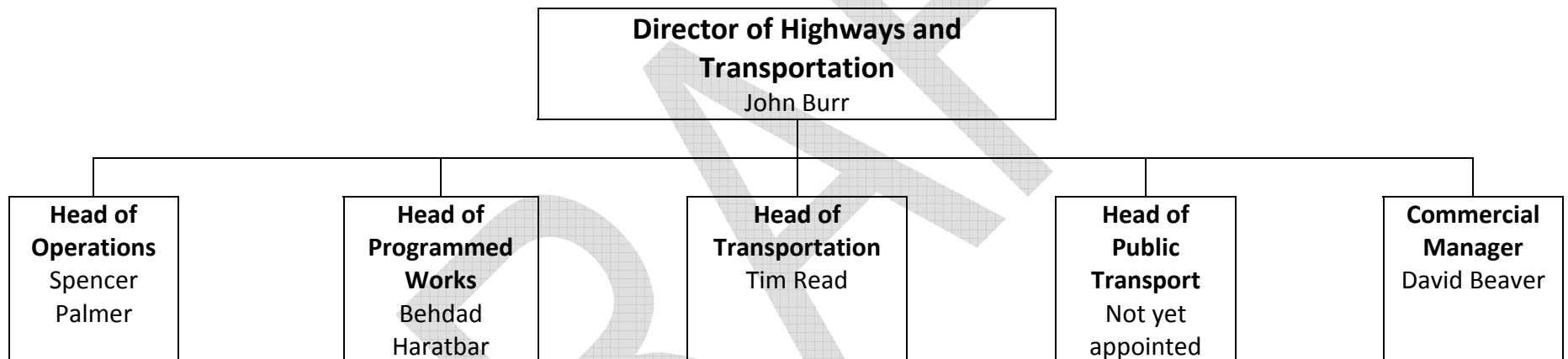
PRIORITY 5: Commercial Management		DESCRIPTION OF PRIORITY: Improving how we drive improvement in all commercial activity and performance across H&T to ensure the delivery of high quality and value for money services		
Actions	Description	Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Efficiencies and improved performance of Consultants through the new term contract	David Beaver	April 2013	March 2014
2.	Option evaluation review leading to re-location of East Kent Highways Depot and investment of capital receipt into the development of the existing highway depot at Preston Forge, Faversham	David Beaver	April 2013	March 2014
3.	Improve Web-based fault reporting website (show all current activity and planned works) and Mobile 'App' to better inform customers, improve accessibility to report faults and reduce the need to contact us. (P)	David Beaver	April 2013	December 2013
KEY MILESTONES (reference numbers linked to priorities above)				DATE (month/year)
1.	Performance measures for new Consultant contract fully in place and reportable			October 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			IS THIS ALREADY IN THE FORWARD PLAN? Yes/No	
2.	Options and recommendations for re-location of East Kent Depot and investment of capital receipt into the existing Preston Forge Depot, Faversham (via Property Group and P&R Committee).		No	

SECTION D: FINANCIAL AND HUMAN RESOURCES

The Highways and Transportation (H&T) Revenue Budget will be published as part of the County Council in the **Budget Book** in March. This will identify gross spend (split between staffing and other), income, net spend, government grants and net cost for each business unit.

HUMAN RESOURCES

The senior H&T Divisional Management Team structure is set out below;



The Table below sets out Highways and Transportation (H&T) staffing plans for 31st March 2013 and the known or potential change on this staffing through the financial year. In developing our requirements for the new consultancy contract starting in April 2013 some in-sourcing has taken place as this offers better value for core service delivery and we seek only to use consultants where specialist support is needed or for peaks in work load where we need to 'top-up' staff resources. The key changes in staff numbers from the 2012/13 Business Plan are the addition of Transport Integration (42 staff) from Commercial Services, some further internalisation in preparation for the new consultancy arrangements (Soft Landscape (16), Structures (12), ITS (10), Crash Data/Gazetteer (7), Freight Officer (1) and HMC (1)) and the addition of a new Head of Service for Public Transport to reflect the importance and key leadership needed for this new area of our business. Once the Head of Service is in post the structure of Public Transport team will be developed and this may have some wider impacts on the current Transportation business unit structure.

Establishment at 31st March 2013	Estimate of FTE at 31st March 2014	Comments
406	406	No major changes planned

Through the annual appraisal process and monthly 1-2-1's H&T staff and their managers are encouraged to take ownership for their on-going development. H&T publish an annual Workforce Development Plan and work closely with Corporate colleagues to ensure connection to the wider KCC objectives. In 2013/14, a main focus for H&T with regard to workforce development is centred on our staff being fully trained to produce quality commissions for the new consultancy contract, with an ongoing programme of contract refresh training throughout the year to ensure excellent procurement practice within the business.

A key priority each year for H&T is keeping our staff safe whilst working on the highway, as well as continuing to invest in their technical capability to carry out statutory duties and supporting professional development; the continuous identification of skills gaps and the subsequent workforce planning contributes to the service group's competency frameworks and training matrices. This is particularly important for the newly internalised staff that will have recently joined H&T, the induction of new members of staff and during the appraisal process.

All staff who manage teams or key projects are engaged in the Kent Manager Programme and 360⁰ surveys are undertaken on all managers and team leaders on a two year rolling cycle. Through the staff appraisal process, staff are encouraged to identify personal actions to support the Kent Environment Strategy and the TravelSmart, PrintSmart and EnergySmart initiatives.

H&T will support the wider KCC OD and People Plan's priorities with our own Apprentice Programme and Succession Planning in tackling worklessness and getting young people into the workplace. We will also actively support the KCC wide priorities of Flexible Employment, Improved Engagement and use of Kent Behaviours/Competencies. The Age Profile work that is being undertaken across E&E will ensure business intelligence when making legacy and recruitment decisions.

SECTION E: RISK & BUSINESS CONTINUITY

Highways and Transportation (H&T) has undertaken a full Business Impact Assessment (BIA) to support **Business Continuity** and this is summarised in the Business Unit Operating Plans. These plans set out all the core services, the business criticality rating, recovery requirements and number of essential fuel users required. The following core services are considered to have the highest business criticality rating of 0-24 hours of Maximum Period of Tolerable Disruption (MPTD);

CRITICAL FUNCTIONS <i>(loss of which has a high impact on welfare, legal and financial requirement and/or reputation)</i>	TIMESCALE <i>(critical functions must return to minimum service level within 0-7 days)</i>	MINIMUM SERVICE LEVEL <i>(define the temporary arrangement e.g. reduced staff numbers)</i>
Emergency 2 hour response to safety critical incidents	0-24 hours	Ensure a response from KCC and contractors to incidents on the highway 24 hours a day and 7 days a week.
Help to keep the highway safe in winter	0-24 hours	By delivering a winter service across the County to counter the effects of ice, frost and snow on the highway (priority routes) with the objective to minimise injury, loss of life and damage to property. (Core winter service is 54 salting routes covering 4000 km of road per run).
Commission and ensure support from centralised Corporate teams	0-24 hours	Ensure support and response to enable H&T service delivery for ICT systems, external communication, Legal, Property Services, Finance, Health & Safety and manage the relationship with the Contact Centre

Business Continuity Plans (BCP) are in place for three main Office/Depot locations at Aylesford, Ashford and Invicta and these include the BIA relevant to each location. These plans have been audited and more extensive desk top exercises are planned in 2013/14. A Reduced Workforce Plan has also been developed to ensure continuity for issues such as a flu pandemic. Further work is planned in 2013/14 to ensure that a detailed business process is in place to ensure the delivery of the BCP especially around ICT systems failure.

All contracts with Providers include a contractual clause to ensure BCP are in place where core services are delivered on the front line by contractors (for example a 2 hour response to an emergency incident) and where Providers operate through a lease arrangement from KCC depots or premises.

Highways and Transportation manage **Risk** through a formal H&T Risk Register that is reviewed each month by the Director and Heads of Service. This is supported by business unit risks, that can be managed and mitigated at team level and that are discussed as part of the Performance Review meetings held each month. In developing this Business Plan the risks of achievement of objectives and priorities has been considered together with mitigation in relation to the KCC Corporate Risk Register (CRR). The key risks over this business plan period

RISK	
RISKS	MITIGATION
KCC fail to maintain the highway network to appropriate standards resulting in road traffic collisions and/or death/serious injury prosecution (Link to CRR4)	Statutory highway inspections are undertaken and resultant defects repaired to policy standards, Police reports are actioned, crash sites and road histories are reviewed and Inspectors achieve NVQ accreditation. Regular review of Winter Policy to seek engagement/support from the community and ensure contractor has sufficient salt stocks. Ensure sufficient community engagement for any energy saving streetlight scheme implementation.

and the mitigating action are set out below;

Excessive network disruption caused by severe weather (Link to CRR4)	Annual review of Winter Service Policy following engagement with Members and local Communities. Put in place arrangements with local communities who support our actions in severe weather. Regular reviews and updating of information on our website such as publication of priority salting routes. Improved programmes of routine action such as gully cleansing to ensure appropriate regular asset maintenance.
Provider organisations or contractors do not provide the level of service required to the public (link to CRR14)	Ensure Service Level Agreements in place wherever formal contracts are not applicable. All key partnerships identified and have risk registers, performance management & governance arrangements in place. All 'Significant Contractors' have business continuity plans and risk registers in place for their contracts.
Take up and usage of concessionary travel passes exceeds projected/ budgeted levels (Link to CRR10)	Regular and timely monitoring of trends. Review of schemes, processes and reimbursement models to drive efficiencies whilst minimising impacts on public transport services

SECTION F: PERFORMANCE INDICATORS

Highways and Transportation (H&T) has a robust performance management process that on a monthly basis holds the Business Unit Managers and each of their senior managers to account via a formal Performance Review process. A total of 15 team managers each present a monthly dashboard and this is challenged by the Director and the relevant head of Service. This includes an assessment of seasonal demand, indicators from key Contracts and other measures that are used by managers to understand and improve the service they deliver. A monthly exception report is published that summarises overall H&T performance and is used to identify and drive continuous improvement.

H&T is a very customer demand led business with over 200,000 contacts each year handled initially by the Contact Centre and where they are not able to answer the query or request then this is passed to the appropriate business unit to action. H&T publish standards for response to routine enquiries and this is normally up to 28 days, unless the issue is life threatening and then we endeavour to attend site within 2 hours. Performance can be affected by seasonal peak demands but the all teams work hard to meet published standards.

All H&T contracts have a series of operational measures, monitored on a monthly basis, designed to hold Providers to account and drive service improvement.

H&T is required to provide over 20 datasets to central government in a given year. The single data list is a catalogue of all the datasets that local government submit and includes measures around casualty reduction, concessionary travel, local bus punctuality, blue badge parking, parking enforcement, road condition, road lengths and smart/integrated ticketing. The reporting of this data does not match the Annual Plan cycle so is reported separately.

H&T regularly assess performance from a customer experience perspective via a series of surveys and data as set out below;

- **Annual Highway Tracker Survey** with residents, County Members and Parish/Town Councils – undertaken in November/December each year and published on KCC website.
- **Monthly call backs to 100 customers** who have logged an enquiry via the Contact Centre or on-line fault reporting web form.
- **Survey of home owner ratings of recent residential developments.**
- **Annual Concessionary Bus Pass survey of applicants**
- **Annual Road Safety perceptions and recall survey of 500 residents**
- **Resident / Member / Parish satisfaction with completed improvement schemes**
- **Complaints and Compliments** – monthly review of numbers received, issues and response to complaints within 20 working days.
- **Petitions** – monthly review of petitions, reasons and outcomes (that are summarised on the KCC website).
- **Freedom of Information Act** – monthly review of requests.

- **Gov Metrics** – regular review of feedback and action to improve the customer experience.

Table 1: The H&T measures included in the Cabinet Committee Performance Dashboard are set out in the following table;

Ref:	PERFORMANCE INDICATOR	Customer Performance Standard	'Floor Standard' (below which intervention plan is put in place)	Expected 2012/13 Outturn	Comparative Benchmark	Target			
						Q1	Q2	Q3	Q4
1.	Average time to repair a pothole (calender days)	28 days	35 days	20 days	n/a	<28 days	<28 days	<28 days	<28 days
2.	% potholes repaired in 28 calender days	90%	80%	90%	n/a	90%	90%	90%	90%
3.	% of all routine faults/enquiries reported by the public completed in 28 calender days	90%	80%	90%	n/a	90%	90%	90%	90%
4.	% streetlights repaired in 28 calender days	90%	80%	90%	n/a	90%	90%	90%	90%
5.	% streetlights on (working)	98%	90%	98%	n/a	98%	98%	98%	98%

Table 2: Other key measures used on a monthly basis by H&T to understand and improve performance are set out in the following table;

Ref:	PERFORMANCE INDICATOR	Customer Performance Standard	'Floor Standard' (below which intervention plan is put in place)	Expected 2012/13 Outturn	Comparative Benchmark	Target 2013/14			
						Q1	Q2	Q3	Q4
6.	% Emergency incidents attended to within 2 hours	98%	95%	98%	n/a	98%	98%	98%	98%
7.	% salting routes completed on time	99%	95%	99%	n/a	99%	n/a	99%	99%
8.	Customer satisfaction with routine service delivery (100 call backs made each month to customers who have logged an enquiry with us to assess their YES/NO satisfaction with the service provided)	75%	60%	75%	n/a	>75%	>75%	>75%	>75%
9.	% of total Enterprise workforce engaged as an apprentice	3%	2%	3%	n/a	3%	3%	3%	3%
10.	% Traffic Signals working as planned	98%	95%	98%	n/a	98%	98%	98%	98%

Ref:	PERFORMANCE INDICATOR	Customer Performance Standard	'Floor Standard' (below which intervention plan is put in place)	Expected 2012/13 Outturn	Comparative Benchmark	Target 2013/14			
						Q1	Q2	Q3	Q4
12.	% material diverted from landfill (average of hard material, green, soft excavation, metal covers and gully arising etc)	90%	80%	90%	n/a	90%	90%	90%	90%
13.	% Complaints responded to in 20 working days	90%	80%	95%	n/a	90%	90%	90%	90%
14.	% Letters responded to in 20 working days	90%	80%	91%	n/a	90%	90%	90%	90%

Table 3: Annual Measures from the regular Highway Tracker Survey to gain customer views of the service and help us improve delivery are set out in the following table (the Highway Tracker Survey report is published annually in February);

Ref:	PERFORMANCE INDICATOR	Customer Performance Standard	'Floor Standard' (below which intervention plan is put in place)	2012/13 Outturn (% satisfied)	Comparative Benchmark	Target 2013/14 for annual survey result
14.	% Residents satisfied with the condition of roads	>last survey	-10% below last survey	x	n/a	>last survey
15.	% Resident satisfied with the condition of pavements	>last survey	-10% below last survey	x	n/a	>last survey
16.	% Residents satisfied with streetlighting	>last survey	-10% below last survey	x	n/a	>last survey
17.	% County Members satisfied with the condition of roads	>last survey	-10% below last survey	x	n/a	>last survey
18.	% County Members satisfied with the condition of pavements	>last survey	-10% below last survey	x	n/a	>last survey
19.	% County Members satisfied with streetlighting	>last survey	-10% below last survey	x	n/a	>last survey
20.	% Parish/Town Councils satisfied with the condition of roads	>last survey	-10% below last survey	x	n/a	>last survey

Table 3 (cont): Annual Measures from the regular Highway Tracker Survey to gain customer views of the service and help us improve delivery are set out in the following table;

Ref:	PERFORMANCE INDICATOR	Customer Performance Standard	'Floor Standard' (below which intervention plan is put in place)	2012/13 Outturn (% satisfied)	Comparative Benchmark	Target 2013/14 for annual survey result
21.	% Parish/Town Councils satisfied with the condition of pavements	>last survey	-10% below last survey	x%	n/a	>last survey
22.	% Parish/Town Councils satisfied with streetlighting	>last survey	-10% below last survey	x%	n/a	>last survey

Table 4: Data to help us understand and manage seasonal customer activity/demand are set out in the following table

Ref:	DEMAND TYPE	2012/13 Annual Total (predicted)	Comparative Benchmark	Expected range for Activity / Demand				
				Threshold	Q1	Q2	Q3	Q4
23.	Number of contacts received	200,000	n/a	Upper	55,000	55,000	50,000	65,000
				Lower	40,000	40,000	40,000	45,000
24.	Number of enquires raised (to be handled by H&T)	100,000	n/a	Upper	27,500	27,500	25,000	32,500
				Lower	20,000	20,000	20,000	22,500
25.	Work in Progress at any point in time - backlog of open routine enquiries from Customers to be resolved in 28 days.	n/a	n/a	Upper	1,500	1,800	1,800	2,000
				Lower	1,200	1,200	1,200	1,200
26.	Work in Progress at any point in time - backlog of open enquiries from Customers to be resolved by a programmed date set by H&T (i.e. not 28 day routine work so this is used for more complex issues such as traffic calming requests)	n/a	n/a	Upper	4,500	4,500	5,000	5,000
				Lower	4,000	4,000	4,000	4,000

SECTION G: ANY NEW ACTIVITY PLANNED FOR 2013/14 REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Customer and Communities – Contact Point	Priority 5 (3) Support in identifying topic areas for website content and fault reporting improvements to support channel migration, reduce telephone demand and improve the customer experience.	On-going
Communications & Engagement	Priority 1 (3) Review of Parish ‘Caretaker’ and promotion to communities Priority 1 (10) and Priority 3 (1) Start of Lane Rental and benefits plus communication on the use of the Lane Rental scheme income. Priority 2 (2) Communication of Streetlight Energy saving projects Priority 2 (4) Support for live traffic information on web and TV screens in KCC Priority 3 (5) On-going promotion of Freight watch and Freight Gateway Priority 3 (6) Promotion and awareness of 20mph policy Priority 5(3) Promotion of on-line fault reporting tool and Mobile App to support channel migration strategy and more self service / service via the web.	November 2013 April 2013 April 2013 September 2013 April 2013 April 2013 June 2013
ICT	Priority 5 (3) Further improvements and enhancements of on line fault reporting to improve the customer experience.	April 2013
Property	Priority 5 (2) Support for option evaluation review leading to re-location of East Kent Highways Depot and investment of capital receipt into the development of the existing highway depot at Preston Forge, Faversham. Property to take through P&R Committee	April 2013
Human Resources	Support for Organisational review and changes in Public Transport and Transportation	April 2013

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Divisional Business Plan 2013-14

Enterprise and Environment Waste Management

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EXECUTIVE SUMMARY:
Cabinet Portfolio: Bryan Sweetland
Responsible Corporate Director: Mike Austerberry
Responsible Director: Caroline Arnold
Head(s) of Service: Roger Wilkin, Sue Barton, Pete Baldock
Gross Expenditure: tba
FTE: 39.7 (including SE7 staff)



SECTION A: ROLE/PURPOSE OF FUNCTION

The Waste Management Division's core purpose is to fulfil the County Council's statutory duty to undertake the treatment and disposal of the household waste and recycling collected by district and borough councils in Kent, and provide a network of Household Waste Recycling Centres.

To manage costs and maximise the use and value of waste materials as a resource the Division is working in partnership with:

- the waste collection authorities, through the Kent Waste Partnership, to provide integrated management of Kent's household waste
- the SE7 authorities (Kent, East and West Sussex, Brighton and Hove, Hampshire, Medway and Surrey)

The Waste Management Division delivers 11 core services as set out below. The business is delivered through 3 teams each with its dedicated Operating Plan that considers a rolling future 12-18 month horizon.

1. Statutory duty to make adequate provision to dispose of all household waste (c.715,000 tonnes)
2. Ensure a joint household waste strategy for Kent is in place and regularly reviewed
3. Partnership working through Kent Waste Partnership.
4. Promote waste minimisation, re-use and recycling
5. Manage and maintain the Transfer Station/household waste recycling centre network and associated waste haulage, composting and recycling services with approximately 3.5 million visits per year
6. Enter into appropriate contracts to deliver waste services through robust procurement processes
7. Secure diversion from landfill
8. Ensure waste management's 19 closed landfill sites are properly managed to prevent pollution
9. Deal with abandoned vehicles
10. Comply with Environment Agency environmental permitting conditions
11. Enforcement functions in respect of environmental crime (fly-tipping) and managing the Clean Kent campaign.

SECTION B: CONTRIBUTION TO MTP OBJECTIVES

The final treatment and disposal of Kent's household waste is a statutory function of the county council as the waste disposal authority for Kent and the work of the division is focussed on ensuring that this waste is disposed of in a cost-effective and environmentally sensitive way. Through its work the division will be delivering against the medium term objectives and priorities laid out in Bold Steps for Kent, in particular:

Priority 1: Improve how we procure and commission services

KCC is working with the District, City and Borough councils in Kent as part of the Kent Waste Partnership to ensure that domestic waste in Kent is disposed of in a cost-effective and environmentally sensitive way. Over the past three years, we have taken this further and worked with the councils in East Kent and Mid-Kent to put together agreements to procure services together. These joint contracts ensure that significant savings will be delivered by the councils over the next ten years. This is very much delivering the aspirations of this priority, with its commitment to 'building new partnerships' and delivering local services whilst maintaining economies of scale. Through the SE7 partnership a joint procurement strategy is being developed to minimise future costs to the SE7 taxpayer.

Priority 5: Deliver the Kent Environment Strategy

The team is working with the SE7 councils to change the way in which waste is managed across the region to minimise future financial costs and maximise environmental performance.

Priority 8: Respond to key regeneration challenges working with our partners

Through our capital programme we will be working with our district councils to accommodate and redevelop/relocate our waste facilities to enable regeneration initiatives to be delivered and planned for in their areas.

Priority 11: Improve access to public services and move towards a single initial assessment process

We will continue to target our customer engagement to provide accurate, timely and accessible service information to residents. This is particularly key this year following the implementation of new HWRC operating policies. Ongoing customer satisfaction will be monitored through face to face and online surveys to monitor performance and obtain constructive feedback to support continual improvement.

SECTION C: PRIORITIES, ACTIONS, PROGRAMMES, PROJECTS, MILESTONES, KEY OR SIGNIFICANT DECISIONS

The targets, activity and projects set out in the following tables will be monitored at the mid-year and end of year as part of the formal reporting of progress by the Directorate to the Environment, Highways and Waste Cabinet Committee. The Waste Management Divisional management team regularly monitors progress on projects and activity levels between these formal monitoring periods.

All programmes and projects are assessed for level of risk, and medium and high risk projects are recorded on the E&E Directorate project risk register. This register gives details of the equality impact assessments undertaken where appropriate and the Directorate Management Team examines the list monthly, requesting updates from project managers on progress and risks.

The Director of Waste Resource Management is authorised to negotiate, settle the terms of and deliver core services for Waste Management as outlined in this plan and the priorities, projects and actions set out below:-

PRIORITY 1: District and County Waste Partnership		DESCRIPTION OF PRIORITY: Working with the waste collection authorities (district, borough, city councils and neighbouring authorities) to drive efficiencies in the service		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Delivery of East Kent Waste Project	Caroline Arnold	Apr 2013	Mar 2014
1.1	Proactive contract management of the East Kent contract including the support/mobilisation of the new collection services for Canterbury City Council and Thanet District Council	Pete Baldock	Apr 2013	Mar 2014
1.2	Mobilisation of the new contracts for the bulk waste transfer and haulage for Thanet and Canterbury area	Roger Wilkin	Dec 2012	Apr 2013
1.3	Ensure KCC meets its obligations under the East Kent 5-Way Inter Authority Agreement	Pete Baldock	Apr 2013	Mar 2014
2	Delivery of Mid Kent Waste Project	Caroline Arnold	Apr 2013	Mar 2014
2.1	Mobilisation of new processing contracts/arrangements for managing dry recyclables and organic materials collected	Pete Baldock	Apr 2013	Mar 2014

	under the new Mid Kent Joint Waste Collection contract			
2.2	Ensure KCC meets its obligations under the Mid Kent 4-Way Inter Authority Agreement	Pete Baldock	Apr 2013	Mar 2014
3	West Kent Waste Projects	Caroline Arnold	Apr 2013	Mar 2014
3.1	Work with Gravesham Borough Council to support new waste collection services, including the separate collection of food waste	Caroline Arnold	Apr 2013	Mar 2014
3.2	Work with Dartford Borough Council to review future service options in line with contract renewal opportunities	Caroline Arnold	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	New waste collection contracts fully mobilised in East Kent for Canterbury CC and Thanet DC			Dec 13
B	Award of new waste processing contracts for Mid Kent			June/July 13
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Award of new waste processing contracts to serve Mid Kent		No	

PRIORITY 2: Improving the HWRC network provision		DESCRIPTION OF PRIORITY: To make improvements to the network, deliver new facilities and implement operating policy changes		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Improving the HWRC network	Sue Barton	Apr 2013	Mar 2014
1.1	Complete redevelopment of Ashford Transfer Station/HWRC	Roger Wilkin	Oct 2012	Jun 2013
1.2	Acquire new site/redevelop existing site, planning permission and commence construction contract for TS/HWRC on Swale site	Sue Barton	Mar 2013	Oct 2014
1.3	Complete land searches for the future development of a new HWRC to serve TMBC/West Maidstone area	Sue Barton	Oct 2012	Apr 2013
1.4	North West Kent site - identify site and/or confirm future provision in north west Kent	Sue Barton	Dec 2013	Mar 2014
1.5	Delivery of infrastructure repairs, major refurbishments and improvements to HWRC/TS network <ul style="list-style-type: none"> • Major repairs to retaining wall at Tovil HWRC • Major refurbishment to Canterbury HWRC (Phase 1) 	Roger Wilkin	Aug 2013 Oct 2013	Nov 2013 Mar 2014
2	HWRC Operating policy review and implementation	Sue Barton	Sept 2012	Mar 2014
2.1	Review impact of HWRC policy	Sue Barton	Oct 2013	Dec 2013
KEY MILESTONES				DATE (month/year)
A	Opening of Ashford Transfer station/Household Waste Recycling Centre			Jul 13

ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?		ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No
1	Provision of new HWRC/TS site in Swale (land acquisition and award of contract)	No

PRIORITY 3: Waste as a resource (SE7 Waste Project)		DESCRIPTION OF PRIORITY: To reduce waste collection and disposal costs through efficiencies and waste prevention, whilst maximising benefits to stimulate the green economy in the South East		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Implement Delivery programme	Caroline Arnold	Apr 2013	Mar 2014
1.1	Engage with SE7 area District & Borough stakeholders	Caroline Arnold	Apr 2013	Mar 2014
1.2	Investigate possible fit-for-purpose service delivery models	Caroline Arnold	Apr 2013	Dec 2013
2	Deliver identified short term efficiency opportunities	Caroline Arnold	Apr 2013	Mar 2014
2.1	Investigate and procure the joint sale of available recyclate from the SE7 partners	Caroline Arnold	Apr 2013	Aug 2013
2.2	Optimise existing SE7 infrastructure network	Caroline Arnold	Apr 2013	Mar 2014
KEY MILESTONES				DATE (month/year)
A	SE7 approval of proposed strategic way forward			June 2013
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Possible decision on required on an SE7 Waste Strategy		No	
2	Possible decision required around capital investment		No	

PRIORITY 4: Contracts, projects and operations		DESCRIPTION OF PRIORITY: Delivery of day to day operations management, projects and procurement of disposal and treatment contracts		
Actions		Accountable Officer	Start Date (month/year)	End Date (month/year)
1	Allington Waste to Energy Facility	Caroline Arnold	Apr 2013	Mar 2014
1.1	Regular monitoring of contract performance to ensure contractual commitments are delivered	Roger Wilkin	Apr 2013	Mar 2014
2	Household Waste Recycling Network	Roger Wilkin	Apr 2013	Mar 2014
2.1	Regular customer satisfaction surveys	Roger Wilkin/Melanie Price	Nov 2012	Mar 2014
2.2	Investigate and trial further recycling opportunities	Roger Wilkin	Apr 2013	Mar 2014
2.3	Implement agreed council decisions on HWRC policy changes	Roger Wilkin	Jun 2013	Sept 2013
3	Contracts	Roger Wilkin	Apr 2013	Mar 2014
3.1	Procurement of new or replacement contract(s) for operation and management of Whitfield TS/HWRC, Ashford TS/HWRC, Church Marshes TS/HWRC, and HWRCs at Shornecliffe, New Romney, Deal, Margate, Canterbury, Herne Bay, Faversham, and Sheerness.	Roger Wilkin	Oct 2012	Jul 2013
3.2	Delivery of future TS/HWRC arrangements to serve Sevenoaks	Roger Wilkin	Apr 2013	Dec 2013
3.3	Procurement of new or replacement contract(s) for operation and management of North Farm TS/HWRC and Sevenoaks TS/HWRC	Roger Wilkin	Apr 2013	Dec 2013

3.4	Procurement of new or replacement contract(s) for county-wide CCTV system across HWRC network	Roger Wilkin	Apr 2013	Dec 2013
4	Closed Landfill Sites	Roger Wilkin	Apr 2013	Mar 2014
4.1	Continuous and effective monitoring and pollution control of closed landfill sites and maintenance improvement works including: <ul style="list-style-type: none"> Obtain planning permission for re-profiling and Landfill gas scheme at Cryalls Lane Obtain planning permission for re-profiling and Landfill gas scheme at Chilmington Completion of Phase 2 works at Shaw Grange Completion of pumping trial works at Church Marshes closed landfill site 	Roger Wilkin	May 2013 Aug 2013 Jun 2013 Apr 2013	Sept 2013 Dec 2013 Aug 2013 Jun 2013
KEY MILESTONES				DATE (month/year)
A	Secure site for Sevenoaks TS/HWRC			Dec 2013
B	Award of new contracts at 3.1 and 3.3			Jul/Dec 2013
C	Implementation of agreed council decisions on HWRC policy changes			Mar 2014
ARE THERE ANY KEY OR SIGNIFICANT DECISIONS THAT COULD ARISE FROM THIS PRIORITY?			ARE THESE ALREADY IN THE FORWARD PLAN? Yes/No	
1	Authority to tender and award contracts under action 3		No	

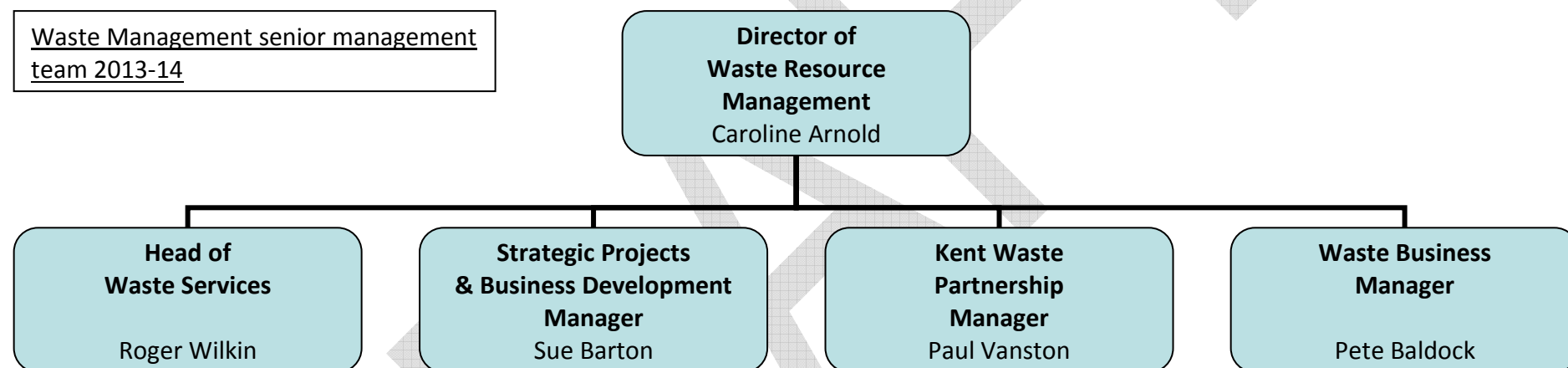
SECTION D: FINANCIAL AND HUMAN RESOURCES

For the Financial Resources section **Finance** will provide a link to the Budget Book to show the budget available to P&E in 2013-14 and this will be available once the budget has been set in Feb 2013.

HUMAN RESOURCES

FTE establishment at 31 March 2013	Estimate of FTE establishment at 31 March 2014	Reasons for any variance
39.7	39.7	

Waste Management senior management team 2013-14



Through the annual appraisal process and monthly 1-2-1s all Waste Management staff and their managers are expected to take ownership for their on-going development. During 2012 the Enterprise and Environment Directorate management team set some targets for the development of its workforce and in 2013-14 we will be continuing to focus on identifying gaps in skills and putting plans in place to develop those skills in our teams.

Other key learning and development activities during the year will be identified as part of the annual target setting process once this business plan has been agreed. We will be ensuring that our professional qualifications (including the COTC qualifications for working on waste sites) are fit for purpose and that we address other key training needs, particularly around Health and Safety and ISO14001 issues.

All staff at grade KR9 and above who manage people, budgets or projects are required to undertake the Kent Manager and all eligible staff in Waste Management are working towards achieving accreditation and then full certification, undertaking any further training or development activities as necessary.

SECTION E: RISK & BUSINESS CONTINUITY

The division has a full risk plan which details the risks of the delivery of this service. This is an extract of the key risks from that list:

RISKS	MITIGATION
Lack of continuity in closed landfill site environmental controls	<ul style="list-style-type: none"> Re procurement of technical and professional services contract Development of in-house resilience
	Manage gas and leachate controls
Death or serious injury to the public or workers at Household Waste Recycling Centres and Transfer Stations managed by or operated on behalf of KCC	<ul style="list-style-type: none"> Full implementation of the recommendations of the independent Health and Safety review carried out in 2011 Appropriate risk transfer through site management contracts Implement electronic performance management system
Failure to dispose of Kent's household waste (including contractual non-compliance as a client or by contractors) (link to Corporate Risk Register 7)	<ul style="list-style-type: none"> Maintain waste market expertise and timely procurement to ensure continuity of recycling and disposal capacity. Detailed modelling of waste arisings and projections. Robust contract management and client function
Major operational failure of Allington Waste to Energy Plant	<ul style="list-style-type: none"> The plant provides three separate operational processing lines Ensure effective stand-by arrangements are in place and reviewed regularly and updated Regular and robust monitoring of plant performance
Delays in delivery of key projects (link to CRR 10)	<ul style="list-style-type: none"> Robust project management systems Awareness and management/mitigation of potential risks Contingency arrangements
Failure to deliver MTFP savings (link to CRR 10)	<ul style="list-style-type: none"> Financial forecasting, modelling and monitoring Monitoring of savings achieved through HWRC and other policy changes
Implementation of HWRC policy changes and shape of network (link to CRR 10)	<ul style="list-style-type: none"> Robust project management of arrangements Strong customer engagement (including PR) and reputation management plan Regular customer and quality assurance reviews of policy implementation

BUSINESS CONTINUITY		
CRITICAL FUNCTIONS	TIMESCALE	MINIMUM SERVICE LEVEL
Disposal of waste collected by 12 Waste collection authorities (WCAs) and from 19 Household Waste Recycling Centres (HWRCs)	0-24 hours	1 x Head of Waste Services 1 x Assistant Contracts Manager 2 x Waste Services Officers
Processing of recyclables collected by 12 WCAs and from 19 HWRCs	0-24 hours	
Operation of network of 19 HWRCs	0-24 hours	

SECTION F: PERFORMANCE AND ACTIVITY INDICATORS

NB: In addition to the four corporate Waste Management target listed below, a Service Dashboard for Activity Indicators is shown below the Performance Indicators. This will facilitate the monitoring of the delivery of key projects and outcomes.

*** Floor performance standard equates to a full year performance**

PERFORMANCE INDICATORS – QUARTERLY BY FINANCIAL YEAR	Floor Performance Standard *	Expected 2012/2013 Outturn	Comparative Benchmark	Target - tba			
				Q1	Q2	Q3	Q4
Percentage of municipal waste recycled and composted	45.6%	46.1%	tba	46.3%	46.6%	46.8%	47.0%
Percentage of municipal waste converted to energy	34.6%	35.6%	tba	35.6%	35.6%	35.6%	35.7%
Kg of residual household waste per household	608	605 kgs	n/a	598kgs	596kgs	593kgs	591kgs
Percentage of waste recycled and composted at Household Waste Recycling Centres	71.2%	72.2%	n/a	72.3%	72.5%	72.6%	72.7%

Table for PERFORMANCE indicators measurable annually by financial year

Ref:	Tonnage Activity Levels	SE WDA's Statistical Neighbour 2011/2012 Outturn *	2011/2012 Outturn	2012/13 Budgeted Activity	2012/2013 Forecast	2013/14 Expected Activity
Waste Management – Tonnage Activity						
	Waste Collection Authorities					
	Collected Residual Waste	n/a	336,158	337,172	330,174	324,500
	Collected Dry Recyclables (managed via KCC Contracts)	n/a	79,735	79,153	80,499	87,000
	Collected Organic Waste (including Food Waste)	n/a	70,158	70,809	75,221	79,200
	Recycling Credits (Kerbside Dry Recyclables and Bring Sites)	n/a	38,962	44,376	37,572	34,000
	WCA Total	n/a	525,013	531,510	523,466	524,700
	Household Waste Recycling Centres					
	Residual Waste	n/a	53,991	58,784	53,427	52,000
	Recyclables	n/a	55,855	54,126	56,535	57,300
	Garden Waste	n/a	35,215	39,814	38,119	39,000
	Construction Waste (Soil and Hardcore)	n/a	46,277	47,066	44,263	42,000
	HWRC Total	n/a	191,338	199,790	192,344	190,300
	Total Municipal Solid Waste (tonnes)	n/a	716,351	731,300	715,810	715,000
	Waste Growth (% change from last year)	n/a	-2.66%	n/a	-0.08%	0.0%

Ref:	Activity Indicators	SE WDA's Statistical Neighbour 2011/2012 Outturn *	2011/2012 Outturn	2012/13 Budgeted Activity	2012/2013 Forecast	2013/14 Expected Activity
County Performance Statistics						
	a) Percentage of household waste recycled	tba	26.4%	26.0%	25.7%	26.2%
	b) Percentage of household waste composted (including food waste)	tba	15.8%	16.2%	17.0%	17.6%
	c) Percentage of household waste used for energy	tba	35.6%	41.6%	38.1%	38.1%
	d) Percentage of household waste landfilled	tba	22.2%	16.2%	19.2%	18.1%
	e) Total Household Waste Recycled and Composted (a + b)	tba	42.2%	42.2%	42.7%	43.8%
	f) Kg's of municipal waste collected by WCA's per household	n/a	833 kg/h'hold	843 kg/h'hold	830 kg/h'hold	825 kg/h'hold
	g) Kg's of municipal waste managed through HWRC's per household	n/a	303 Kg/h'hold	317 Kg/h'hold	305 Kg/h'hold	299 Kg/h'hold
	h) Kg's of total municipal waste per household (f + g)	tba	1,136 Kg/h'hold	1,160 Kg/h'hold	1,135 Kg/h'hold	1,124 Kg/h'hold
Household Waste Recycling Centres						
	% recycled/composted excluding "soil & hardcore"	n/a	62.8%	61.5%	63.9%	64.9%
	% recycled/composted including "soil & hardcore"	n/a	71.8%	70.6%	72.2%	72.7%
	Income generated from sale of recyclable materials (eg paper/card/textiles/glass/metal etc)	n/a	-£1.942m	-£1.480m	£1.992m	tba

* South East WDA's Statistical Neighbours includes the following authorities; Buckinghamshire CC, East Sussex CC, Hampshire CC, Kent CC, Oxfordshire CC, Surrey CC and West Sussex CC.

SECTION G: ACTIVITY REQUIRING SUPPORT FROM OTHER DIVISIONS/SERVICES

(For example Property, ICT, Business Strategy, Human Resources, Finance & Procurement, Planning & Environment, Public Health, Service Improvement, Commercial Services, Governance & Law, Customer Relationships, Communications & Community Engagement or other Divisions/Services)

ACTIVITY DETAILS	EXPECTED IMPACT	EXPECTED DATE
Priority 1 all actions Priority 1: Actions 1 and 2 Mobilisation of contracts for East Kent and Mid Kent Waste Projects	Governance and Law - Legal advice Finance and Procurement - procurement support	Apr 13 - Mar 14 Apr - Jun 13
Priority 2 Actions 1.2, 1.3 and 1.4 Priority 2: Action 1 Improving HWRC network Priority 2: Actions 1.2 and 1.3 planning permission for Swale and West Maidstone/TMBC new sites	Governance and Law – legal advice ICT – software support Finance and Procurement, and Property Planning Applications	Apr 13 - Mar 14 Apr 13 - Mar 14 Apr 13 – Mar 14 Apr - Jun 13
Priority 3 all actions	Other South East 7 authorities	Apr 13 – Mar 14
Priority 4 1.1 and 3 Priority 4: Actions 1 and 3 Allington facility and other disposal contracts Priority 4: Action 2 Customer engagement Priority 4: Action 4 Works on Closed Landfill sites	Governance and Law - Legal advice Finance and Procurement – procurement support Digital Services Property, and Planning Applications	Apr 13 - Mar 14 Apr 13 - Mar 14 Apr 13 – Mar 14 Apr-Dec 2013

From: Paul Crick, Director of Planning & Environment

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: KCC Drainage Adoption

Classification: Unrestricted

Summary:

Implementation of the Flood and Water Management Act 2010 requires that KCC becomes the approving body for sustainable drainage. Defra have yet to announce the commencement date of this new duty. The interim period prior to commencement has extended from the Government's original proposal of October 2012 to an as yet undefined date. This is causing uncertainty for the development industry and failing to deal with drainage needs as identified in the Pitt Review. KCC has an opportunity to take the initiative to provide greater certainty for the development industry by adjusting what drainage infrastructure it currently adopts within our current powers and, as Lead Local Flood Authority with the highest risk of surface water flooding, to be seen as an exemplar, taking the lead in flooding solutions and reducing flood risk. KCC have already engaged with developers on specific projects to assess this adoption proposal and engagement with this sector will continue as we take the revised regime forward.

This paper outlines the changes to KCC's adoption regime and seeks comment from Cabinet Committee with respect to its implementation.

Recommendations:

KCC take this forward including further engagement with developers and comments are invited from the Cabinet Committee.

This position is reviewed after an appropriate period of time (two years) or following any announcement or decision by Defra about the implementation of the SAB.

1 Introduction

- 1.1 The Government passed the Flood and Water Management Act 2010 (the Act) to provide new legislation for the management of flood and coastal erosion risk in England and Wales. The Act designated KCC as Lead Local Flood Authority (LLFA), which includes responsibility for the management of flood risk from surface water. In addition to clarifying responsibilities for flood risk, the Act (under Schedule 3) requires construction work with drainage implications to have its drainage systems approved before construction may begin and promotes the utilisation of sustainable drainage systems (SuDS).

- 1.2 SuDS aim to mimic natural drainage processes to ensure the runoff from a rainstorm is similar to the pre-development runoff. SuDS components can be both landscaped features, including green roofs, ponds, wetlands, and swales, as well as engineering features, such as permeable pavement and soakaways. SuDS have many benefits but importantly can overcome drainage problems not resolved by conventional piped drainage systems and which, if unresolved, may prevent a development from going ahead.
- 1.3 The “approving body” (known as the “SAB”) for this process has been designated as county councils and unitary authorities. The SAB must ensure that the applicant has designed the drainage in accordance with National Standards which promote SuDS. Once approved and constructed, the SAB must adopt and maintain those drainage systems that are functioning properly and serve more than one property.
- 1.4 Defra’s original intention was for implementation of the SAB commencing on 1 October 2012. Following a consultation exercise on the draft National Standards, Defra has announced that implementation will not occur in April 2013 and we are led to believe not prior to April 2014.
- 1.5 The lack of commencement on the drainage approval role causes uncertainty for developers about what is expected from the drainage system, who is responsible for providing the assessment and how it will be maintained in the long term. As the LLFA with the highest flood risk, and largest flood grant from Defra, KCC should be aiming to be seen as an exemplar, taking the lead in flooding solutions and reducing flood risk. It is timely and appropriate that KCC review its position in order to proactively promote sustainable drainage solutions and enable development, and therefore economic growth, to be supported in Kent.
- 1.6 Several other local authorities are considering or have undertaken action to address the adoption issue in the absence of official commencement from Defra. Essex County Council is adopting SuDS under S38 powers by widening the highway boundary in order to encompass these features and is also taking non-highway runoff. Other authorities undertaking SuDS adoption include: Oxfordshire County Council, Cambridge City Council, Leeds City Council, and Bracknell Forest Council.

2 Current Adoption Practices – “Do Nothing”

- 2.1 Currently surface water drains which serve the adopted carriageway and are within the highway boundary are adopted by KCC. Other drainage features such as soakaways and swales may also be adopted if they are within the highway boundary. In special cases, structures that are outside the highway boundary will be adopted under an easement agreement with the third party property owner.
- 2.2 Surface water sewers which carry non-highway water, for instance roof water, are offered for adoption to the appropriate sewerage undertaker. Sewerage undertakers are unwilling to adopt drainage networks that include sustainable drainage elements, as they are only required to adopt piped systems. They are reluctant to change their current practice because there is an expectation that the Act will be fully implemented and the SAB will adopt these systems.

- 2.3 Under current planning guidance, local planning authorities and the Environment Agency are encouraging, and often requiring, the inclusion of sustainable drainage. However, as illustrated, there is currently no identified adoption authority or mechanism for a public body to take on this role. Over time, this will result in an increase in private sustainable drainage systems and, should these be insufficiently monitored and maintained, could lead to an increased likelihood of surface water flooding events.
- 2.4 As the LLFA with the highest risk of surface water flooding, if we do not assist developers in implementing sustainable drainage solutions we have the potential to worsen the very problem we are responsible for managing. It is not sufficient to blame a delay in the commencement of the duty when a solution is within our powers.

3 Adoption regime under consideration

- 3.1 Under the Highways Act and the Water Industry Act, the highway authority or the sewerage undertaker may adopt systems that convey surface water from either premises or roads. There is no requirement for water from these sources to be separated. KCC could therefore adopt sustainable drainage systems under powers given by the Highways Act, which would assist the development industry.
- 3.2 The revised adoption regime is attached in Appendix A. The adoption would be voluntary and entirely the choice of the developer, providing a solution to enable the development rather than hinder it. Key principles of the revised adoption regime are to adopt on an agreed basis:
- Systems that receive highway and non-highway water;
 - Special road surfaces, such as permeable pavements;
 - Other drainage structures, including swales, soakaways, filtration trenches, below grade attenuation and bioretention within the proposed drainage network if within the highway boundary; and,
 - Only systems in new developments, where we as adopting authority have had opportunity to approve and inspect drainage design (and therefore would not include any retrospective adoption).
- 3.3 Drainage adoption would only be available when it is associated with a highway adoption and the proposed system is within the adopted highway boundary. KCC would not adopt any features (for example ponds) in public open space as these would be maintained by a district authority or third party.
- 3.4 Any adoption of SuDS is determined through consultation and agreement between the developer and KCC and would be voluntary for both parties.
- 3.5 The main difference to existing drainage adoption under S38 would be the wider variety of drainage infrastructure adopted (i.e. not only piped systems, with soakaways and swales) and the acceptance of runoff from areas other than the highway. The consideration of these matters does not represent any significant burden above and beyond current drainage approval, excepting the need to build staff capability in the technical understanding of other types of SuDS features. The Sustainable Drainage Engineer in Planning & Environment would

support this initial phase and the development of the necessary skills and knowledge.

- 3.6 The revised adoption regime would be part of the existing S38 adoption process which is currently accompanied by a technical approval fee and a commuted sum for maintenance. Staff time for approvals and future maintenance for a period of time will therefore be covered at cost.
- 3.7 KCC have engaged with the development community on specific projects to assess this adoption proposal. We will undertake further engagement individually and collectively with the development community to ensure a full understanding of the revised adoption regime and the associated opportunities, approach and costs.

4 Opportunities

- 4.1 By taking definite steps for adoption of sustainable drainage, Kent will be addressing the current lack of certainty being faced by developers. This will facilitate development in the county and make Kent an attractive consideration for investment as it provides for cheaper asset requirements (requiring only one drainage system for surface water), may make drainage feasible for difficult development sites and negate the need for protracted adoption negotiations and/or an ongoing maintenance company.
- 4.2 The revised adoption regime will allow KCC to find a solution to barriers of SuDS due to adoption problems and promote sustainable drainage solutions more effectively. It will enable KCC to shape the type of drainage systems proposed to reduce the risk of flooding to the highway because we have ownership of the asset.
- 4.3 Benefits of including a sustainable drainage approach rather than conventional piped solutions also include:
 - Reduction of flood risk and an ability to improve difficult drainage situations;,,
 - Reduction in silt within the highway system and an effectively reduced maintenance need; and,
 - Improvements and protection of water quality of receiving waterways and support of environmental objectives.
- 4.4 In taking on the proposed approval role for SuDS now, KCC would be pre-empting tasks which would be required with commencement of the SAB. This would allow KCC to build experience and expertise with staff and develop processes over a time frame suitable for the organisation rather than being imposed by Defra. During this interim period, KCC would be able to demonstrate an alternative, less bureaucratic solution to Defra and act as the vanguard for SuDS adoption.
- 4.5 In time there could be an opportunity to sell this increased expertise outside the county.

5 Constraints

- 5.1 In the revised adoption regime, KCC would be going beyond its statutory duty as designated within the Highways Act with an increase in risk and liability

associated with the increased asset base. This would be mitigated by the provision of required standards, technical scrutiny of designs and inspection at construction stage before the schemes are adopted.

- 5.2 The standard of construction would be dependent upon the KCC specification for adoptable standards to ensure that the systems operate effectively. KCC is currently updating the Kent Soakaway Design Guide and developing further information in readiness for the future SAB role. With no National Standards set by Defra at this stage, KCC is free to set our own specific standards. These will be voluntary for developers but will need to be complied with if they are seeking adoption by KCC.
- 5.3 In the revised adoption regime, KCC has financial risks associated with the determination of appropriate commuted sums. Highways and Transportation have extensive experience of determination of commuted sums and have operated a successful adoption program.

6 Funding

- 6.1 At present payments are made for sewer adoption of conventional piped systems to sewerage undertakers. Sewerage undertakers currently charge for developer enquiries and sewer connections as well as adoption inspections from a minimum fee of £500 increasing to 2.5% of the agreed estimated construction costs of the surface water system for large projects.
- 6.2 KCC received payments for adoption of highways: technical approval, managing the agreement and inspection fee charged at 8% of total construction cost of adopted works; and commuted sums for adoption of non-standard materials and other items. Commuted sums are required for: highway structures, soakaways, additional landscaping, unusual materials and sustainable drainage systems.
- 6.3 For the revised adoption regime, KCC would utilise the technical approval fee equivalent to sewerage undertaker charge of 2.5% of the agreed estimated construction costs as in Section 6.1 and seek commuted sums from developers via a S38 highways agreement for unusual drainage elements. The sums would cover fees for technical approval and maintenance liabilities for an appropriate period of time for the asset.
- 6.4 No additional costs will be incurred by the developer above current practice. The developer would not make any payments to the sewerage undertaker with respect to surface water sewerage and would make savings in some cases by provision of only one surface water system.
- 6.5 The calculation of the commuted sum would be based on best practice and current experience with maintenance activities. This sum is specifically calculated to cover the ongoing maintenance and/or replacement costs for the asset.

7 Conclusion and Recommendations

- 7.1 KCC will be required to undertake adoption of SuDS schemes under the Act at an undetermined date in the future. Within our current powers we can address some of the uncertainty currently faced by developers, can develop expertise in preparation for the new regulation and assist in addressing our responsibilities as the LLFA with the highest flood risk.

- 7.2 We are confident that the revised adoption regime poses little risk to KCC, as discussed in Sections 5 and 6 and instead provides an opportunity to lead the way in promoting sustainable drainage solutions and supporting developers in Kent. In the absence of a directive from central government to commence our SAB duties, and the likelihood it could be another 18 months until we receive this; we consider that KCC should take the initiative and put in place the revised adoption regime.
- 7.3 It is recommended that:
- KCC take this forward including further engagement with developers and comments are invited from the Cabinet Committee
 - This position is reviewed after an appropriate period of time (two years) or following any announcement or decision by Defra about the implementation of the SAB.

8 References

CIRIA, The Community for sustainable drainage at: <http://www.susdrain.org/>

Draft National Standards and statutory instruments are available online at: <http://www.defra.gov.uk/consult/2011/12/20/sustainable-drainage-systems-1112/>

Flood and Water Management Act 2010 is available online at: <http://www.legislation.gov.uk/ukpga/2010/29/contents>

9 Contacts

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APPENDIX A

SUMMARY OF REVISED DRAINAGE ADOPTION REGIME

1. Extent of Drainage Adoption

- 1.1. The drainage system to be adopted may consist of an extent of piped network, soakaways, underground attenuation systems, permeable pavements, filtration trenches, swales or other vegetated sustainable drainage elements, designed to manage surface water flows from both roof and highway areas, provided it complies with standards as specified by the Highways Authority.
- 1.2. Drainage adoption shall only be considered if the drainage system is contained within the highway boundary or forms an integral part of a road being offered for adoption.
- 1.3. Drainage within private areas will not be adopted at this time, unless the drainage element or network is contained within public open space to be adopted by the district council or town or parish council and will be adopted per specific requirements in Section 2.3.
- 1.4. Adoption infers that the drainage system will be highway maintainable at public expense, subject to appropriate financial arrangements for ongoing maintenance.

2. Specific adoption requirements

- 2.1. Permeable pavements: Permeable pavements shall only be adopted within roads with speeds of less than 30mph, which are not a designated bus route, and carry less than 1,000 vehicles per day.
- 2.2. Below grade attenuation: Below grade attenuation shall only be adopted if appropriate cover is provided with a downstream and upstream inspection chamber and the attenuation system is located within a non-trafficked area within the highway verge or open space.
- 2.3. Basin, ponds and wetlands: Adoption will occur up to the outfall headwall to the basin or pond. The basin or pond area will not be adopted by the Highways Authority, which if within open space will be maintained by the district or parish council. Consideration will be given to adoption of any communicating pipe work from the basin outflow to the sewerage undertakers demarcation chamber or final outfall upon site specific consideration.
- 2.4. Drainage elements proposed for adoption which utilise infiltration shall only be adopted if infiltration is greater than 1×10^{-5} m/s, demonstrated through appropriate ground investigation.

3. Adoption Agreement

- 3.1. To secure adoption of the sustainable drainage elements, the developer (applicant) must apply in writing to the Highways Authority to enter into an agreement under Section 38 of the Highways Act 1980, which specifically states the inclusion and extent of specific sustainable drainage elements.
- 3.2. Appropriate fees will be payable for the administration of the agreement, legal services, technical approval, site inspections and issue of certifications, specifically for sustainable drainage elements above that required for Section 38 highway adoption and approval.

4. Consultation

- 4.1. Consultation will be undertaken by the applicant prior to submission of the Section 38 application with the Environment Agency in respect of any discharge of water to a river or watercourse, and with the relevant District Council or IDB with regard to all development which might have implications for land drainage.

5. Communication with public sewers

- 5.1. Consultation will be undertaken the applicant with the relevant sewerage undertaker prior to submission of the Section 38 application to confirm feasibility of connection and required discharge rate, with respect to any discharge of water to a public sewer system.
- 5.2. The applicant will be required to provide evidence from the sewerage undertaker that sufficient capacity is available within the receiving sewer system and provide information in relation to any flow control which may be required.
- 5.3. A demarcation chamber, adopted by the sewerage undertaker, will define the ultimate connection point to the public sewer and the extent of the drainage system adopted by the Highways Authority.

6. Landscaping maintenance

- 6.1. The maintenance liability must be a design consideration of all landscaping proposals which are required for vegetated sustainable drainage systems.
- 6.2. The commuted sums for maintenance will be assessed according to the initial size of the species planted. Costs will include weed controls, firming of plants, usual arboricultural maintenance, fertiliser application, and watering.

7. Other standard conditions

- 7.1. All other standard conditions for provision of information, fees, inspections, and enforcements apply to drainage adoption as applies to adoption of standard highway drainage.

From: Cabinet Member – Environment, Highways & Waste
John Burr - Director of Highways & Transportation

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: Joint Transportation Boards Agreement and Governance

Classification: Unrestricted

Summary:

A report covering the up-dating of the JTB Agreement and allowing Parish representatives a voting right was considered by Members at the November meeting of this Committee.

Members expressed their opposition to Parishes being given voting rights, as requested by the Kent Association of Parish Councils, and asked officers to reconsider this matter.

This report seeks authority to up-date the current JTB agreement and to provide flexibility for a JTB Chairman to vary the number of Parish representatives. There is no proposal to give voting rights to the Kent Association of Local Councils.

Recommendations:

- i) Members consider the revised draft JTB agreement
- ii) Members consider delegated authority for the JTB chairmen to vary the number of Parish representatives attending a JTB meeting
- iii) Members views will be reported to the Cabinet Member for Environment, Highways and Waste for his consideration and decision before being reported back to JTBs.

1. Introduction

A Joint Transportation Board (JTB) provides the mechanism for discussing highway and transport issues relating to a district area. The JTB is an advisory board and does not have decision making powers. Member representatives from the County Council, District Council and a Parish Council representative make up the constitution of the Board. The Parish representative may speak but has no voting rights.

There is an agreement in place with each District/Borough Council which governs the constitution of the JTB. This Agreement dates back to 2005 and is, in part, out of date. In tandem, a number of JTBs have requested a variation to the Agreement to allow additional Parish Council representatives to attend.

This is a discussion paper inviting Members to give their views on the revised draft JTB Agreement attached in appendix 1.

2. Revised Draft JTB Agreement

County Council officers have produced a draft revised agreement which was presented to the JTB Chairs and Vice Chairs on 20th September 2012 and can be viewed in appendix one.

As well as up-dating the terminology of the Agreement to reflect up to date governance, the key changes can be viewed in paragraphs 2.3, 8.1 and 8.2.

Paragraph 2.3 encapsulates the request from some JTBs to allow additional Parish Council representatives to attend the JTB. Rather than drawing up separate Agreements for each District Council area, it is considered better to have one Agreement that provides the Chairman with some flexibility on this point.

Paragraphs 8.1 and 8.2 cover and further clarify referrals from JTBs which will be considered by the Cabinet Member for Environment Highways and Waste.

3. County Council Governance

Together with the revision of the JTB Agreement, the County Council has reviewed its governance of the JTBs and is proposing to attach a form to all reports which require a recommendation to the County Council. This form will be signed off by the Director of Highways and Transportation or approved deputy ie Service Heads. As covered in paragraph 8.2, the County Council will normally act in accordance with the views or advice of the JTB except where the matter is a clear departure from policy. In this event, the matter will be referred to the Cabinet Member for Environment Highways and Waste for discussion with the Chairman/Vice Chairman before a decision is confirmed. Confirmation of approvals will be reported back to the next meeting of the JTB. In the event of the Cabinet Member not approving a JTB recommendation, this will be notified to the Chairman in writing with the appropriate reason. This will be reported to the next meeting of the JTB.

4. Moving Forward

The outcome of this discussion will be considered by the County Council's Cabinet. Once agreed with the Chairman and Vice Chairman of the JTB, it should then be individually ratified by each District Council through its own agreed constitution. A report will then be provided for each JTB confirming the revision to the Agreement and clarifying the Parish representation issue with the formal outcome. It is then anticipated that each District Council will enter into a revised Agreement with the County Council to reflect the changes approved.

5. Recommendations

i) Members consider the revised draft JTB agreement

ii) Members consider delegated authority for the JTB chairmen to vary the number of Parish representatives attending a JTB meeting

iii) Members views will be reported to the Cabinet Member for Environment, Highways and Waste for his consideration and decision before being reported back to JTBs.

Contact Information

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Title: Future Highways Manager
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DRAFT

DATED

2012

THE KENT COUNTY COUNCIL (1)

- and -

[] BOROUGH/DISTRICT COUNCIL (2)

**AGREEMENT FOR JOINT TRANSPORTATION BOARD
DISTRICT/BOROUGH**

Director of Governance & Law
Kent County Council
County Hall
Maidstone
Kent. ME14 1XQ

Ref: Rummins/26109/JTB 10.08.2012
Fax No. 01622 694402
DX No: 123693 MAIDSTONE 6
Tel: 01622 694484 (Direct Dialling)
Engrossment date:

This **DEED OF AGREEMENT** is made the day of 20
BETWEEN **THE KENT COUNTY COUNCIL** of County Hall Maidstone Kent
ME14 1XQ of the one part (hereinafter referred to as the “KCC” and the
District Council of (hereinafter referred to as the
“Council”) of the other part

WHEREAS:

COMMENCEMENT AND OPERATING TERM

COUNCIL OBLIGATIONS

KCC OBLIGATIONS

7. KCC has established and will maintain during the currency of this Agreement the arrangements for the JTB as set out in the First Schedule

JOINT TRANSPORTATION BOARD FUNCTIONS

8. The JTB will advise the Council's and the KCC's executives as set out in the First Schedule

MISCELLANEOUS

9. The parties acknowledge that the committee structure of KCC and/or the Council may change which may result in consequential changes to this Agreement
10. This Agreement shall be known as the JTB Agreement [2012]
11. Nothing in this Agreement shall create a legal partnership between the parties and save as may be specifically provided in this Agreement neither party shall be or hold itself out as or permit itself to be held out as:-
 - (a) the agent of the other; or
 - (b) entitled to pledge the credit of the other; or
 - (c) entitled to incur any other obligations or make any promise or representation on behalf of the other

REVIEW

12. This Agreement may be reviewed at the instigation of Kent & Medway Joint Chief Executive Group and amended by agreement between the parties if necessary as a consequence of any review
13. This Agreement may be terminated by either party on six months written notice addressed to the relevant Chief Executive or head of paid service of the relevant Council

THE FIRST SCHEDULE

JOINT TRANSPORTATION BOARD

- 1.1 A JTB will be established by the KCC and the Council
- 1.2 Each party shall be responsible for their own costs incurred in the operation of the JTB
- 1.3 The JTB shall be a non statutory forum

MEMBERSHIP

- 2.1 JTB Membership will comprise all the KCC local Members for divisions in the Council's area an equal number of Members appointed by the Council and a representative of the Parish and Town Councils within the District. The Council may appoint substitutes for its Members
- 2.2 The Parish and Town Council representatives will be nominated by the Area Committee of The Kent Association of Local Councils (KALC) or other representative body of Parish Councils within the District if this provides a more complete representation a substitute Member may also be nominated. The Parish or Town Council representative may speak but may neither vote nor propose a motion nor an amendment
- 2.3 Subject to the agreement of the Chairman, additional representatives from Parish/Town Councils may attend but may neither vote nor propose a motion nor an amendment.
- 2.4 Any KCC cabinet Member responsible for transportation functions, or KCC local Member, the Chairman of the KCC or Council Member who is a relevant portfolio holder may place a relevant item as defined by paragraph 5 of the First Schedule on the agenda and/or attend and speak to any meeting of the JTB but may not vote nor propose a motion nor an amendment (unless voting Members of the JTB)
- 2.5 The Chairman of any Parish or Town Council within the area of the Council (or a Parish Councillor of that Parish nominated by him/her) may attend any meeting to speak with the permission of the Chairman on any item on the agenda of particular relevant to that Parish

CHAIRMAN

- 3. In alternate years a Member of KCC (who is a Member of the JTB) will chair the JTB and a Council Member (who is a Member of the JTB) will

be Vice-Chairman of the JTB and then a Member of the Council will chair the JTB and a KCC Member will be Vice-Chairman of the JTB and so on following on the arrangements which existing in the year before this agreement came into force. The Chairman and Vice-Chairman will be appointed by the respective Councils as they may determine within their constitutional arrangements. The Chairman and Vice-Chairman of the JTB will take office at the first meeting of the JTB following the Annual Meetings of both Councils each year

MEETINGS

- 4.1 The JTB will generally meet four times a year on dates and at times and venues to be specified by the Council in accordance with its normal arrangements in consultation with the KCC
- 4.2 The quorum for a meeting shall be four comprising at least two voting Members present from each of KCC and the Council
- 4.3 Subject to the procedural rules in Clauses 2,3 and 4.2 above taking precedence the Council's procedural rules shall apply to JTB meetings as if they were Council committees
- 4.4 The JTB will be clerked by an officer of the Council. Copies of all papers shall be sent to the Monitoring Officers of both Councils who may attend and speak at any meeting (or instead each Monitoring Officer may arrange for a substitute officer to speak on her/her behalf)
- 4.5 The Access to Information principles shall be applied to the JTB as if it were a Council committee

TERMS OF REFERENCE

- 5.1 The JTB will consider:
 - (i) capital and revenue funded works programmes
 - (ii) Traffic Regulation Orders
 - (iii) street management proposals and will provide advice on these matters to the relevant Executive as appropriate
 - (iv) Public Transport Operations
- 5.2 The JTB to advise and recommend in relation to:
 - (i) strategic parking and waiting restriction issues
 - (ii) petitions received in relation to parking and waiting restriction issues
 - (iii) street nameplates

- (iv) street naming and numbering
 - (v) street seats and furniture on the highway including bus shelters and will provide advice on these matters to the relevant Executive as appropriate
 - (vi) Council street lighting schemes on highways
- 5.3 Be a forum for consultation between the KCC and the Council on policies plans and strategies related to highways road traffic and public transport
- 5.4 Review the progress and out-turn of works
- 5.5 Recommend and advise on the prioritisation of bids for future programmes of work
- 5.6 Receive reports on highways and transportation needs within the District
- 5.7 The JTB will advise on such transportation matters that it considers relevant that are not within the above Terms of Reference or the Terms of Reference of any other committee of the Council, subject to the approval of the Chairman

CABINET COMMITTEE

- 6.1 A Cabinet Committee of either Council can require the Member of that Council holding the office of Chairman or Vice-Chairman of JTB to attend and be asked questions subject to the provisions of the constitution of KCC or the Council whichever is relevant
- 6.2 The Cabinet Committee of either Council can request (but not compel) Members of the other Council who serve on the JTB and officers employed by the other Council who report to the JTB to attend and be asked questions
- 6.3 The Cabinet Committees of both Councils will abide by the protocol on inter-authority co-operation on overview and scrutiny agreed by the former Kent Association of Local Authorities and appended as Appendix 1 to this Schedule

LOCAL MEMBER AND PARISH CONSULTATION

7. The local Members of both the KCC and the Council and the Parish or Town Council(s) will be consulted on any relevant scheme proposals

(other than routine operational maintenance of the highway) within the scope of this Agreement

REFERRAL

- 8.1 Subject to the agreement of the JTB Chairman, if any JTB Member wishes and item to be further considered he/she may ask for it to be referred to KCC's Cabinet Member for Environment, Highways and Waste where the matter will be further discussed prior to a decision by the Cabinet Member
- 8.2 The KCC Executive will normally act in accordance with the advice or views of the JTB. If the Executive is minded to act otherwise, no decision will be taken until after a discussion with KCC's Cabinet Member for Environment, Highways and Waste at which the Chairman and Vice-Chairman of the JTB may attend and speak

THE SECOND SCHEDULE

DEFINITIONS

“1972 Act”	the Local Government Act 1972
“Act”	the Highways Act 1980
“Agreement”	these terms and conditions together with the Schedule
“Highways”	shall have the meaning prescribed by Section 328 of the Act and the terms highway network shall be construed accordingly
“KCC – local Member”	the Member for the County Council electoral divisions within the Council’s area
“Member”	the elected Member’s of KCC or the Council as the case may be
“Cabinet Committee”	the KCC body which advises the KCC Cabinet or Cabinet Portfolio Holder on highway matters or in the case of the District Council the []
“Kent & Medway Joint Chief Executives Group”	the group of Chief Executive Officers of the Kent County Council the twelve District Councils in Kent and Medway Council

APPENDIX 1

SCRUTINY – INTER AUTHORITY CO-OPERATION

AIM OF PROTOCOL

1. To ensure relevant Cabinet Committees of all Kent Local Authorities can review issues of community interest effectively and with efficient use of all local authority staff resources

PRINCIPLES

2. All authorities should be supported in considering issues of community wellbeing wider than the responsibilities of their Councils
3. Authorities should work together to maximise the exchange of information and views, minimise bureaucracy and make best use of the time of Members and officers of local and other Authorities

PROCEDURES

4. Authorities should seek to exchange information or programmes and results of reviews
5. If a relevant Cabinet Committee wishes to review an issue in which another Authority has a statutory role or in which evidence from the officers of another Authority would be helpful, it should consult with that Authority about:-
 - (a) the purpose of the review
 - (b) the areas of interest to the other Authority
 - (c) the input that can be given by Members of officers of the other Authority
6. Consideration should be given to whether the issue is more appropriately discussed in another forum, for example a joint committee, or whether there is scope for joint action including the co-opting of Members of the other Authority onto the relevant Cabinet Committee for the purpose of the review
7. Where a proposal is subject to a public consultation process, scrutiny is most helpful if conducted as part of that process eg: allowing any findings and recommendations to be available in time to influence the final decision

8. Subject to such prior consultation, Authorities will seek to respond positively to requests for information or for a Member or officer to attend meetings of the relevant Cabinet Committees or for information
9. While it is ultimately for each Authority to decide whom it considers that most appropriate person(s) to speak on its behalf to a relevant Cabinet Committee, consideration will be given to meeting specific requests
10. Dates and times of Member and officer attendance at a relevant Cabinet Committee meeting should be agreed with them
11. Each Authority will nominate a contact officer for the operation of these procedures

EXECUTED as a Deed by KCC and the Council the day and year first before written

THE COMMON SEAL of THE KENT
COUNTY COUNCIL was hereunto
affixed to this Deed in the presence of:-

Authorised signatory

THE COMMON SEAL of
COUNCIL was hereunto affixed to this
Deed in the presence of:-

Authorised Signatory

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Decision No: 12/01935

From: Cabinet Member – Environment, Highways & Waste
John Burr, Director of Highways & Transportation

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: Technical & Environmental Services Contract (TESC) update

Classification: Unrestricted

Summary: This paper is the latest Member update on the TESC procurement process and follows on from previous Policy Overview and Scrutiny Committee (POSC) updates, Informal Members Group (IMG) discussions and papers to the Environment, Highways and Waste (EHW) Cabinet Committee in both September and November.

Recommendations: Members are asked to note the recent procurement progress that has now identified Amey as the preferred bidder for the TESC.

1. Introduction

Previous update papers were submitted to the EHW Cabinet Committee on 20 September and 15 November 2012 explaining how the now decommissioned Policy Overview and Scrutiny Committee (POSC) decided on 14 March 2012 not to extend the current Jacobs contract beyond 31 March 2013. The two recent papers have outlined the procurement timeline and progress to date. At both meetings, the EHW Cabinet Committee agreed that a robust procurement process continued to progress.

2. Recent Progress

TESC: Core Contract

1. *Invitation to Tender (ITT):* On 24 September 2012, an Invitation to Tender (ITT) was issued to the five shortlisted bidders (AECOM, Amey, Atkins, Capita Symonds, Parsons Brinckerhoff). By the close of play on 6 November 2012, the five final tenders had been submitted. As a part of this process, a Bidders Day was held on 11 October where the potential providers met KCC representatives (Officers and Members) to discuss the TESC requirements in more detail. The Elected Members panel of David Brazier and Roy Bullock both agreed that this was a useful and informative event.

2. *Tender Evaluations:*

Quality: Thirteen “Quality Questions” were evaluated across the areas of Evolving the Contract; Staffing the Contract; Quality Management; Supporting the Local Economy; Member and Public Satisfaction;

Mobilisation; Information Technology; Commissioning; Planning and Environment; Ownership and Accountability.

Price: Tenderers submitted a schedule of rates as requested by the Council. The Council inputted these rates into a model that reflects the Council's estimate of the potential annual requirements for each staff grade.

Presentations: As a part of the process, the Council required the tenderers to present their Final Tender to Senior Members and the Employer's Senior Management Team. Presentations took place on 20 November and David Brazier chaired the assessment panel which scored the bidders based on their presentation and subsequent question and answer sessions. Roy Bullock and Ian Chittenden also attended and asked questions as a part of the KCC audience, which also included representatives from Enterprise – the Term Maintenance Contractor for Highways and Transportation.

3. *Preferred Bidder Identified:* Based on the results across the areas of Quality, Price and Presentation, the preferred bidder has been identified. A report to confirm the full details was submitted to the Commissioning and Procurement Board meeting on 12 December. The report showed that across the three key areas of Quality, Price and Presentations, Amey was the strongest Tenderer and is now the "Preferred Bidder" for the TESC.

Amey, throughout the process, have demonstrated their appetite and ability for the contract. They have committed to work with the Council to evolve the Contract and the personnel in the proposed management team were well received and have committed to be ring fenced to the TESC for at least the first 18 months.

4. *Record of Decision:* Democratic Services published this on 13 December and an email was sent from Democratic Services to all Members. The final version is due to be published five clear days later (21st December) and the clear five days Scrutiny ("Call-in" period) starts.

4. Next Steps

TESC: Core Contract

1. *Scrutiny Period Ends:* Owing to Bank Holidays and office closures this period will end at midnight on 3 January 2013. Subject to the completion of the Call-in period without a Call-in being made the decision will be able to be implemented from 4 January 2013.
2. *Signing Ceremony:* Booked for 16 January.
3. *Mobilisation:* Mobilisation must have commenced by mid-January 2013 to allow both KCC and the new provider sufficient time to start the new contract on 1 April 2013.

5. Conclusions

A robust and focussed procurement process has led to Amey being the TESC “preferred bidder” and subject to the above “next steps” they will be awarded the contract and commence mobilisation in early 2013.

6. Recommendations

Members are asked to:

- Note the contents of this report which outlines the process to allow the Cabinet Member to award the TESC contract to Amey as the preferred bidder.

7. Background Documents

EHW Policy Overview and Scrutiny Committee meetings:

- 12 January 2012
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=529&MId=3968&Ver=4>
- 14 March 2012
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=529&MId=3969&Ver=4>

EHW Cabinet Committee Meetings:

- 20 September 2012
<https://democracy.kent.gov.uk/documents/s34114/Item%20B9%20-%20Technical%20and%20Environmental%20Service%20Contract.pdf>
- 15 November 2012
<https://democracy.kent.gov.uk/documents/s36423/Item%20B2%20-%20TESC.pdf>

Record of Decision:

<https://democracy.kent.gov.uk/mgIssueHistoryHome.aspx?IId=23223&Opt=0>

8. Contact details

Name: John Burr
Title: Director; Highways & Transportation
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From: Cabinet Member – Environment, Highways & Waste
Paul Crick, Director of Planning and Environment

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: Environmental Management Update

Classification: Unrestricted

Summary:

This paper recommends adoption of additional environment targets for KCC to meet our obligations under the new Climate Local agreement, and to further support the Kent Environment Strategy. It also provides an update on the progress of the council's current environmental management programme.

Recommendations:

The Committee is asked to:

- Endorse additions to existing targets.
 - Note progress and issues relating to existing corporate targets.
 - Suggest any additional items they would like to see included in future.
-

1. Introduction and Background

1.1. The partnership targets for the Kent Environment Strategy and Climate Local agreement presented to the Committee in July 2012 were agreed by the Kent Forum later that same month. That paper included the expectation that to demonstrate leadership, KCC would develop its own bold targets focusing on our buildings, street lighting and transport.

2. Revisions to Corporate targets

2.1. Existing Corporate Environment targets are as follows:

- reduce energy use within our estate to meet the carbon reduction target of 2.6% per year up to 2015

- reduce business miles travelled by car to meet the carbon reduction target of 2.6% per year up to 2015
- reduce water use within our estate by 10% by 2015
- reduce waste generation across our estate by 5%, and increase the proportion of our corporate waste which is reused or recycled to 60% by 2015

2.2. The additional targets recommended for KCC are detailed in appendix 1. These will help demonstrate how the council is leading by example on both the Kent Environment Strategy and Climate Local agreement

3. Progress on current Corporate targets

3.1. Progress against current corporate environment targets is given in appendix 2. Overall, this has been positive, but focus needs to be maintained on the variety of actions and positive contributions which all staff and members can make towards achievement of these targets.

3.2. The amount of carbon produced by KCC has reduced, but is slightly behind target. Many factors affect this figure on a year to year basis and are mentioned in the appendix.

3.3. Waste reduction based on properties on the central Facilities Management contract, shows we are already close to the 2015 target of re-using or recycling 60% of the waste we produce.

4. ISO 14001 assessment

4.1. We are externally assessed every 6 months against the International Standard for Environmental Management (ISO 14001). The visit by our auditors examines our environmental management systems and practices across different council services. The last assessment took place in September, producing just one minor non-conformance with regards to waste transfer documentation. The next assessment is due to take place in March 2013.

5. Recommendations

5.1. The Committee is asked to:

- Endorse additions to existing targets.
- Note progress and issues relating to existing corporate targets.
- Suggest any additional items they would like to see included in future.

6. Contact details

Name: Graham Harlow
 Title: Environmental Management Systems Co-ordinator
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 Email: graham.harlow@kent.gov.uk

Appendix 1 – Additional KCC Environment targets

By 2015:

KCC will be a leading authority in cutting energy use for our buildings, street lighting and transport, utilising innovative low carbon solutions and renewable technologies to save KCC and our schools £5m.

In Kent, we will:

- Enable savings of at least £1,250,000 by working with our partners to facilitate the retrofit of 5000 homes through either Green Deal or Energy Companies Obligation (ECO)
- Reduce Kent business costs by £1m by working with at least 500 businesses in our supply chain
- Avoid potential cost of around £2m annually by ensuring all our services have assessed their risks and opportunities from severe weather events and a changing climate and are taking appropriate action

In addition, KCC by 2015 will:

- Review all our corporate buildings over 500m² and retrofit all practical energy and water efficiency measures which payback within seven years
- Have updated 75% of our street lighting and road sign lights with more efficient, low energy technologies
- Cut business miles travelled by staff and Members by a further 15%. (Baseline 14.4 million in 2011/12, target of 10.8 million in 2014/15)¹.
- Require all our staff and Members to have a target to reduce their environmental impact or make a positive contribution to the delivery of the Kent

¹ This replaces the existing target of 2.6% reduction per annum.

Environment Strategy, with an Environment Champion in every team.

Progress on Corporate targets

December 2012

KCC's Carbon Emissions (target of 2.6% reduction per annum)

Carbon reduction to March 2012

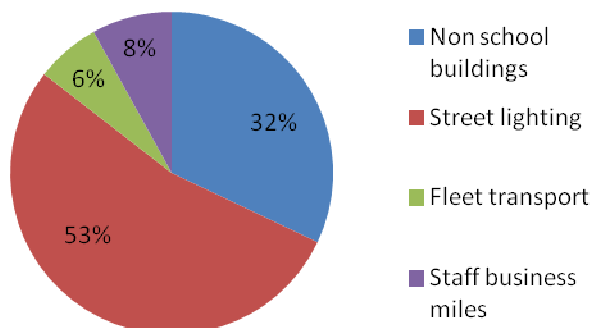
The overall reduction for the non-school estate compared to the previous year was 1.5%. There are a number of factors which have impacted on 2011/12 data which should be taken into account, namely inclusion of some additional unmetered (street lighting) supplies, addition of landscape services vehicle fuel use, some outstanding data queries, and variation caused by weather. These influencing factors are being looked into, to ensure the data is robust and so we can compare on a like for like basis going forward.

Total KCC business miles travelled reduced to 14.4 million in 2011/12, which is a 9% reduction on the previous year, and a 25% reduction since 07/08. Although first quarter data for 2012/13 shows a significant reduction for KCC (-13%), this data is only provisional as a small but significant percentage of claims are submitted late.

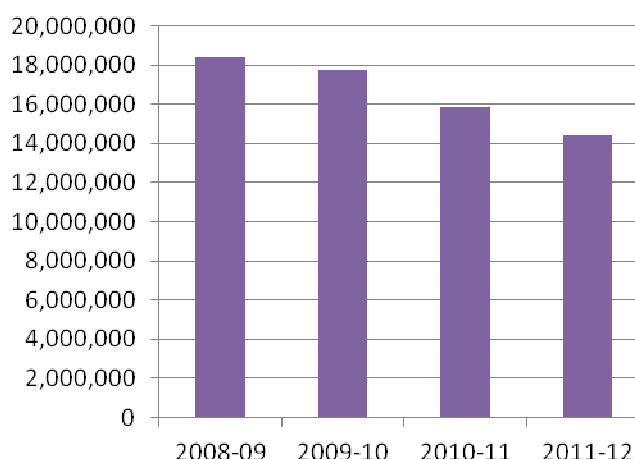
	2008-09	2009-10	2010-11	2011-12	% change vs 10-11	Status vs target (-2.6%)
Carbon emissions source						
Non school buildings	19,200	18,234	20,117	17,932	-10.9%	
Street lighting	31,335	31,525	28,893	29,898	3.5%	
Fleet transport	2,567	2,567	2,856	3,608	26.3%	
Staff business miles	5,662	5,450	4,907	4,498	-8.3%	
Total KCC	58,764	57,776	56,773	55,936	-1.5%	
School buildings	75,824	73,042	76,703	67,124	-12.5%	

(source: Laser, Energy Buying Group)

Carbon Emissions 2011-12



Staff business miles



(source: Human Resources)

Actions in 2012/13

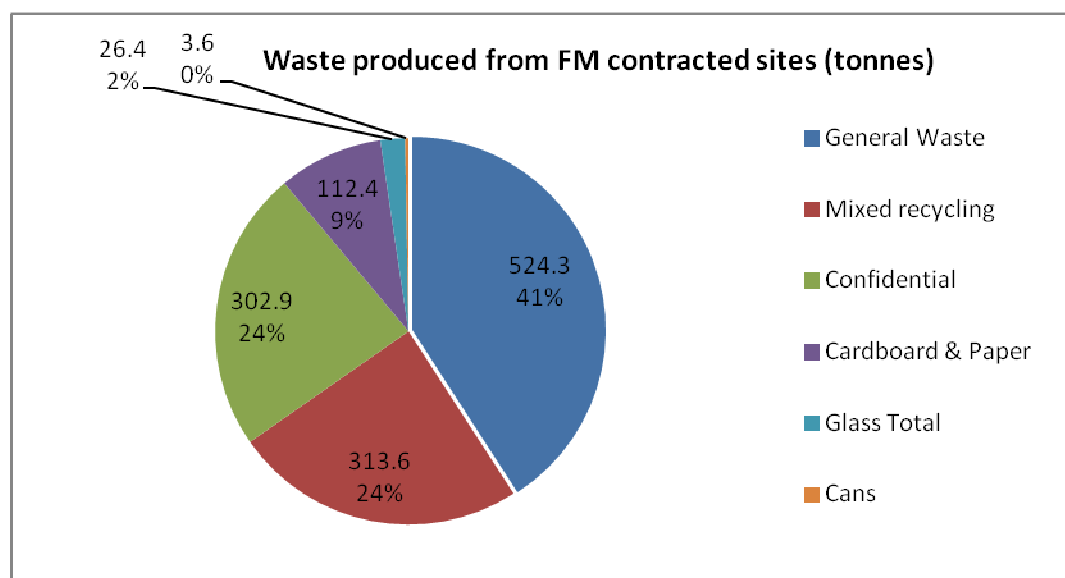
In 2012/13 significant energy reduction programmes have seen insulation, solar panels, biomass boilers, and LED lighting being installed or planned for a number of properties. Since 2005, £2 million has been invested with over £5 million lifetime savings expected, and cutting over 3,000 tonnes of CO₂.

This year all business units within KCC completed an action plan specifically to contribute towards corporate environment targets, but with scope for these to be tailored to their particular service. Encouraging progress has been reported in all plans returned which should contribute to further improvements against corporate targets this year. Examples of actions already completed include, improved printing practices, increased use of teleconferencing, and higher levels of car sharing and public transport use.

The positive feedback supports the decision made last year to initiate specific action plans at business unit level, and the intention is to improve and re-fresh plans for 2013/14.

Waste reduction (target of 60% recycled by 2015)

The following waste information includes the 70 non-school buildings on the central Facilities Management (FM) waste contract and is based on an average weekly weight. From these sites a total of just under 1,300 tonnes of waste was produced of which 59% was re-used or recycled, just under the 2015 target of 60%.



(Source: Facilities Management)

Water Use (target of 10% reduction by 2015)

Reductions in water use continue to be encouraged through environmental audits, improvements in building standards, and influencing staff behaviours. Work is ongoing to quantify water use across the KCC estate.

From: Cabinet Member – Environment Highways & Waste
John Burr – Director of Highways and Transportation

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: Highway Soft Landscaping - review of standards

Classification: Unrestricted

Summary:

This report provides detail of the progress of work completed this year and sets out the challenges encountered by the soft landscape service from the combined effects of the very wet summer and the budget reduction. It also proposes operational frequency changes for the future.

Recommendation:

That the Cabinet Committee provide comments to the Cabinet Member on the soft landscaping service standard for 13/14, for weed spraying, shrub bed/hedge maintenance, swathe cutting of selected roads and removal of tree stumps at the same time as felling. Noting that funding is only currently available to match the 12/13 standard.

Introduction

1. As part of KCC's requirement to save some £340m over three years the budget for Soft Landscaping was reduced from £4.6m to £3.2m in 2011/12 (a reduction of 1.4m).
2. The Soft Landscaping asset consists of 4 million square metres (m²) of urban grass, 470,000 m² of shrubs, 65,000 m² of hedges, 4900km of roads with a rural swathe cut, 4,200km of roads and pavements for weed treatment and 500,000 trees. The table below shows details of the service provided pre and post budget saving announcement.

Budget (tree maintenance. grass cutting. weed control)	£4.6M	£3.2M
Service Levels	2010/11	Post 2010/11
Rural grass cutting	2	1
Shrub maintenance	2	1
Urban grass cutting	12	8
Visibility cutting (sight lines at junctions etc)	3+	3
Weed spraying	2-3	1
Bus route clearance	✓	x
Removing Tree Stumps	✓	Safety Only
Tree planting / maintenance	✓	Legal replacements only

3. The service reduction was partially mitigated by the dry conditions of the summer of 2011 that restricted vegetation growth. This reduction in service nevertheless resulted in an increase in the number of complaints, with weed control generating most complaints.
4. The spring/summer of 2012 was the wettest on record; it saw prolonged periods of rain followed by sunny spells which created ideal conditions for vigorous growth of vegetation. This meant certain scheduled cuts could not be completed on time and had to be reprogrammed. Overall, the reduction in service levels since April 2011 combined with the weather conditions resulted in a significant increase in the number of complaints including a surge in Member concerns.
5. The County Council responded by undertaking manual weed clearance following weed spray in the May/June, a second weed spray and extra shrub cutting to deal with highway safety issues.
6. The County Council undertake a five yearly cycle of tree inspection. When trees represent a danger to the safe use of the highway user they are felled. The current practice, due to the current budget is to retain the stumps at a height of between 1m - 1.5m so they are clearly visible and do not pose a trip hazard to pedestrians. Tree replanting is only undertaken when it is a requirement of the Town and Country Planning Act. This approach was adopted as part of the cost saving exercise and resulted in a backlog of 1400 tree stumps throughout the County. The loss of trees, the retention of stumps and the decision not to replant following tree removal resulted in concerns from Members and the community about the neglected appearance of urban streets. As a one off exercise, the backlog of stumps is being removed and each site is being reinstated to match the adjacent surface. This work will be completed by the end of March 2013. Members have been invited to consider replanting opportunities in their own areas using their MHF allocations.
7. In April 2005 the Council in-sourced the highway functions from district councils functions with the exception of soft landscaping maintenance. In the intervening years, a number of district councils have handed back the service. Soft landscaping maintenance is now being delivered by a mixture of district councils, the Council's Commercial Services and external contracts. The majority of the current contracts, whether procured by district councils or the Council end at different dates in the next five years. A procurement exercise is being undertaken to rationalise the service delivery process to improve customer experience and to achieve better value for money. The suite of new contracts

has been especially designed to encourage SMEs and the local farming community to bid for the works. District councils who have expressed an interest to maintain soft landscaping on behalf of the Council in their own areas will be subject to benched marked market rates. The new contracts will be in place on 1 April 2013.

8. The wider highways review has demonstrated significant savings. As part of the on going process of introducing further improvements to service delivery a review of the management of the Soft Landscaping Group was undertaken. The review found that the Service would benefit from in-sourcing the management function and day to day running of the Group, currently provided by Jacobs. This is line with the findings of Make, Buy, Sell Review and will improve the breadth of the intelligent client role. The in-sourcing will be completed by end of March 2013.

Discussion

9. Weed growth is unsightly, in urban areas can create a trip hazard, trap litter and is a source of seed that quickly spreads. Weeds, especially woody weeds, once established can be difficult to kill and can soon damage the highway infrastructure creating broken surfaces and blocking drains. The current standard of one weed spray carried out in May/July means that many species are not effectively controlled and contribute to an ever increasing seed bank year on year. A further spray in Sept/October will mean that a wider range of actively growing plants is targeted and reduces or controls the amount of seed that overwinters ready for the next season.
10. The one shrub maintenance visit should take place October/December. The wet weather and increased growth during 2012 highlighted problems associated with one cut and resulted in many safety critical issues, blocked sight lines, obstructed paths etc. The annual cut was brought forward in these cases resulting in the requirement for a second cut in the autumn to ensure that the plants are kept under control at the start of the next growing season.
11. A 900mm wide swathe cut is undertaken on rural roads. The reduction to one annual cut has led to concerns from rural parishes about reductions in carriageway width and the lack of a clear refuge for pedestrians alongside roads not having a footway. Visibility cuts at road junctions that were previously combined with the swathe cutting programme now require separate visits. There is a need for an additional swathe cut on a number of rural roads leading into villages and leading to road junctions with visibility splays.
12. Once the current stump removal programme is completed continued tree felling will create a new backlog of stumps unless the current operational approach is changed. This will lead to further complaints, increasing as the backlog increases. Stump removal costs are very variable and depend on the size of the stump, the type of surface it is located in and the proximity underground services.

Going forward

13. The reduction in works frequencies has had an adverse effect on public satisfaction and therefore to increased complaints. It should be noted however that this was significantly

compounded by the extreme weather/growing conditions during 2012. To mitigate, reactive works are generally undertaken which are expensive both in operational costs and staff resources. Highways and Transportation have also been promoting self help via the KCC website that enables communities/homeowners to cut grass and weeds/low shrub areas where it is safe to do so.

14. It is proposed that the annual eight urban grass cutting is maintained.

Conclusion

15. The reduced service standards arising from the funding cut of £1.4m from 2011/12 to 2012/13 are contributing to a cumulative decline of landscaped areas and aesthetic appearance of the urban environment as well as an increase in reactive costs. These have resulted in community and Member concerns. Additional funding would be required if members wished to increase the level of maintenance. This will necessitate a reduction of service in other areas if additional funding cannot be found.

Recommendations

That the committee is asked to provide comments to the Cabinet Member on the service standard for 13/14, with regards to weed spraying, shrub bed/hedge maintenance, swathe cutting of selected roads and removal of tree stumps at the same time as felling. Noting that funding is only currently available to match the 12/13 standard and that other service cuts may therefore be required to fund any additional planned works.

Contact Officer:

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Email: behdad.haratbar@kent.gov.uk
Tel No: 01622 696289

From: Cabinet Member – Environment, Highways & Waste
Paul Crick, Director of Planning and Environment

To: Environment, Highways & Waste Cabinet Committee

Date: 10 January 2013

Subject: Water Resources Planning

Classification: Unrestricted

Summary: This report outlines the Kent Water Summit that was held in June 2012 and describes the recommendations and subsequent follow-up actions from that event. It also explains the development and findings of the Kent Water Resilience Framework. Drawing on the recommendations and findings of these, the report goes on to describe the processes through which KCC is able to influence the local water companies in the development of their Water Resources Management Plans (WRMPs) and proposes three areas of work that KCC should particularly stress in its ongoing interaction with water companies and within pending consultations on the draft WRMPs.

Recommendations: Members are asked to:

Note the programmes of work described in this report and the resulting recommendations and findings.

Support the particular emphasis on water demand management, wastewater re-use and catchment management within KCC's ongoing engagement with water companies and within pending consultation processes.

1. Introduction

This report sets out KCC's work regarding water resources management. It explains the outcomes of the Kent Water Summit held in June 2012, the development of the Kent Water Resilience Framework and processes through which KCC is able to influence the local water companies. The purpose of the report is to bring this work to the attention of the Committee and to seek support for its future direction.

2. Financial Implications

No financial implications are currently foreseen.

3 Bold Steps for Kent and Policy Framework

The work described in this report links to the following priorities of Bold Steps for Kent:

- ‘Driving Economic Prosperity’ – especially regarding the delivery of key infrastructure to support managed growth;
- ‘Delivering the Kent Environment Strategy’ – in particular through working towards a low carbon economy that is prepared for, and resilient to, climate change.

It also relates to the Minerals and Waste Local Plan and is consistent with the Waste Topic Report No. 7 on Wastewater in connection with policy and options regarding indirect wastewater reuse (Section 4.3).

4. The Report

During 2012, KCC has been leading two initiatives concerned with improved water management – the Kent Water Summit and the Kent Water Resilience Framework. Both these initiatives have produced important outputs and there are now opportunities over the coming months to ensure that these are impressed upon the Kent water companies as they prepare their long term plans for managing water resources.

a. The Kent Water Summit

KCC held a water summit on 26th June 2012 to:

- update on drought situation affecting the county at that time and to align drought communications and action;
- raise awareness on the condition of water in Kent;
- present new information on water for agriculture and horticulture;
- review and challenge current work programmes; and
- build consensus on key, long-term, water-related risks and opportunities.

The summit attracted over 90 representatives from a wide range of organisations including:

- Public sector organisations including KCC, district councils, parish councils, EA and Natural England;
- Three local water companies – Southern Water, South East Water and Veolia Water SE (now called Affinity Water);
- Major business water users including horticulturalists and breweries;
- Environmental groups such as the Kent Wildlife Trust and RSPB;
- Countryside management groups and partnerships;
- Interest groups and campaign organisations including CPRE;
- Universities and the East Malling Research Centre;
- Community groups;
- Consultants; and
- Kent companies specialising in water technology solutions.

Key note speeches were delivered by Bryan Sweetland, Cabinet Member for Environment, Highways and Waste and Andrew Wickham, Deputy Cabinet Member for Regeneration and Economic Development. These stressed the key role that water plays in both the environment and economy of Kent.

Break-out groups discussed a wide range of issues covering planning, infrastructure, farming, environment, business and community and the discussion was synthesised into the following recommendations:

1. More rapid introduction of domestic water metering to conserve water.
2. Greater understanding of the true value of water through a public awareness campaign.
3. Wastewater reuse to be considered more seriously as a potential solution to improving water supplies.
4. Increased efficiency in both domestic and agricultural water use.
5. Further expansion of facilities for on-farm water storage.
6. Greater leadership and enhanced co-operation to deliver technological innovation in water conservation.
7. A drive to cut out all forms of water wastage.

Good progress has been made in following up these recommendations but several also need to be promoted through KCC's influence in the water industry planning process.

b. The Kent Water Resilience Framework (WRF)

The WRF is an activity within the Kent Environment Strategy (KES) and contributes to delivery of Action CC 6.1 'To develop and deliver risk-based action plans for the top 'climate risk' priorities in Kent'. It is being developed in partnership with the Environment Agency.

There are several steps within the WRF:

- Step 1 is the development of a clear baseline document that brings together data from a number of sources and sets out the current situation. It is titled '*The State of Water in Kent*' and was published in June 2012 by the EA.
- Step 2 is an analysis of the risks and opportunities that are expected to arise from long term changes in climate, population and land use within the county and is entitled '*Risks and Opportunities for Water Systems: An analysis of long term risks and opportunities for water systems in Kent*'. This has been produced by KCC, it is currently available in draft and will be published shortly. This document highlights a total of 19 risks and opportunities that require further attention.
- Step 3 is to develop partnership action to address those risks or opportunities that are expected to affect Kent as a whole. This has already been commenced with the establishment of a new task group (chaired by Andrew Wickham, Deputy Cabinet Member for Regeneration and Economic Development) to address water availability for agriculture and horticulture.

- Step 4 will address those risks and opportunities that are expected to be location specific. It will involve the development of a prioritised list of locations across Kent where the risks or opportunities are expected to be highest and it will produce a set of maps and a report. The specification for this work is currently being drafted.
- Step 5 will involve engaging with businesses and communities within the prioritised locations to support them in developing appropriate responses.

A number of the risks and opportunities (listed below) that have been identified in Step 2 relate primarily to agricultural land management and point to the need to develop long term management regimes on a river catchment basis. Water companies would be important partners in that process.

- New agricultural and horticultural crops
- Increased cropping intensity
- Improved crop yields
- Increasing water demand
- The incidence and severity of droughts
- Water availability for irrigation
- Difficulties in filling surface water reservoirs
- Increasing soil erosion
- Soil degradation

Others (listed below) have more direct implications for water companies and need to be addressed within their long term strategies with the aim of making water resources management systems more resilient into the future.

- Increasing water demand
- The incidence and severity of droughts
- Difficulties in filling surface water reservoirs
- Changing yields from groundwater
- The adequacy of wastewater treatment infrastructure
- Increasing nutrient concentrations and eutrophication in rivers and lakes
- Reduced base flow in rivers
- Worsening condition of aquatic habitats and species

Each of these risks carries with it potential opportunities for local businesses to develop innovative solutions and this will be investigated further in Step 5.

The WRF will need to be reviewed at intervals to ensure that it continues to use the best available data and focus on the correct issues and locations.

c. The water industry planning process

Water companies produce new Water Resources Management Plans (WRMPs) every 5 years. Each WRMP covers a 25 year time period on a rolling basis. The companies are now preparing their plans for the period 2015 to 2040.

There are five water companies that supply Kent but three of them cover about 90% of the county – namely South East Water, Southern Water and Affinity Water (formerly Veolia Water SE / Folkestone & Dover Water).

All the water companies in South East England form part of a planning group called 'Water Resources in the Southeast' (WRSE) which is chaired by the Environment Agency (EA). This group brings together EA regional water resources modelling functions with water company infrastructure planning to identify and promote optimal strategic infrastructure options. The WRSE work remains confidential until after the individual company plans are approved.

The previous planning process for the period 2010 to 2035 culminated in public inquiries for South East Water and Thames Water. The current planning process includes two key improvements that have since been made:

- The WRSE group appears to be more strongly supported by all the relevant water companies, more fit for purpose and better integrated with each company's own planning functions.
- South East Water (SEW) has completely changed its approach to engaging with stakeholder organisations – it has set up a Customer Challenge Group and an Environmental Focus Group (EFG) to “advise and challenge” the company. KCC is one of the organisations represented on the EFG.

It is understood that Thames Water is following a similar approach to SEW on stakeholder engagement. The other companies that supply Kent – Southern Water, Affinity Water, and Sutton & East Surrey Water – are following a more conventional approach that mainly involves consulting a wide range of stakeholders on their draft WRMP. Southern Water has, however, also been running a number of one day events to explain their planning process and listen to the views of stakeholders. KCC has taken part in these.

The water companies will all produce their draft WRMPs in late April / early May 2013 and this will be followed by a formal consultation period after which each company will produce its Statement of Response, make any revisions and publish the final plan in early 2014.

d. The proposed focus for KCC influence

Drawing on the recommendations from the Kent Water Summit and the findings from the Kent Water Resilience Framework, there are three key areas of work that it is suggested that KCC should now be emphasising with all the local water companies:

- demand management;
- wastewater re-use; and
- catchment management.

These are not panaceas for Kent's water problems, neither are they the only things that need to be done. However, they do hold considerable potential and require greater attention.

i. Demand management

The management of water resources requires a balanced approach that addresses both supply and demand. In the past, water companies have favoured supply side engineering solutions but have gradually come around to balancing this with a stronger focus on leakage reduction, metering, domestic water efficiency and tariffs to encourage water saving. KCC has been working with local water companies for some years through the Kent Water Demand Management Group to promote domestic water efficiency and this has now culminated in these companies joining the Kent Green Deal Partnership and committing to work with KCC and others in retrofitting the existing Kent housing stock with efficiency improvements. Demand management is now getting more attention but still needs to be emphasised by KCC to ensure that water wastage is minimised.

All the Kent water companies are progressing domestic water metering schemes within their current plans. Affinity Water has already completed their programme for the old Folkestone & Dover Water area with 93% of those properties now metered. Southern Water will reach a similar level by 2015 and South East Water will reach 71% by that date. There is scope to encourage SEW to accelerate this to deliver 90% metering ahead of the current expected completion date of 2020.

The need for faster metering and improved domestic water efficiency was highlighted at the Kent Water Summit and this was followed up by a letter to the relevant government minister at DEFRA. It is important that this is reiterated to water companies over the coming months. Specifically, it is recommended that KCC should:

- Stress the importance of demand management in general to all water companies;
- Stress the importance of their involvement in the Kent Green Deal Partnership and their provision of the water efficiency measures free of cost to the households;
- Emphasise to South East Water the desirability of reaching their target level of metering ahead of 2020.

ii. Wastewater re-use

The re-use of wastewater is a good way to improve the efficient use of water resources and it can be applied at a number of different points within the water systems:

- a. Within homes or businesses using grey water recycling technology to provide water for toilet flushing and garden use;

- b. At a neighbourhood scale using localised treatment and a separate water supply to homes for non-potable use (using colour-coded pipework and other such precautions); and / or
- c. At river catchment scale by upgrading coastal wastewater treatment works, pumping the more highly treated effluent back up river to support natural flows, and re-abstracting it further downstream for additional treatment and input into the regular water supply network. (This is referred to as 'indirect re-use').

Option a is currently costly to include in new homes, difficult to retrofit into existing homes and can have maintenance and performance issues. Option b. provides some economy of scale but is only suitable for new developments and faces a number of ownership issues. Option c. is generally the most economically attractive proposition as it benefits from significant economies of scale, it can target water that would otherwise be lost to the sea, supports low flows in rivers and can be applied to all wastewater streams. It addresses several of the risks highlighted in the Kent Water Resilience Framework as it is a very resilient solution, the output of which is little affected by drought. Unfortunately it requires treatment processes that are currently energy-intensive and, although this is being steadily improved by technological advances, in many situations it may not be the least cost option. Wastewater re-use options at Aylesford and Ramsgate were advocated at the Kent Water Summit. The approach is gaining popularity and would benefit from the support of KCC. Specifically, it is recommended that KCC should voice support for catchment-scale wastewater re-use in coming consultation responses, subject to the obvious compliance with the stringent drinking water quality standards of the Drinking Water Inspectorate.

iii. Catchment management

Catchment management involves water companies working outside their conventional areas of responsibility to support a wide range of measures aimed at improving the quality and quantity of water in the environment and hence making more water available for abstraction. Typically these measures range from:

- Improving land management in the upper reaches of river catchments to reduce pollution, retain more water following heavy rainfall events, and to promote aquifer recharge; to
- Localised measures to protect specific water sources from temporary shut-downs caused by pollution events from neighbouring land.

The water supply benefits of catchment management measures are generally difficult to quantify but can be highly cost effective and also deliver significant environmental benefits.

Given that this type of work would require water companies to enter into unusual partnerships with land managers, KCC support would provide significant encouragement. In particular it is recommended that KCC could

usefully stress support for catchment management to all water companies in coming consultations and discussions.

5. Conclusions

During 2012 KCC has led two important pieces of work concerning water resources management – The Kent Water Summit and the Kent Water Resilience Framework. The recommendations and findings from these have particular relevance to the Kent water companies as they develop their Water Resources Management Plans for the period 2015 to 2040 and consult on these in May / June 2013.

It is proposed that KCC should use these opportunities to emphasise the importance of water demand management, wastewater re-use and catchment management.

6. Recommendations

Members are asked to:

Note the programmes of work described in this report and the resulting recommendations and findings.

Support the particular emphasis on water demand management, wastewater re-use and catchment management within KCC's ongoing engagement with water companies and within pending consultation processes.

7. Background Documents

Kent Water Summit 2012. Summary and key points. KCC, 2012.

Kent Water Summit 2012. Follow-up Actions. KCC, 2012.

The State of Water in Kent. Environment Agency, 2012.

<https://shareweb.kent.gov.uk/Documents/environment-and-planning/environment-and-climate-change/water%20summit/state-of-water.pdf>

Risks and Opportunities for Water Systems: An analysis of the long term risks and opportunities for water systems in Kent (draft). KCC, 2012.

<https://shareweb.kent.gov.uk/Documents/environment-and-planning/environment-and-climate-change/water%20summit/wrf-analysis.pdf>
and <https://shareweb.kent.gov.uk/Documents/environment-and-planning/environment-and-climate-change/water%20summit/wrf-figures.pdf>

8. Contact details

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Kent Water Summit 2012

Summary and key points

The Kent Water Summit was held on 26th June 2012 and involved over 90 representatives from a wide range of organisations including:

- Public sector organisations including KCC, district councils, parish councils, EA and Natural England;
- Three local water companies – Southern Water, South East Water and Veolia Water SE;
- Major business water users including horticulturalists and breweries;
- Environmental groups such as the Wildlife Trust and RSPB;
- Countryside management groups and partnerships;
- Interest groups and campaign organisations including CPRE;
- Universities and the East Malling Research Centre;
- Community groups;
- Consultants; and
- Kent companies specialising in water technology solutions.

The event began with key note speeches from Bryan Sweetland (KCC Cabinet Member for Environment, Highways and Waste) and Andrew Wickham (Deputy Cabinet Member for Regeneration and Economic Development), followed by presentations from EA on local water resources, KCC on the Kent Water Resilience Framework and HR Wallingford on water for agriculture. These speakers then took part in a panel questions and answers session. The second half of the morning involved break-out discussion groups on 'Farming and Environment', Business and Community' and 'Planning and Infrastructure' and the event concluded with lively discussion in a plenary session.

The summit called for:

- 1. More rapid introduction of domestic water metering to conserve water.**
- 2. Greater understanding of the true value of water through a public awareness campaign.**
- 3. Further expansion of facilities for on-farm water storage.**
- 4. Increased efficiency in both domestic and agricultural water use.**
- 5. Effluent reuse to be considered more seriously as a potential solution to improving water supplies.**
- 6. Greater leadership in and enhanced co-operation to deliver technological innovation in water conservation.**
- 7. A drive to cut out all forms of water wastage.**

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Kent Water Summit 2012

Summary of Follow-up Actions

Introduction

The Kent Water Summit was held on 26th June 2012 with the aim to:

- Update on current drought situation
- Alignment of communications and action
- Raise awareness on the condition of water in Kent
- Present new information on agricultural water demand
- Review and challenge current work programmes
- Build consensus on key, long-term, water-related risks and opportunities

Recommendations

The summit called for:

- More rapid introduction of domestic water metering to conserve water.
- Greater understanding of the true value of water through a public awareness campaign.
- Further expansion of facilities for on-farm water storage.
- Increased efficiency in both domestic and agricultural water use.
- Wastewater reuse to be considered more seriously as a potential solution to improving water supplies.
- Greater leadership in and enhanced co-operation to deliver technological innovation in water conservation.
- A drive to cut out all forms of water wastage.

Follow-up actions

A number of actions have been taken to follow up these recommendations:

1. KCC Deputy Cabinet Member, Andrew Wickham met with DEFRA ministers in July to explain the concern from the summit regarding the slow pace of domestic water metering and to stress the importance of domestic water savings. Immediately after the government cabinet reshuffle this was followed up by a letter from KCC Cabinet Member, Bryan Sweetland to Richard Benyon, copied to the new Secretary of State for Environment, Owen Paterson.
2. A new Kent Water Task Group has been set up to address issues of water availability for agriculture and horticulture. This includes representatives from KCC, Kent Economic Board, Kent Forum, EA, South East Water, East Malling Research, National Farmers Union and the Country Land and Business Association. The group held its first meeting on 3rd October and some early actions have already been initiated.

3. Further work has been done on the baseline report on Water Demand for Agriculture and Horticulture by HR Wallingford. The final draft reports are now awaiting approval by UK Water Industry Research.
4. Several summit participants provided comments on the Kent Water Resilience Framework. The draft document entitled 'Analysis of Long Term Risks and Opportunities for Water Systems in Kent' is now being finalised and a methodology developed for mapping these risks and opportunities across the county.
5. A new DEFRA project has started to investigate the link between land management, climate change and water resources. Opportunities are being explored with DEFRA for a Kent case study as part of this project to look at the relationship between land management on the Kent Downs and recharge of the chalk aquifers.
6. The Kent Water Demand Management Group met on 20th September and its revised work programme now describes 28 ongoing or completed water efficiency projects.
7. Support is being sought for a study to investigate the behaviour of high domestic water users. DEFRA and several water companies have expressed interest and a proposal is now being prepared by a specialist consultant.
8. Water companies are preparing their draft Water Resources Management Plans for the period 2015 to 2040. A number of summit participants are involved in this process and the merits of wastewater re-use schemes are being stressed.
9. Innovative water technology businesses are eligible for a number of Kent business support packages. Further information can be found at http://www.kent.gov.uk/business/business_support_centre.aspx. Other forms of support are also being investigated.

Further details on these actions are available from alan.turner@kent.gov.uk

From: Cabinet Member – Environment, Highways & Waste
Mike Hill, Cabinet Member - Customer and Communities
Paul Crick, Director, Planning & Environment
Steve Terry, Emergency Planning Manager
Tony Harwood, Senior Emergency Planning Officer

To: Environment, Highways and Waste Cabinet Committee

Date: 10 January 2013

Subject: Ash Dieback (*Chalara fraxinea*) outbreak response

Classification: Unrestricted

Summary: To brief the Environment, Highways and Waste Cabinet Committee on the Ash Dieback (*Chalara fraxinea*) outbreak in Kent and the significant risk the disease presents and our ongoing response to manage the situation. Members are asked to note, endorse and contribute through debate to this approach.

1. Background

- 1.1 Ash Dieback (*Chalara fraxinea*) is the infective phase of the cup-fungus *Hymenoscyphus pseudoalbidus*, which was named as new-to-science in 2010. Latest research indicates that the organism is in fact native to Japan and Korea, where it co-exists benignly with native ash trees. The life-cycle of this organism appears to be that *Chalara fraxinea*, living on Ash leaves and shoots, develops into *Hymenoscyphus pseudoalbidus* when the leaves fall. Individual cup-fungus then produce approximately 1,500 airborne spores an hour over a period of around 2 weeks, which drift up into the canopy, where they may alight on Ash shoots and initiate new infection. The *Chalara* phase is also understood to produce a less mobile form of spore, which may further infect the host and nearby trees. Once initiated, infection spreads along the Ash twig and under certain circumstances, which are not fully understood, into branches and the trunk of the tree. The destructive characteristic of this fungus derives from the fact that the *Chalara* phase produces a fungal poison, called viridiol, which is toxic to Ash. Saplings and coppice re-growth are particularly vulnerable to *Chalara* attack, while stricken larger trees exhibit a heightened risk from secondary infection and environmental stress.
- 1.2 Media reports widely cite the impact of the fungus Ash Dieback *Chalara fraxinea* in Denmark, where a 2010 estimate stated that some 60-90% of Ash trees were affected¹.
- 1.2 Since the announcement of confirmed cases in the UK in October, the outbreak has been reported widely by national and local media with much speculation as

¹ European and Mediterranean Plant Protection Organization (2010)

to the fate of our Ash trees. The latest news reports² quote Danish scientists as suggesting that up to 95% of UK Ash trees could be affected.

- 1.3 Such headlines have generated significant local concern. Ash is the most widespread tree species found in Kent, with records from 930 of the county's 1,043 tetrads (or 2km squares)³. Some 111 invertebrates feed directly upon Ash and this fauna increases significantly when associated predators and parasites are considered⁴. In addition, some 255 lichens have an especial association with the alkaline substrate afforded by Ash bark⁵. The tree forms a component of high forest, coppice woodland and hedgerow habitats across Kent, and is also a prominent feature of our urban landscape, as street trees and within parks and gardens. Kent also supports the largest extent of surviving ancient woodland within the UK. If *Chalara fraxinea* takes hold in the UK at the rate and extent experienced in Continental Europe, it will undoubtedly bring profound change for the landscape, ecology and rural economy of Kent.
- 1.4 A key consideration for KCC is that Ash forms a significant component of our soft estate. Therefore, the health and safety considerations attached to ensuring effective monitoring and timely arboriculture interventions, to make safe dead or ailing trees, could be significant. The corollary to this is that public safety may also become a concern in relation to dead or dying trees growing on private land abutting KCC owned or maintained infra-structure, including highways, footways, offices and school campuses. It is estimated that some 4% of KCC highway trees are Ash, equating to some 20,000 individual trees. The figures for Ash growing on private land abutting and potentially impacting KCC property and public rights of way will, of course be significantly higher. Monitoring, land registry searches, serving notice or direct intervention to ensure safety works to these trees will inevitably also involve a cost to KCC. An additional consideration relates to the formulation of a replacement strategy, which must be informed by bio-security and bio-diversity considerations.
- 1.5 A further key role for KCC will involve Trading Standards, working alongside the arboriculture industry, putting safeguards in place to ensure that "rogue traders" do not seek to profit from this outbreak.
- 1.6 This report is being tabled at the Environment, Highways and Waste Cabinet Committee following discussion of potential environmental and financial impacts arising from the *Chalara* outbreak at Corporate Management Team and its proposed inclusion within the KCC Corporate Risk Register.

2. Current Situation

- 2.1 Experience within the county of dealing with animal and plant health outbreaks, such as Foot & Mouth Disease and, more recently, Asian Longhorn Beetle, shows that robust and timely interventions can contain, slow and even prevent further spread of threats to plant and animal health. With this in mind, since the first cases were confirmed in Kent, KCC Emergency Planning has provided a direct link between the national response (led by Defra / Fera⁶ and Forestry Commission) and a range of local partners, to ensure a consistent approach and single source of information.

² Denmark's Ash disease dieback toll poses warning to UK. Jeremy Cooke (BBC Rural affairs correspondent)– 20th November 2012

³ A New Atlas of the Kent Flora. E.G. Philp 2010

⁴ UK Biological Records Centre Database of Insects and their Food Plants

⁵ Pasture and woodlands in Lowland Britain and their importance for the conservation of the epiphytes and invertebrates associated with old trees. Nature Conservancy Council & The Institute of Terrestrial Ecology

⁶ Department for Environment, Food & Rural Affairs / Food & Environment Research Agency

- 2.2 This approach, and in particular safeguards introduced expeditiously to prevent the movement of potentially infected fallen leaves, has been endorsed by Martin Ward (UK Chief Plant Health Officer), who is leading the national response to the outbreak:

'Your approach and bio-security precautions look sensible. One of the key messages is that bio-security is actually rather simpler for Chalara than for some other diseases because there are no 'resting spores' in the soil. So as long as dead leaves aren't moved from site to site that pathway is dealt with. Unlike aerial spread, which is much harder to stop.'

- 2.3 To date, some 30 infection sites have been confirmed across the county, with the east of Kent hardest hit⁷. Given this knowledge, our growing understanding of the threat and the announcement of the imminent publication of an Interim *Chalara* Control Plan by the Secretary of State, Rt. Hon. Owen Paterson MP, relevant KCC managers agreed that a Strategic Co-ordinating Group (SCG) should be convened to build upon the good work already undertaken, to ensure that Kent is well-prepared.
- 2.4 Routinely, SCG meetings are chaired by Kent Police, but given the nature of this unfolding situation, it was agreed that KCC would be best-placed to take the strategic lead, with Planning & Environment and Emergency Planning acting as co-chairs.
- 2.5 The inaugural meeting was very well-attended (with >25 local partners and national agencies involved) and productive. The SCG agreed a multi-agency strategy (see *Appendix 1*) for managing the response in Kent, a command & control structure (managed from the County Emergency Centre), high-level risk assessment and the basis for a local action plan to deliver the agreed strategy. A subsequent meeting, held on 14th December, focused upon local action plan implementation.
- 2.6 The Forestry Commission and Kent County Council staged a high profile regional Tree Health Summit in Kent on 18th December, where the Interim *Chalara* Control Plan was launched. The event was attended by Mr. Jeremy Kite, Deputy Cabinet Member for Customer and Communities, providing opening remarks, and Mr. David Brazier, Deputy Cabinet Member for Environment, Highways and Waste, providing closing remarks. This is a testimony to the prominent role taken by KCC in relation to the response to the *Chalara* outbreak.
- 2.7 Emergency Planning have printed and distributed Forestry Commission *Chalara* public information notices to relevant KCC teams and a range of partners for installation at public open spaces across Kent. In addition, stocks have been supplied to parish clerks for display on notice boards.

3. Next Steps

- 3.1 Much of our activity will be informed by the Interim *Chalara* Control Plan issued on 6th December. However, the scale of the problem in Kent, the influence of specific local factors and our acknowledged pioneering position in dealing with the outbreak dictates that an effective local response is sustained.
- 3.2 With this in mind, KCC Planning & Environment and Emergency Planning have produced a Local Action Plan (see *Appendix 2*) and have established working groups to facilitate the delivery of targets therein.

⁷ [http://www.forestry.gov.uk/pdf/Map2b_12-12-04_UK_outbreak_map.pdf/\\$FILE/Map2b_12-12-04_UK_outbreak_map.pdf](http://www.forestry.gov.uk/pdf/Map2b_12-12-04_UK_outbreak_map.pdf/$FILE/Map2b_12-12-04_UK_outbreak_map.pdf)

4. Recommendations

4.1 That Members:

- Note the potential serious consequences that the *Chalara* outbreak poses to the environment and economy of Kent;
- Endorse the KCC approach outlined within this report; and
- Contribute any related topics for further research and advice arising from debate by the Committee.

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Multi-Agency Strategy⁸

Background

In developing this Strategy consideration has been given to the COBR and Defra / Fera strategic guidance for the Ash Dieback (*Chalara fraxinea*) outbreak. In accordance with this, members of the SCG will seek to act and react positively and proportionately in managing the outbreak in Kent & Medway and seek to prevent wider infection, whether accidental or deliberate.

Strategic Aim & Objectives

Aim

We will work in partnership to protect the environment, by containing the outbreak, limiting the spread and mitigating its potential wider consequences.

Objectives

We will achieve the above aim by putting in place an Action Plan to support the following strategic objectives:

- Establish robust Command, Control & Co-ordination (C3) arrangements (including relevant plans and protocols) to support effective & proportionate local, cross-border & national response arrangements;
- Provide a single-source of consistent Scientific & Technical Advice, to inform risk assessment and decision-making, including options for monitoring & treatment, containment / bio-security & disposal;
- Implement a rigorous Environment Management Strategy to support the effective implementation of relevant mitigating actions including monitoring, enforcement & treatment;
- Maximise public, media & stakeholder awareness & confidence through a joined-up Media & Communications Strategy; and
- Maintain continuity of the response & develop a long-term Recovery Strategy, covering business & economic confidence, cultural & amenity impacts and long-term environment management.

Civil Contingencies Act (CCA) 2004 Definition of an 'emergency'⁹

1. Meaning of 'emergency'

(1) In this Part 'emergency' means —

(a) An event or situation which threatens serious damage to human welfare in a place in the UK;

(b) **An event or situation which threatens serious damage to the environment of a place in the United Kingdom;** or

(c) War, or terrorism, which threatens serious damage to the security of the UK;

(3) For the purposes of subsection (1)(b) an event or situation threatens damage to the environment only if it involves, causes or may cause —

(a) Contamination of land, water or air with biological, chemical or radio-active matter; or

(b) **Disruption or destruction of plant life or animal life.**

⁸ Agreed at inaugural meeting of the Ash Dieback (*Chalara fraxinea*) Outbreak SCG on Friday 16th November 2012

⁹ www.legislation.gov.uk/ukpga/2004/36/section/1

**Kent Resilience Forum (KRF)
Ash Dieback (*Chalara fraxinea*) Outbreak
Strategic Co-ordinating Group (SCG)**

ACTION PLAN

Introduction

At the initial Kent Resilience Forum (KRF) Ash Dieback Outbreak Strategic Co-ordinating Group (SCG), held on 16th November 2012 it was agreed that an Action Plan would be drafted to provide clear direction to local, cross-border & national partners as to the response to be implemented across Kent & Medway in support of the agreed multi-agency Gold Strategy and the Interim Chalara Control Plan.

Four “virtual working groups, largely utilising email and teleconference facilities, will be established to oversee the implementation of the objectives outlined in the Gold Strategy as follows:

- **Scientific & Technical Advice Cell (STAC);**
- **Environment Management Group (EMG);**
- **Media & Communications Group (M&CG); and**
- **Recovery Advisory Group (RAG).**

Background

Media reports widely cite the impact of the fungus Ash Dieback (*Chalara fraxinea*) in Denmark, where a 2010 estimate stated that some 60-90% of ash trees were affected and may eventually die¹⁰. Since the announcement in October of confirmed cases in the UK, the outbreak has been reported widely by national and local media with much speculation as to the fate of our Ash trees. The latest reports¹¹ quote Danish scientists as suggesting that up to 95% of UK Ash trees could eventually be affected.

Such headlines have generated significant local concern as Ash (*Fraxinus excelsior*) is the most widespread tree species found in Kent, with records from 930 of the county's 1,043 tetrads (or 2km squares)¹². Some 111 invertebrates feed directly upon ash, and this figure increases significantly when associated predators and parasites are considered¹³. In addition some 255 lichens have an especial association with the alkaline substrate afforded by Ash bark¹⁴. The tree forms a component of high forest, coppice woodland and hedgerow habitats across Kent, and is also a prominent feature of our urban landscape, as street trees and within parks and gardens. Kent also supports the largest extent of surviving ancient woodland within the UK. If *Chalara* takes hold in the UK at the rate and extent experienced in Denmark, and elsewhere within Continental Europe, it will bring profound change for the landscape, ecology and rural economy of Kent.

Practical challenges are posed by the threat of unprecedented numbers of deteriorating trees, growing on private and public land, and to the safety of public spaces, pedestrian and bridle routes, the railway network and highways. The risk that “rogue traders” will seek to profiteer from the outbreak is another key concern.

¹⁰ European and Mediterranean Plant Protection Organization (2010)

¹¹ Denmark's ash disease dieback toll poses warning to UK. Jeremy Cooke (BBC Rural affairs correspondent) – 20th November 2012

¹² A New Atlas of the Kent Flora. E.G. Philp 2010

¹³ UK Biological Records Centre Database of Insects and their Food Plants

¹⁴ Pasture and woodlands in Lowland Britain and their importance for the conservation of the epiphytes and invertebrates associated with old trees. Nature Conservancy Council & The Institute of Terrestrial Ecology

Local Action Plan

Responsible Owners (Tactical Co-ordination): KCC Senior Emergency Planning Officer / KCC Senior Biodiversity Projects Manager

Reporting To (Strategic Co-ordination): KCC Director of Planning & Environment / KCC Emergency Planning Manager

	Key Targets	Performance Measure	Accountability	Timescale	RAG
1.	Command, Control & Co-ordination (C3): Establish robust C3 arrangements (incl. relevant plans & protocols) to support effective & proportionate local, cross-border & national response arrangements				
1.1	Effective multi-agency C3 structure, Gold Strategy and Action Plan in place, being implemented, monitored and communicated.	Regular SCG and Working Group / Cell meetings to progress issues & flow of communications via Tactical Co-ordination leads Regular flow of communications between local, cross-border and national partners.	SCG Co-Chairs / Tactical Co-ordination Leads / All SCG Members	Ongoing	Amber
2.	Scientific and Technical Advice Cell (STAC): Provide a single-source of consistent Scientific & Technical Advice, to inform risk assessment and decision-making, including options for monitoring & treatment, containment / bio-security & disposal. STAC will be largely "virtual" in format, utilising email and teleconference facilities.				
	Membership: KCC Emergency Planning (Tony Harwood [Chair]), Forest Research (Dr. Gary Kerr), Fera (Martin Ward), Forestry Commission (Jonathan Harding), Jacobs (Aubrey Furner), KCC Flood Risk and Natural Environment Team (William Moreno), KCC Property and Infrastructure Support (Bruce MacQuarrie), Kent Downs AONB Unit (Nick Johannsen), UKC (Roger Fraser), Arboricultural Association (Jim Quaife), KMBRC (Tony Witts)				
2.1	Compile detailed data set on Ash Dieback impacts within UK and Continental Europe, including better understanding of damage inflicted upon mature Ash trees and consequent health and safety implications to enable enhanced planning and response.	Report back to Strategic Co-ordinating Group	STAC Chair	1 st May 2013	Amber
2.2	Bio-security tool-kit / guidance to seek to contain level of Chalara fraxinea spread within county, with specific focus upon	Ash tree management guidance note produced	STAC Chair	1 st May 2013	Amber

	Key Targets	Performance Measure	Accountability	Timescale	RAG
	tackling spread from natural environment into parks, gardens and other urban green space.				
2.3	Ensure measured, cost-effective systems in place for ongoing monitoring and assessment of Ash Dieback spread (informed by national policy).	Systems in place.	STAC Chair	1 st May 2013	Amber
3.	Environment Management Group (EMG): Implement a rigorous Environment Management Strategy to support the effective implementation of relevant mitigating actions including monitoring, enforcement & financial safeguards. EMG will be largely “virtual” in format, utilising email and teleconference facilities.				
	Membership: KCC Flood Risk and Natural Environment Team (William Moreno [Chair] / Ruth Childs), Forestry Commission (Jonathan Harding), Maidstone Borough Council (Jason Taylor), Medway Council (Nigel Holman / Robert Lucas), Kent Highway Services (Alan Riley), Highways Agency (John Henderson), KCC Emergency Planning (Tony Harwood), Kent Tree Officers Group (Daniel Docker); Greenspace Forum Kent (Darran Solley), KCC Public Rights of Way (Graham Rusling) Environment Agency (Nick Paige), East Sussex County Council (Anthony Becvar), UK Power Networks (James Nicholl)				
3.1	Ensure baseline asset and tree safety audit data for Ash on public land informing identification of required staffing / contractor / financial resources.	Audits in place.	EMG Chair	1 st May 2013	Amber
3.2	Project management i.e. confirm relevant partnership arrangements for assessing, monitoring and, where necessary, enforcement of bio-security and health and safety interventions (informed by Sussex Dutch Elm Disease Plant Health Order protocols)	Audits in place.	EMG Chair	1 st May 2013	Amber

	Key Targets	Performance Measure	Accountability	Timescale	RAG
3.3	Assess potential scale and cost of monitoring and felling (for safety purposes only) dead and dying Ash at public open spaces in Kent and Medway (including parks and gardens).	Reports back Strategic Co-ordinating Group.	EMG Chair	Updates at future SCG meetings	Amber
3.4	Assess potential scale and cost of increased workloads around enforcement, applications for works to TPO trees / trees located within Conservation Areas, notifications of works as exception to regulations and Local Government (Miscellaneous Provisions) Act 1976	Reports back Strategic Co-ordinating Group.	EMG Chair	Updates at future SCG meetings	Amber
3.5	Draft strategy for monitoring and felling (for safety purposes only) dead and dying Ash adjacent to transport routes in Kent and Medway (including footways, bridleways, road and railway network). This can be part of a wider Tree Strategy for Kent.	Key stakeholders (Highways Agency, Medway Council, Kent County Council, Network Rail) to confirm that threat is being considered internally and report back to future SCG meetings with 'for information' updates.	EMG Chair	Updates at future SCG meetings	Amber
3.6	Assess potential scale and cost of monitoring and felling (for safety purposes only) dead and dying Ash within privately owned sites with public access (including zoo parks and heritage sites).	Key stakeholders (private landowners and land managers, commercial and relevant charitable organisations) to confirm that threat is being considered internally and report back to future SCG meetings with 'for information' updates.	EMG Chair	Updates At future SCG meetings	Amber

	Key Targets	Performance Measure	Accountability	Timescale	RAG
4.	Media & Communications Group (M&CG): Maximise public, media & stakeholder awareness & confidence through a joined-up Media & Communications Strategy. M&CG will be largely “virtual” in format, utilising email and teleconference facilities.				
	Membership: Maidstone Borough Council (Roger Adley [Chair]), KCC Communications (John Todd), Forestry Commission (TBC), KCC Emergency Planning (Fiona Gaffney), KCC Flood Risk and Natural Environment Team (William Moreno), DCLG RED (Chris Innes), Kent & Medway Biological Records Centre (Hannah Cook)				
4.1	Develop a local Media & Communications Strategy for the outbreak, to support the national strategy led by Defra & Forestry Commission, using a range of channels	Strategy developed.	M&CG Chair	1 st May 2012	Amber
4.2	Forestry Commission public information signs installed at entrances and on notice boards at publicly accessible wooded sites across Kent and Medway.	2,500 Forestry Commission Public Information Signs circulated to key stakeholders and installed at wooded sites.	M&CG Chair	Signs installed by end of calendar year 2012	Green
4.3	Link to Forestry Commission Ash Dieback page posted on all Kent and Medway Local Authority websites.	All Local Authorities comply with target.	M&CG Chair	Link posted by 31 st January 2013	Amber
4.4	Develop on-line Ash Dieback forum for sharing best practice. Create links with European forums on tree and plant health.	Forum and links established	M&CG Chair	1 st September 2013	Amber
4.5	Link to Defra Interim Chalara Control Plan distributed to all KRF partners to inform relevant activities by their personnel and contractors. Partners to utilise their networks and partnerships to optimise extent of distribution e.g. key service users, associations, trade bodies, land-owners, community groups, businesses etc.	Defra Interim Chalara Control Plan distributed.	M&CG Chair	End of calendar year 2012	Amber

	Key Targets	Performance Measure	Accountability	Timescale	RAG
4.6	Engage with Fera “train the trainers” initiative aimed at developing a plant health network of trained personnel to support official surveillance and detection.	Local personnel signed-up to initiative.	M&CG Chair	Ongoing	Amber
4.7	Trading Standards teams to produce and publicise guidance (in co-operation with arboriculture trade) addressing risk from “rogue traders” profiteering from outbreak.	Guidance produced and publicised.	M&CG Chair	1 st April 2013	Amber
5.	Recovery Advisory Group (RAG): Maintain continuity of the response & develop a long-term Recovery Strategy, covering business & economic confidence, cultural & amenity impacts and long-term environment management. RAG will be largely “virtual” in format, utilising email and teleconference facilities.				
	Membership: Kent Downs AONB (Nick Johannsen [Chair]), KCC Flood Risk and Natural Environment Team (Elizabeth Milne), Forestry Commission (Jonathan Harding), Kent Downs AONB (Nick Johannsen), Shepway District Council (David Sephton), Maidstone Borough Council (Deanne Cunningham / Nick Gallavin), Kent Tree Officers Group (Daniel Docker), Kent Wildlife Trust (Debbie Salmon), Kent Local Nature Partnership (Linda Davies), Greenspace forum Kent (Darran Solley), KCC Emergency Planning (Tony Harwood), Kent Economic Development Officers Group (Jeremy Whittaker), KCC Regeneration and Economy (Alan Turner)				
5.1	Work in partnership to minimise direct & secondary impacts of the outbreak on the local economy and cultural amenity, by maintaining consumer / public confidence, supporting businesses with relevant insurance & legal advice and providing a strong voice for Kent & Medway in negotiations with central government.	Ongoing commitment.	RAG Chair	Ongoing	Amber
	Advocate for the development and adoption by all Kent councils of a tree strategy for Kent and Medway.	Action included as a priority in the Kent Environment Strategy.	RAG Chair	1 st April 2014	Amber
5.2	Incorporate a ‘Kent & Medway natural regeneration and dead wood retention	Draft policy drafted and circulated to key stakeholders.	RAG Chair	1 st April 2014	Amber

	Key Targets	Performance Measure	Accountability	Timescale	RAG
	(saproxylic wildlife) policy' into existing Local Authority / government agency landscape strategies and guidance and circulate across wider landowner / land management community - to maintain biodiversity and engender good bio-security and a resilient natural environment.				
5.3	Incorporate a 'Kent & Medway tree planting / landscaping bio-security policy' into existing Local Authority / Government agency landscape strategies and guidance and circulate across wider landowner / land management community, predicated upon excellent bio-security, genuinely local provenance stock and optimising species diversity (Kent Design Guide approach).	Draft policy drafted and circulated to key stakeholders.	RAG Chair	1 st April 2014	Amber
5.4	Ensure a multi-agency replacement policy for ash trees lost from formal street plantings, parkland gardens and other locations (where natural regeneration is impossible), predicated upon excellent bio-security, genuinely local provenance stock and optimising species diversity.	Draft policy drafted and circulated to key stakeholders.	RAG Chair	1 st April 2014	Amber
5.5	Identify opportunities for woodland extension and creation at species-poor sites, utilising naturally Ash Dieback resistant local provenance Ash seed / saplings. Formulate bid for project funding.	Number of woodland extensions / new sites achieved.	Kent Local Nature Partnership	1 st April 2014	Amber

	Key Targets	Performance Measure	Accountability	Timescale	RAG
5.6	Address financial recovery implications of outbreak for responding agencies, including financial record keeping and investigation of Bellwin scheme and other potential reparation options.	Financial recovery strategy agreed.	RAG Chair	Ongoing	Amber

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From: **Cabinet Member – Environment, Highways & Waste**
Paul Crick, Director of Planning and Environment

To: **Environment, Highways & Waste Cabinet Committee**

Date: 10 January 2013

Subject: Discussion: *Growth without Gridlock 2 years on*

Classification: Unrestricted

Summary:

A presentation will be given to Members looking at the achievements and progress to date of Growth without Gridlock, KCC's 20 year transport delivery plan, since its launch in December 2010.

Recommendations:

Members are asked to provide comments on what has been achieved over the last 2 years and looking to the future on Kent County Council's priorities for implementation over the next four to five years. It is anticipated that this will form the basis of an updated Growth without Gridlock document for consultation in February/March 2013. This consultation document will be placed on the Council's website and taken to each JTB and other key stakeholders seeking input. It is anticipated *Growth without Gridlock 2 years on* will be finalised during the summer.

1. Financial Implications

There are no revenue or capital financial implications arising from this report. Delivery of the schemes is reliant on securing external funding or bringing in additional revenue through innovative funding streams.

2. Bold Steps for Kent and Policy Framework

Growth without Gridlock forms the basis of Bold Steps for Transport in the Council's Medium Term Financial plan 'Bold Steps for Kent'. It is integral to delivering the objectives of helping the Kent economy to grow and tackling disadvantage. Therefore an update report with achievements and progress to date together with a delivery plan for the next four to five years will have a direct impact on achieving the objectives of Bold Steps for Kent. The proposed document is aligned to the Council's Local Transport Plan.

3. Background Documents

Growth without Gridlock – A transport delivery plan for Kent (KCC, December 2010)

Growth without Gridlock – A transport delivery plan for Kent: Executive Summary: the big, key, transport drivers for change (KCC, December 2010 – Final)

Bold Steps for Aviation - Discussion document (KCC, May 2012)

Bold Steps for Kent – progress to date and next steps (KCC, December 2012)

Rail Action Plan for Kent (KCC, May 2011)

4. Contact details

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