

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 9th April, 2015

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**



AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 9 April 2015 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Ann Hunter**
Telephone: **03000 416287**

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

Membership (14)

- Conservative (8): Mrs P A V Stockell (Chairman), Mr A H T Bowles, Mr M J Harrison, Mrs S V Hohler, Mr J M Ozog, Mr C R Pearman, Mr C Simkins and Mr M A Wickham
- UKIP (2) Mr M Baldock and Mr B E MacDowall
- Labour (2) Mr C W Caller and Dr M R Eddy
- Liberal Democrat (1): Mr I S Chittenden
- Independents (1) Mr M E Whybrow

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

UNRESTRICTED ITEMS

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

A - Committee Business

A1 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A2 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

A3 Election of Vice-Chairman

In accordance with Appendix 4, Part 3 of the Council's constitution the committee is asked to elect a vice-chairman from among its members

A4 Minutes of the meeting held on 14 January 2015 (Pages 7 - 22)

To consider and approve the minutes as a correct record

A5 Verbal updates

To receive a verbal update from the Cabinet Members for Environment & Transport, the Cabinet Member for Community Services and the Corporate Director for Growth, Environment & Transport on the following:

- Allington EfW (to include invitation to a site visit)
- Minerals and Waste Plan
- Young Persons' Travel Pass – update on process

B - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement

B1 Extension of wood Waste Recycling Contract (Pages 23 - 28)

To receive a report of the Cabinet Member for Environment and Transport and the Corporate Director for Growth Environment and Transport and to consider and endorse or make recommendations to the Cabinet Member on a proposed decision to extend the contract

B2 Highways and Transportation Schemes Funded through the South East Local Enterprise Partnership (Pages 29 - 42)

To receive a report from the Cabinet Member for Environment and Transport and the Interim Director – Highways Transportation and Waste and to consider and endorse, or make recommendations to the Cabinet Member on the proposed decision to enter into funding and construction contracts for a number of transport schemes

B3 Street Lighting Conversion to LED (Pages 43 - 52)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport and to consider and endorse or make recommendations to the Cabinet Member on a proposed decision to for the conversion of street lighting stock in Kent to LED

B4 Commons Act 2006 - Introduction of fees for specified applications (Pages 53 - 60)

To receive a report from the Cabinet Member for Environment and Transport, the Corporate Director for Growth, Environment and Transport and to consider and endorse, or make recommendations to the Cabinet Member on a proposed decision to introduce a charging regime under the Commons Act 2006 as set out in Appendix A of the report

B5 Canterbury District Transport Plan (Pages 61 - 72)

To consider the proposed decision of the Cabinet Member to endorse the principles

of the Canterbury District Transport plan.

C - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

C1 Work Programme 2015 (Pages 73 - 76)

To receive a report by the Head of Democratic Services that gives details of the proposed work programme for the Environment and Transport Cabinet Committee

D - Monitoring of Performance

D1 Growth, Environment and Transport Directorate Business Plan (2015-2016) (Pages 77 - 124)

To receive a report from the Leader of the Council, the Cabinet Member for Environment and Transport, the Cabinet Member for Economic Development and the Corporate Director for Growth, Environment and Transport that outlines the draft Growth, Environment & Transport Directorate Business Plan (2015-16) for consideration and comment, prior to publication online in May 2015

D2 Risk Management - Strategic Risk Register (Pages 125 - 148)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport and to consider and comment on the risks presented

D3 Performance Dashboard (Pages 149 - 160)

To receive a report from the Cabinet Member for Environment and Transport, the Cabinet Member for Commercial and Traded Services, the Cabinet Member for Community Services and the Corporate Director for Growth, Environment and Transport that shows progress made against targets set for Key Performance Indicators

E - Information Items

E1 Development of a Growth and Infrastructure Framework for Kent and Medway - Presentation

E2 Process for Reviewing the Kent Environment Strategy (Pages 161 - 164)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport that outlines the process, timescale and subsequent consultation for the review of the Kent Environment Strategy, including opportunities for Members to engage and provide feedback

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)

03000 416647

Monday, 30 March 2015

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

KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 14 January 2015.

PRESENT: Mrs P A V Stockell (Chairman), Mr M A C Balfour (Vice-Chairman), Mr M Baldock, Mr C W Caller, Mr I S Chittenden, Dr M R Eddy, Mr M J Harrison, Mrs S V Hohler, Mr A J King, MBE (Substitute for Mr M A Wickham), Mr B E MacDowall, Mr R A Marsh (Substitute for Mr A H T Bowles), Mr J M Ozog, Mr C R Pearman (Substitute for Mr C Simkins) and Mr M E Whybrow

ALSO PRESENT: Mr D L Brazier and Mr P M Hill, OBE

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr S Beaumont (Head of Community Safety and Emergency Planning), Mr J Burr (Director Highways, Transportation & Waste and Principal Director of Transformation), Mr P Crick (Director of Environment, Planning & Enforcement), Mr T Read (Head of Highway Transport), Mr D Shipton (Head of Financial Strategy), Mr M Tant (Flood Risk Manager), Mrs S Thompson (Head of Planning Applications Group), Mr K Tilson (Finance Business Partner - Customer & Communities), Mr R Wilkin (Waste Manager) and Ms A Evans (Democratic Services Officer)

UNRESTRICTED ITEMS

59. Apologies and Substitutes
(Item A1)

Apologies were received from Mr Bowles, Mr Simkins and Mr Wickham who were substituted by Mr King, Mr Marsh and Mr Pearman.

60. Declarations of Interest by Members in items on the Agenda
(Item A2)

No declarations of interest were made.

61. Minutes of the meeting held on 5 December 2014
(Item A3)

(1) RESOLVED that the Minutes were correctly recorded and they be signed by the Chairman.

62. Verbal updates
(Item A4)

(1) The Cabinet Member for Environment & Transport, Mr Brazier, gave an update on the following:

Young Person's Travel Pass Renewal

1.1 The academic year 2014/2015 was the first year for the new Young Person's Travel Pass, which had replaced the previous scheme the Kent Freedom Pass. Under the new scheme the pass could be purchased for a full year for £200 or in two half-yearly portions of £100 each. There were 24,991 passes in circulation, of which 8,580 were half-yearly purchases.

1.2 The half-yearly passes expired on 22 February 2015. The renewal period opened on 24 November 2014, with an email to all half-yearly card holders, explaining that for a new pass to be available for the new term on 23 February, applications needed to be received by 9 January 2015. To date there had been 3,407 renewals.

1.3 Applications received after 9 January would be processed but there was no guarantee that new cards would be available on 23 February due to the lead time for production of the smartcards.

1.4 An update would be considered by the Environment & Transport Cabinet Committee at its next meeting in April.

Airports Commission Consultation on options for an additional runway at either Gatwick or Heathrow

1.5 The response to the Airports Commission's consultation, which closed on 3 February 2015, would formally state Kent County Council's opposition to a second runway at Gatwick as agreed by Cabinet in December.

1.6 A verbal statement on KCC's position was made to the Airports Commission at the public discussion in Crawley on 16 December and this would be confirmed in KCC's written response to the consultation.

1.7 The Commission's consultation asked for views on three options: a second runway at Gatwick; a third runway at Heathrow; and an extended northern runway at Heathrow. The Commission also asked for views on its appraisal process and methodology for sustainability assessments. Any views on these issues would be expressed in KCC's response which would focus on the reasons for opposing a second runway at Gatwick.

Facing the Challenge: Country Parks

1.8 The Transformation Advisory Group (TAG) received the Outline Business Case for the Kent Country Parks' Facing the Challenge Service Review on 4 December. The continuous improvement of the service, and in particular since 2008, had been emphasised. The service had moved from an original budget of £800,000 to a budget of £505,000 in 2014/15. The financial transformation had been achieved primarily from:

- a) income generation;
- b) restructuring (including the increased use of volunteers, currently 16,000 hours annually); and
- c) disposal of smaller sites.

1.9 Mr Brazier referred in particular to:

- a) the intrinsic value of country parks in offering residents the opportunity to enjoy Kent's natural environment and outdoor spaces;
- b) the weather, which had a significant impact on visitor numbers;
- c) the finite number of interventions that could be made before the parks ceased to be a countryside experience;
- d) the stretched Medium Term Financial Plan target faced by the service that would reduce its budget to £355,000 in 2017/18; and
- e) the wooded nature of the parks which limited the potential to generate income, with five parks wholly within the Kent Downs AONB, and 33% of the land being legally protected because of its international ecological importance.

1.10 Eight potential models for the future delivery of the service had been presented to TAG. It had been agreed that, the current model, "Retain in house" be further developed to deliver the MTFP savings target and, at the same time, to explore three further models by using a PIN Notice to test the market. These models were

- a) Partnership (joint venture) with an external provider;
- b) Partnership with a Not for Profit partner; and
- c) Commission through one or more of the total facilities management providers.

1.11 Following an independent visitor economy analysis of the parks' customer offer, which had identified the marketing 'reach' as a challenge for the service, it had also been agreed that the service would externalise its marketing approach.

1.12 It had been agreed that different parks might benefit from different solutions. Progress on the service review would be monitored monthly by the Corporate Portfolio Office, and reported in detail to the GET Portfolio Board in April 2015.

(2) The Cabinet Member for Community Services, Mr Hill, gave an update on the following:

Facing the Challenge: Trading Standards and Community Safety

2.1 The outline business cases for the Facing the Challenge reviews of Trading Standards and Community Safety had been presented to TAG on 4 December 2014.

2.2 Recommendations to keep Trading Standards in-house and build on the innovative work of the past three years and the recent re-structure were endorsed. Closer working and possible integration with neighbouring authorities and support for further development in e-crime capability had also been fully supported.

2.3 Existing work to meet the significant MTFP savings target in Community Safety was also endorsed including closer working and joint management of the Community Safety Unit with the Kent Fire and Rescue Service and Kent Police.

Emergency Planning and Resilience Training

2.4 A fundamental review of key emergency response roles had been undertaken and training of senior KCC staff on emergency planning and resilience had been rolled out in accordance with the recommendations in the Christmas and New Year 2013/2014 Storms and Floods Lessons Learnt report.

2.5 156 KCC personnel had completed an e-learning Resilience and Emergencies course. Making completion of this course mandatory was being considered. The DCLG had promoted this course as an example of best practice in the Local Authorities' Preparedness for Civil Emergencies – A Good Practice Guide (DCLG / SOLACE) which had been published in October 2014.

2.6 25 directors and senior managers were undergoing strategic-level training in emergency response, including the Corporate Management Team who had been trained prior to Christmas. 70 senior managers were undertaking tactical-level training including 20 who had been trained prior to Christmas.

2.7 86 community wardens and highways staff had undertaken refresher training for the incident liaison officer role. A further 53 officers would attend such training.

2.8 Flood wardens had been trained by the Environment Agency (EA) in collaboration with the Kent Resilience Team.

(3) The Corporate Director for Growth, Environment and Transport, Barbara Cooper, gave an update on the following:

Local Bus Tenders

3.1 On 19 November 2014, the latest round of tenders for socially necessary bus services had been issued to the operators on the KCC framework. Submissions were received by 17 December 2014 and the Public Transport Team would meet shortly to discuss tender responses, evaluate value for money and, where possible, award contracts. Alternative approaches would be considered for tender submissions that did not represent value for money. Contracts awarded would commence on 12 April 2015.

Capital Maintenance Block Grant 15/16 – 20/21

3.2 The capital maintenance settlement from government based upon network length, de-trunked road length, streetlights over 40 years old, and the number of bridges requiring strengthening or structural maintenance would change with effect from 2015/16. The new grant would have three components;

- a formula grant award, based upon asset volumes and network length plus cycle lanes
- A Department of Transport (DfT) assessment of the operational efficiency of the local highway authority
- a Challenge fund which would consider bids from local highway authorities for funding for specific schemes costing between £5m - £20m and for schemes worth £20m or more for a three-year period.

3.3 The formula grant would be reduced over the next six years with a greater requirement for highway authorities to bid for funds and demonstrate efficiency. This

was part of the DfT's drive to allocate capital funding to authorities that adhere to asset management principles and demonstrate the most efficient use of funds. No additional grants for pinch points, severe weather or pothole repair would be available.

3.4 Highways, Transportation & Waste had a good track record of applying and receiving such awards, however, it was likely that securing any additional finance would become a greater challenge.

Strategic Planning and Policy

3.5 Pre-consultation engagement with parish and town councils and joint transportation boards on the Thanet Parkway Station had taken place during December. The consultation exercise, as part of the project development work, would take place between 2 February and 27 March 2015.

Minerals and Waste Local Plan Update

3.6 Kent County Council had formally submitted the Kent Minerals and Waste Local Plan (MWLP) 2013-30 Submission Document to the Planning Inspectorate on the 3 November 2014 for public examination. It was anticipated that the public hearings, as part of the examination process, would be held in February/March 2015, when the Inspector would engage with the Council and involve stakeholders to test the soundness of the MWLP.

(4) In response to questions raised and comments made the Committee received the following further information from officers:

- A letter had been sent to all Members on 9 January with details of the Library, Registration and Archives consultation including website details and the venues of the roadshows, two of which were being held in each district.
- No rebate was expected in the tenders for buses as a result of the reduction in fuel prices because KCC did not pay for fuel separately. A quarter of the tenders were renewed annually and it was intended to monitor prices for future tenders.
- There were approximately 200 subsidised bus routes with a budget of £6m. Members requested details of these routes.

63. 14/00127 KCC Community Warden Service – Public Consultation Response (Item B4)

(1) The Cabinet Committee received a report of the Cabinet Member for Community Services and the Corporate Director of Growth, Environment and Transport. Mr Hill introduced the report and said that the results of the consultation had been impressive; 101 parish councils had responded and the value and importance of the Community Wardens and their local connections had been supported.

(2) Paul Crick, Director of Environment, Planning and Enforcement, and Stuart Beaumont, Head of Community Safety and Emergency Planning, were in attendance for the item and in particular referred to the following:

(3) The preferred option was to maintain the current reduced establishment at 70, which was a reduction of 31 posts from the original establishment. This would deliver savings of £700k in a full year. As vacancies were unevenly spread across the county some service redesign would be necessary. As there were several resignations and retirement requests from warden staff pending it was probable that the uniformed service could be reduced to 70 posts.

(4) Over the next 12 months the potential of developing local service provision with Kent Police and of recruiting volunteer wardens at parish level would be explored as this was integral to the success of the preferred option.

(5) Formal exploratory discussions would also commence with interested parish councils, supported by the Kent Association of Local Councils, to investigate possible funding and to determine if community wardens could increase their support to local community safety units.

(6) Parishes and communities that currently had a nominated community warden would continue to have a designated officer contact point. The resource allocation would mirror the current uniformed presence across the county which had been reduced since 2012 from 101 posts to 72 posts using vacancy management. The uniformed presence would not therefore be reduced to the level set out in the public consultation proposal. KCC community wardens would continue to build on the flexible working arrangements currently in place and would expand their roles to include other priority areas only where resources allowed. Community wardens would continue to be based in parish/community locations to preserve as much community-based front line delivery resource as possible and to maintain the “local knowledge element” which 77% of those who responded to the public consultation had considered to be the service’s greatest strength.

(7) The redesign was still being developed and parish council input was essential and would be welcomed.

(8) Volunteer wardens could be used to provide advice. The service would be modelled on the lines of special constables but detailed issues such as whether they would be uniformed and how the public would distinguish a volunteer from a warden, were being considered.

(9) Volunteer wardens would be in addition to the 70 uniformed wardens.

(10) Replacing the old warden vans with new ones with seats as well as storage would enable wardens to travel in teams rather than separately resulting in reduced mileage claims.

(11) Wardens had to attend a seven week Home Office accredited course and as this training was expensive it was done in blocks.

(12) Mr Baldock moved and Mr Caller seconded that the option outlined in paragraph 8.3 of the report and set out below be endorsed.

The service could use vacancy management to reduce numbers to the level determined by budget availability over a longer period. This would deliver savings over a longer time but as vacancies are likely to arise unevenly across the county some service redesign would still be necessary to balance service delivery and maintain operational cover.

(13) Mr Beaumont said that to achieve the £700k savings some redundancies were required and vacancy management might mean that these savings were not achieved by 1 April 2015.

(14) Following the debate the Chairman put the motion to the vote. As a recorded vote had been requested the results were as follows:

For (4): Mr M Baldock, Mr C Caller, Dr M Eddy, Mr B MacDowall

Against (10): Mrs P Stockell, Mr M Balfour, Mr I Chittenden, Mr M Harrison, Mrs S Hohler, Mr A King, Mr A Marsh, Mr J Ozog, Mr C Pearman, Mr M Whybrow

Lost

(15) The Chairman then put the recommendations as set out below to the vote and agreement was unanimous:

The preferred option is to maintain the current reduced establishment. Using vacancy management the uniformed establishment would be reduced to 70, which is a reduction of 31 posts from the original establishment. This could deliver savings in the region of £700k savings in a full year. As vacancies are currently unevenly spread across the county some service redesign would still be necessary to balance service delivery. Integral to this option, work would commence over the next 12 months to explore the potential of developing local service provision arrangements with Kent Police and also to recruit volunteer wardens to support the service at Parish level. Formal exploratory discussions would also commence with interested Parish Councils (supported by KALC) and District Councils to determine the feasibility of funding income to supplement resources. Discussions would also take place with districts to determine if community wardens could increase their support to the work of local community safety units by accepting appropriate additional operational duties from this source.

(16) RESOLVED that the preferred option for the future delivery of the KCC Community Warden Service as outlined above be endorsed.

64. 15/00001 Waste treatment and/or final disposal contract/s
(Item B1)

(1) The Cabinet Committee received the report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the forthcoming procurement and award of waste treatment and/or final disposal contract/s in accordance with chosen evaluation methodology which would be stated in the relevant published Invitation to Tender.

Roger Wilkin, Head of Waste Management, was in attendance to introduce the report and in particular referred to the following:

(2) Procurement would be undertaken by KCC Waste Management to identify providers to receive, process and/or dispose of residual waste (i.e. waste which could not be recycled or composted) which was unsuitable for the Allington Energy from Waste (EfW) plant, or was diverted from Allington during periods of maintenance shut-downs.

(3) Approximately 58,668 tonnes of residual waste per annum was unsuitable for the Allington EfW because of its bulky nature. Typically a further 43,815 tonnes was diverted to other sites because of plant maintenance. The new contracts for household waste recycling centres (HWRCs) and waste transfer stations (WTS) required the use of innovative techniques to ensure no material which could be recycled or composted was included in such residual waste.

(4) To date all waste unsuitable for the Allington EfW had been landfilled, however the Waste Management team wished to engage with the market to use such waste as a resource, and in doing so make a significant contribution towards the target of sending zero waste to landfill. Landfill would, however, remain an option should more innovative solutions prove unaffordable.

(5) The proposed contract/s were required to fulfil the Council's statutory duty, as the Waste Disposal Authority, to dispose of residual waste from district council kerbside collection and HWRCs.

(6) The proposed contract/s would commence in September 2015 for an initial term of five years, which would enable co-termination with existing contracts for the majority of HWRCs and WTS.

(7) In response to questions raised and comments made the Committee received the following further information:

(8) Diversion of waste from Allington EfW to landfill was cost neutral.

(9) The number of technical issues at Allington had reduced in recent years. The facility was shut down for approximately four weeks a year. Allington was a complex contract and a future Member briefing was suggested.

(10) The Waste Management team were looking at innovative techniques including the gasification or the recycling of mattresses.

(11) Mr Burr stated that the Commissioning Advisory Board was primarily concerned with Transformation but in the future would be involved in this sort of commissioning.

(12) RESOLVED that the award of contracts to the preferred tenderers following the completion of a procurement process for the provision of waste treatment and/or final disposal contract/s be noted.

65. 14/00162 Maidstone Bridges Gyratory - Construction of two new northbound lanes & traffic controlled junctions
(Item B2)

(1) The Cabinet Committee received the report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the construction of two new northbound lanes and traffic controlled junctions as part of the Maidstone Bridges Gyratory. John Burr, Director of Highways, Transportation and Waste; Tim Read, Head of Transportation; and Russell Boorman, Project Manager; were in attendance to introduce the report and in particular referred to the following:

(2) The Maidstone Gyratory was a congestion and air quality hotspot within Maidstone town centre where the A20, A26, A229 and A249 primary routes converged and crossed the River Medway.

(3) The proposed scheme involved the construction of two additional northbound lanes on the eastern side of the River Medway, with new junctions controlled by traffic signals. This would enable northbound traffic on the A229 to avoid the existing gyratory system, thereby reducing journey distances and travel times and enabling the regeneration of the western riverside.

(4) The estimated cost of the scheme was £5.75m.

(5) The recently announced award from the Single Local Growth Fund together with Maidstone Borough Council's New Homes Bonus and KCC's Local Transport Plan contributions would enable the scheme to proceed.

(6) The scheme was within the highway curtilage of the A229. Planning consent was not required, no land needed to be acquired and it was unlikely any other statutory approvals or consents would be required but had been included in the decision recommendation as a contingency.

(7) In response to questions raised and comments made the Committee received the following further information from officers:

(8) The scheme was unlikely to be eligible for any further EU funding but funding opportunities would be kept under review.

(9) A major development plan was in place for St Peter's Street and the Power Hub Baltic Wharf site. The Hub's highway contribution had been to offer an additional traffic lane over St Peter's bridge to increase capacity. The gyratory scheme would increase capacity by up to 20% and make this additional lane unnecessary enabling the pedestrian and cycle lane to be retained.

(10) The subways under the River Medway had been built in 1971 to take pedestrians safely under the Maidstone gyratory and to take excess water in a flood situation. When the subways were full of water they were gated. One of the pumps was broken and due for replacement. For pedestrian safety closing the subways was not viable.

(11) The outline designs for the scheme were expected to be ready by the end of March when they would be considered by the Maidstone Joint Transportation Board. The public consultation and leaflet drop would contain all the relevant information.

(12) RESOLVED that the Cabinet Member for Environment and Transport be endorsed to give approval to:

- (a) the outline design scheme for Maidstone Bridges Gyratory on the eastern side of the river Medway for development control and land charge disclosures shown in principle on Drg. No. 4300066/000/05 attached at Appendix 2 to the report;
- (b) progress all statutory approvals or consents required for the scheme shown in principle on Drg. No. 4300066/000/05;
- (c) enter into a Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement; and
- (d) enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy.

66. 15/00002 KCC Managed Traveller Site Pitch Fees 2015/16
(Item B3)

(1) The Cabinet Committee received the report of the Cabinet Member for Environment and Transport, Mr Brazier, and the Director of Environment, Planning and Enforcement, Paul Crick, detailing the reasons for the proposed pitch fee increase for traveller sites managed by KCC, to take effect from 1 April 2015. Mr Crick was in attendance to introduce the report and in particular referred to the following:

(2) Pitch fees for traveller sites managed by KCC were regulated by the Mobile Homes Act 1983 which only permitted an increase once in every twelve months, and only allowed an increase in line with the Retail Price Index (RPI) unless evidence of improvements to the amenity of the pitch could be shown. The RPI increase for 2014 was 2.3%.

(3) It was proposed to increase the pitch fees by 2.3% at all sites except Three Lakes. Maintenance and refurbishment work to the amenity blocks and pitches at the Three Lakes site were shortly to be completed at a cost of around £90,000. It was proposed to increase the fee for each Three Lakes pitch by 2.3% plus an additional £5.50 per week in recognition of the improved amenities.

(4) In response to questions raised and comments made the Committee received the following further information from officers:

(5) The collection rate across the county was close to 100%. Breakdown by site could be provided to Members on request.

(6) The RPI was announced each September, sometimes it was higher than the Council Tax increase, sometimes it was lower.

(7) The increase of £5.50 was consistent with previous increases at sites where amenities had been improved, most recently at the Coldharbour site in Aylesford.

(8) RESOLVED that the new proposed rents to be applied from 1 April 2015 be endorsed.

67. Budget 2015/16 and Medium Term Financial Plan 2015/18
(Item C1)

(1) The Cabinet Committee received the report of the Cabinet Members for Finance and Procurement; and Environment and Transport and the Corporate Directors for Finance and Procurement; and Growth, Environment and Transport which contained information on the proposed draft budget for 2015/16 and the Medium Term Financial Plan (MTFP) for 2015/18 as it affected the Environment and Transport Cabinet Committee. Dave Shipton, Head of Financial Strategy, and Kevin Tilson, Finance Business Partner for Growth Environment and Transport, were in attendance to introduce the report and in particular referred to the following:

(2) The green pages within the report had been exempt at the time of publication to enable Members to consider the proposals ahead of the publication of the Budget on 12 January 2015.

(3) The draft Budget was based on the provisional settlement from government received on 18 December 2014 and the provisional Council Tax figures, which had been received just before Christmas. The provisional settlement had been largely as expected but the Council Tax base showed a 1.7% increase on the current year which was higher than predicted. The budget consultation had been based on an increase of 0.5% providing an extra £6.2m in the budget. This additional tax base had been allocated in the draft budget to cover additional spending of £2.8m including pressures on the Young Person's Travel Pass and waste tonnage identified in recent budget monitoring, and £3.4m reduction in savings including a contribution to the gap identified in the consultation.

(4) In response to questions raised and comments made the Committee received the following further information from officers:

(5) The Regional Flood Defence Committee had allocated funding for the Beult and Leigh Barrier flood alleviation schemes. More information on this would be given in the next agenda item.

(6) The reduction of 250-400 FTE jobs related to the whole council not just Growth, Environment and Transport (GET). Individual services would be subject to detailed consultation arrangements.

(7) Lines in italics in the budget book related to projects that relied on significant amounts of unsecured funding. The Rathmore Road, Gravesend project would go ahead as the funding had been provided by the Single Local Growth Fund.

(8) RESOLVED that:

a) the responses to questions by Members be noted; and

- b) the draft budget 2015/16 and MTFP 2015/2018 (including responses to the consultation and government announcements) be noted.

68. Coastal and river flood defence investment

(Item C2)

(1) The Cabinet Committee received the report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the coastal and river flood defence investment. Paul Crick, Director of Environment, Planning and Enforcement, and Max Tant, Flood Risk Manager, were in attendance to introduce the report and in particular referred to the following:

(2) Approval was sought to allocate £205,000 towards design and feasibility work to support further development of the Leigh and Lower Beult Flood Alleviation Scheme (FAS).

(3) The Environment Agency (EA) had recently published its top ten flood defence schemes in Kent. Some were fully funded, as they qualified for full Flood Defence Grant in Aid (FDGiA) but others had not and required support from partners.

(4) By combining the Leigh and Lower Beult FAS into one project the EA had been able to achieve a FDGiA allocation of approximately 50%.

(5) As separate projects the Leigh Barrier improvements, protecting 2,200 properties, cost about £11m and was approximately 75% funded whilst the Beult River scheme, protecting 1,100 properties, cost about £23m and was approximately 35% funded.

(6) For the next three years the project work would focus on the outline design through to planning approval and contract award for the construction phase. The project would require a further £17m (approximately) for the construction phase to match the confirmed contribution of £17m from FDGiA. The partnership contributions would need to be in place to unlock the government's committed contribution.

(7) Of the top ten schemes identified by the EA, eight were currently progressing; including the Leigh and Lower Beult scheme, supported by £205,000 from KCC and £100,000 each from Maidstone Borough Council and Tonbridge & Malling Borough Council. The KCC contribution is to be funded from the Flood Risk Management budget over the next three years. Partnership funding for the detailed design and construction was required to secure the government's contribution and to this end a 'Flood Funding Forum' would be established to raise local contributions.

(8) RESOLVED that:

- (a) the contribution of £205,000 to the development phase of the Leigh and Lower Beult FAS be supported; and
- (b) the proposal to establish the Flood Funding Forum for the Leigh and Lower Beult FAS, and that progress on delivering the EA's top 10 schemes for Kent and the need for further funding in future be noted.

69. Work Programme 2015
(Item C3)

(1) A question was raised about the inclusion of joint transportation boards, parish attendance and voting rights on the work programme, as this issue should be resolved by JTBs. The Cabinet Member agreed that this item should be removed from the work programme.

(2) RESOLVED that the Environment and Transport Cabinet Committee Work Programme 2015 be agreed subject to the deletion of joint transportation boards, parish attendance and voting rights.

70. Petition requesting Kent County Council to adopt a presumption against consent for exploration or extraction of fossil fuels in Kent
(Item D1)

(1) The Committee received a petition submitted to Kent County Council related to the issue of fracking, and which had obtained over 2,500 signatures supporting the statement set out below:

“We the undersigned petition the council to call on Kent County Council to adopt a presumption against development consent for exploration or extraction of fossil fuels in Kent. The presumption against development should include, but not be limited to, extraction of shale gas, shale oil, coal bed methane and underground coal gasification, whether by hydraulic fracturing (fracking) or other means. Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Development of onshore oil and gas cannot be sustainable for the reasons set out below.

Justification:

1. It is not sustainable to develop new sources of fossil fuels. If climate change is to be limited to 2°C, which is necessary to avoid catastrophic impacts, 80% of proven fossil fuels reserves cannot be burnt. We note that, with one quarter of the county less than 5m above sea level, Kent is very vulnerable to the rise in sea level that will result from our changing climate.

2. All water supplies in Kent are severely stressed. Fracking requires very large quantities of clean water (almost 19 million litres per frack). There is not an adequate water supply in Kent to sustain fracking.

3. Fracking produces very large quantities of polluted water which contain radioactive elements from deep underground. Water treatment plants cannot safely dispose of this waste.

4. Water supplies can be polluted by fracking due to pollutants leaking from the shale rock, or from wells drilled through an aquifer. There are many cases of water pollution from fracking documented in the USA.

5. Kent's roads are already busy with many heavy goods vehicles. Development of onshore oil or gas extraction would require many truck movements, increasing the heavy vehicle goods traffic on Kent's major and rural roads.

6. We value the peace and amenity of Kent's countryside, and oppose onshore oil and gas development that would industrialise rural Kent. Production from onshore wells is short-lived, requiring many wells to be drilled.

7. Financial analysts, the Chancellor and the onshore oil and gas industry all accept that development of shale oil and gas in the UK will not reduce the price of gas.”

(2) As required by the Council’s petition scheme, petitions with over 2500 signatures must be submitted for debate at a Cabinet Committee and as such this petition was received for consideration.

(3) Also in accordance with the scheme, Professor Tim Valentine, lead petitioner for the Keep Kent Frack Free petition was invited to address the Committee. His 500 word statement is attached as an appendix to these minutes and was available to Members before the meeting for consideration.

(4) Mr Valentine referred to the following issues which he believed would be detrimentally affected by fracking:

- i. The environment and the valuable countryside of Kent
- ii. The health of residents of Kent
- iii. The quality of water supplies in Kent.

(5) Mr Valentine also expressed concern regarding the lack of opportunities for local people to influence the planning process – including a reference to the KCC officer response which stated that some of the issues of concern were not able to be addressed by the County Council as part of the planning process as they were the responsibility of other (non-elected) organisations and the reluctance of the government to release an unredacted version of its report into the impact of fracking on the rural economy.

(6) The Cabinet Member for Environment and Transport, Mr David Brazier, responded to the petitioner’s statement. He said he was committed to listening impartially to the views of residents on any matter and that it would be inappropriate for him to take a view at this stage. He said Kent County Council was the Mineral Planning Authority and, as such, would be responsible for only one part of a complex regulatory process to which any planning application would be subject and that many other government bodies would also be involved.

(7) The appropriate considerations for the County Council in determining any application were related to the use of land and, to be clear about what could and could not be considered, a position statement had been released in 2013 and was included in the agenda papers for the meeting. The County Council must consider those issues which it is charged with considering and it could not do otherwise. In particular he said the authority could not adopt a blanket predetermination towards refusal of any future planning applications as to do so would contravene planning law and would expose the council to a risk of legal challenge.

(8) Mrs Thompson, Head of Planning Applications, spoke at the request of the Chairman. She said that:

- i. DCLG guidance set out the principal issues that Mineral Planning Authorities should address and that these were set out in the position statement. These issues were intrinsically linked with the overall sustainability of any application put before the committee and, as such, she hoped that some of the petitioner’s concerns might be allayed.

ii. There were no live applications for fracking related activities in the county and none were anticipated in the short term.

iii. She strongly advised against the adoption of any presumption whether it be in support of, or opposed to, fracking as the council had a statutory duty to test any application on its merits and in accordance with planning policy and guidance at the time the application was made. Any blanket policy would leave the council open to legal challenge and any members of the Cabinet Committee, who also sat on the Planning Applications Committee, might be seen to have pre-determined any future application by voting on or taking a strong view during the discussion in progress.

(9) The Chairman opened the matter for discussion.

(10) Mr King put forward a point of order, but more correctly described as a motion, to amend the recommendation in the report, in the light of the statements made by Mr Brazier and Mrs Thompson, that the report be noted but no comments be made or further discussion had. Mr Balfour seconded the motion.

(11) Mr Caller said Members present were capable of understanding the legal position sufficiently well that they could make comments and ask questions without risk to the impartiality of the authority in determining any future planning applications and as such the debate should be allowed to continue.

(12) Further comments were made and questions put, in particular that:

i. The fact that the petition asked for the council to take action which it was not able to, because of its statutory duties and the risk of legal challenge, demonstrated a general lack of understanding which might be addressed by having an informed discussion;

ii. Raising the profile of public concerns about fracking by raising a petition was appropriate;

iii. Members might wish to avail themselves of a report on the matter produced by Dover District Council which had identified potential issues for the locality if fracking were to be allowed;

iv. Members should consider asking the government to release its report on the impact of fracking on the rural economy in an unredacted form. This would show support for the petitioners without supporting or opposing fracking thereby protecting the council from any risks identified during the debate.

(13) The Chairman put to the vote the amendment to the recommendations within the report so that the report would be noted and no further debate pursued.

(14) The motion was carried by the Chairman's casting vote.

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From: Matthew Balfour, Cabinet Member –Environment and Transport
 Barbara Cooper, Corporate Director – Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 9 April 2015

Decision No: **15/00027**

Subject: **Extension of Wood Waste Recycling Contract**

Classification: **Unrestricted**

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: All

Summary: To seek Cabinet Committee’s comments on a proposal to extend the existing Wood Waste Recycling Contract for a further five years from October 2015.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to extend the contract for Wood Waste Recycling with Kent based company Countrystyle Recycling Ltd, in accordance with the terms of that contract.

1. Introduction

- 1.1 Approximately 26,000 tonnes of wood waste per annum are deposited at our network of Household Waste Recycling Centres (HWRCs). As part of our objective to reduce waste to landfill, and particularly bio-degradable waste, and to maximise recycling, a contract to recycle wood waste was let in October 2010.
- 1.2 The contract enables the recycling of wood waste into chipboard products for the construction industry, and thus creates a good quality material from wood, which is significantly preferable in environmental and economic terms to landfilling or energy from waste options.

2.0 Financial Implications

- 2.1 The estimated spend by KCC over the five year extension period will be £4m. This spend is accounted for in the existing revenue budget for the service.

2.2. A “soft market testing” process has been carried out by Medway Council on behalf of both authorities. This process indicated that the current contract is priced very competitively, and that better financial value is unlikely to be obtained if a process to procure a new contract were undertaken. The process included approaching all other SE7 for benchmarking information. The conclusion of this process was that no alternative comparable and affordable service is available in the region at present.

3. The Report

3.1 KCC has a statutory responsibility as the Waste Disposal Authority for the disposal of household waste, including wood waste; it is also required under EU regulations to reduce biodegradable waste to landfill, and to maximise the proportion of waste which is recycled.

3.2 Both Medway Council and ourselves are satisfied that the performance of the contract to date has been of a suitable quality, and continues to meet both authorities’ requirements for the treatment of wood waste.

3.3 The initial term of the contract expires in October 2015. In order to extend the term of the current contract, the contracting authorities are required to provide six months’ notice, and thus a decision is required in April 2015.

3.4 An Equality Impact Assessment has been undertaken to ensure that no protected characteristics will be impacted upon either positively or negatively as a result of the extension of this contract. This takes into account the fact that the contract is delivering a non-customer facing service.

3.5 Approval from the Cabinet Member for Environment and Transport (Mr Matthew Balfour) to extend this contract is sought.

4. Conclusions

4.1 The current contract has been subject to a robust procurement process, and the extension of this contract within the agreed terms of the contract is entirely lawful and legitimate.

4.2. It is likely that were a new contract to be procured, there is a significant possibility that the overall costs would increase without any associated increase in service quality.

5. Recommendation:

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to extend the contract for Wood Waste Recycling with Kent based company Countrystyle Recycling Ltd, in accordance with the terms of that contract.

7. Contact details

Report Author:

Roger Wilkin, Interim Director of Highways Transportation & Waste

03000 413479

roger.wilkin@kent.gov.uk

Relevant Director:

Barbara Cooper, Corporate Director, Growth, Environment and Transport

03000 415981

barbara.cooper@kent.gov.uk

Appendix A - Proposed Decision Sheet

Appendix B – Scheme Plans

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Matthew Balfour, Cabinet Member –Environment and
Transport

DECISION NO:

15/00027

For publication

Subject: Extension of the Contract for the processing and recycling of wood waste 2010 – 2015 (2020) 09/23

Decision:

As Cabinet Member for Environment and Transport I agree to extend the contract for Wood Waste Recycling with Kent based company Countrystyle Recycling Ltd. This is in accordance with schedule 10 of the conditions of contract which allows for a five year extension to 2020.

Reason(s) for decision:

The initial contract period expires in October 2015, in accordance with the conditions of contract Kent County Council must provide notice to Countrystyle of this extension no less than 6 months prior to the original expiry. Expenditure exceeds £1m.

Cabinet Committee recommendations and other consultation:

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Any alternatives considered:

A “soft market testing” process has been carried out. This process indicated that the current contract is priced very competitively, and that better financial value is unlikely to be obtained if a process to procure a new contract were undertaken. Countrystyle is performing well in accordance with the existing contract.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

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From: Matthew Balfour, Cabinet Member – Environment and Transport
 Roger Wilkin, Interim Director – Highways, Transportation & Waste

To: Environment and Transport Cabinet Committee – 9 April 2015

Decision No: **15/00011**

Subject: **Highways & Transportation Schemes Funded through the South East Local Enterprise Partnership**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Tonbridge, Deal, Maidstone Central, Maidstone Rural West, Maidstone North East, Malling Rural North, Swale Central, Southborough & High Brooms Wards. All electoral divisions within Sevenoaks, Tonbridge, Tunbridge Wells and Maidstone district and the Dartford and Gravesham District Wards within the area defined as Kent Thameside.

Summary: Funding for a number of highway and transportation improvement schemes has been allocated to Kent County Council, following successful bids to central government via the South East Local Enterprise Partnership (SELEP). Each of the schemes, to be delivered between 2015/16 and 2020/21, is aimed at enabling and supporting *Growth Without Gridlock*. Approval is sought to take 7 of these schemes through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts.

Recommendation(s):

For the schemes shown below, the Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision, as follows and as indicated on the proposed decision sheet attached at **Appendix A**:

- Tonbridge Town Centre Regeneration Scheme, in drg. No. 4300127/000/11,
- North Deal Transport Improvements, in drg. No. NDTI-1,
- Maidstone Sustainable access to Employment areas, in drg. No. MSAEA-1,
- Sittingbourne Town Centre Regeneration, in drg. No. STCR-1,
- A26 London Rd/Speldhurst Rd/Yew Tree Rd, Tunbridge Wells, in drg. No. KCC/LTP/YTR/001,
- West Kent Local Sustainable Transport Fund and
- Kent Thameside Local Sustainable Transport Fund.

- i) give approval to the progress the design of the schemes for development control and land charge disclosures;
- ii) give approval to progress all statutory approvals or consents required for the schemes;
- iii) give approval to carry out consultation on the schemes including Equalities Impact Appraisals; ;
- iv) give approval to enter into Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and
- v) give approval to enter into construction contracts as necessary for the delivery of the schemes subject to the approval of the Procurement Board to the recommended procurement strategy.

1. Introduction & Background

1.1 In the Growth Deal announced in July 2014, the Government allocated £442 million from the Local Growth Fund (LGF) to capital projects across the South East Local Enterprise Partnership (SELEP) area. Of this, almost £100 million has been allocated to 21 transport schemes in Kent.

1.2 This report provides an overview of the project and recommendations for the required decisions to allow the 7 of these 21 LGF schemes to be progressed:

1. Tonbridge Town Centre Regeneration
2. North Deal Transport Improvements
3. Maidstone Sustainable Access to Employment Area
4. Sittingbourne Town Centre Regeneration
5. A26 London Rd/Speldhurst Rd/Yew Tree Rd, Tunbridge Wells
6. West Kent Local Sustainable Transport Fund and
7. Kent Thameside Local Sustainable Transport Fund.

1.3 Where plans are available, these are shown at **Appendix B**. Large scale copies will be available on the day of the meeting or afterwards upon request.

2.0 The Schemes

2.1 Tonbridge Town Centre Regeneration is a £2.65m (£2.4m LGF) scheme to be delivered between 2015/16 and 2016/17. The scheme is being developed in partnership with Tonbridge and Malling Borough Council. Phase 1, to be implemented during 2015/16, includes widened footways, a raised speed table, defined delivery areas level with the footways, a 20mph speed limit and quality street furniture. Phase 2 in 2016/17 is to include further pedestrian routes and cycle links to the Railway Station and improvements to the Fiveways, Bordyke and Cannon Lane/ Hadlow Road traffic signal junctions and potential extensions to the High Street 20mph speed limit. The scheme will provide a more attractive environment to boost the local economy, reduce traffic congestion and improve air quality. A consultation has been undertaken and reported to the JTB.

- 2.2 The North Deal Transport Improvements is a £1.55m scheme (£0.8m LGF) to be delivered between 2015/16 and 2016/17, subject to progress by the developers. The proposal is to provide a new road between Albert Road and Church Lane, Deal, which will relieve the neighbouring residential estate roads of freight traffic accessing Minter's Yard (Industrial Estate) and the local HWRC. The road will enable a residential, supermarket and office/industrial mixed use development. Benefits include removal of traffic from unsuitable local roads, resolution of rail/road safety conflicts, improved access to employment and housing and facilitating new housing and jobs. The LEP funding will facilitate private sector investment and long standing aspirations in the area to be realised.
- 2.3 The Maidstone Sustainable Access to Employment areas is a £3m scheme (£2m LGF) to be delivered between 2015/16 and 2016/17 to improve the towpath along the river Medway between Aylesford and Maidstone. It will provide an enhanced, fully accessible, traffic free corridor on a North – South axis through the centre of Maidstone linking over 7,000 households, 3,000 businesses and 7 schools, all within 1km of the route. It is anticipated that the route will contribute to residents' wellbeing, enabling exercise as part of a daily commute, and attract business investment and tourism. The scheme has been developed in consultation with Maidstone and Tonbridge & Malling Borough Councils. Maidstone Borough have committed £1m of match funding.
- 2.4 The Sittingbourne Town Centre Regeneration is a £4.5m scheme (£2.5m LGF) to be delivered in 2015/16, subject to progress by the developers. The aim of the scheme is to bring significant regeneration to Sittingbourne Town Centre by improving the public realm. The scheme involves a redesign of the highway space to make it more pedestrian friendly and to provide a better public transport interchange. A new cinema, restaurants and retail will help to retain commercial activity in the town which will be supported by a more pleasant pedestrian environment to make the area more attractive. The LGF funding will match the £2.0m put up by developers for the scheme. Planning Permission was granted by Swale Borough Council on 16 March 2015.
- 2.5 A26 London Rd/Speldhurst Rd/Yew Tree Rd, Tunbridge Wells is a £1.8m scheme to be delivered between 2015/16 and 2016/17. Outline design has been considering options for new junction layouts and controls at both junctions as well as to investigate and make improvements on the A26 route as a whole in order to improve flow and reduce congestion. The scheme options are currently being discussed with Tunbridge Wells Borough Council.
- 2.6 The Kent Thameside Local Sustainable Transport Fund is for a £7.65m (£4.5m LGF) package of schemes to be delivered between 2015/16 and 2020/21. The schemes, each of which are under £1m, focus on improving sustainable access to town centres and public transport services and interchanges. Schemes to be implemented in 2015/16 include the replacement and upgrading of the 21 *Fastrack* buses – the LGF funding amounts to a £613k contribution to Arriva who are covering the bulk of the costs, Gravesend station access improvements in partnership with Southeastern, a *Wayfinding* pedestrian signage scheme in Dartford, extension of the local cycle network and bus stop access upgrades. The

package is being developed in consultation with Dartford and Gravesham Borough Councils and will be subject to future reports to the JTBs.

- 2.7 The West Kent Local Sustainable Transport Fund is for a £9.06m (£4.9m LGF) package of schemes to be delivered between 2015/16 and 2020/21. The schemes, each of which are under £1m, focus on improving sustainable access to town centres and public transport interchanges. Schemes to be implemented in 2015/16 include Snodland Station forecourt improvements in partnership with Southeastern complementing the new High Speed Rail Service from the station, a *Wayfinding* pedestrian signage scheme in Tunbridge Wells linking to the town centre shared space/ public realm improvement, extension of the local cycle network, bus stop access upgrades and grants to schools and businesses to implement measures in combination with their Travel Plans. The package is being developed in consultation with Maidstone, Tonbridge & Malling, Tunbridge Wells and Borough Councils and will be subject to future reports to the JTBs.

3. Financial Implications

- 3.1 The LGF will be released quarterly in advance in accordance with the scheme spending profiles, subject to the approval of a Transport Business Case for each scheme. The match funding has been secured from other local government programmes, developers and public transport providers as set out above in the respective scheme paragraphs. This match funding will be secured through a legal agreement to be signed by the contributors and the County Council.
- 3.2 The Transport Business Cases for 3 of the 7 schemes (Tonbridge Town Centre Regeneration, Kent Thameside Local Sustainable Transport Fund and West Kent Local Sustainable Transport Fund) were submitted to the SELEP for assessment and LGF funding was confirmed for these schemes at the SELEP Board meeting on 20th March 2015.
- 3.3 The LGF funding for the remaining 4 schemes is not required in the first quarter of 2015/2016, therefore it is anticipated that the Transport Business Cases for the remaining 4 schemes will be considered by a future meeting of the SELEP Board later in 2015.
- 3.4 Costs of developing the schemes are included within the estimates.

4. Policy Framework

- 4.1 One of the strategic outcomes in Increasing Opportunities, Improving Outcomes is that Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life. The regeneration potential and transport improvements delivered through the implementation of these schemes will help to meet this outcome. The key priorities set out in the County Council's Integrated Transport Strategy *Growth without Gridlock* in terms of providing additional highway capacity, improving accessibility and

reducing congestion are also delivered. The schemes are covered in the HT&W Strategic Priority Statement 2014-15 under Key Priority 3:

- Transportation Action 5 – Produce realistic growth plans and transport strategies by working closely with District council colleagues. The schemes have been developed by KCC working in partnership with the district councils to deliver District Transport Plans.
- Transportation Action 9 – Deliver the programme of crash remedial measures, small schemes and our LSTF programme – introduce an improved process to successfully bid for funds and ensure the published programme is completed on time, budget and the right quality.

5. Conclusions

5.1 These are important schemes to help the Kent economy to grow, whilst providing additional highway capacity, improving accessibility and reducing congestion. The recent announcement of Single Local Growth funding that will allow the schemes to proceed is very welcome news. The programme will be challenging but some preliminary work has already been done and there is confidence that the delivery dates for these schemes can be met.

6. Recommendation(s)

Recommendation(s):

For the schemes shown below, the Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision, as follows and as indicated on the proposed decision sheet attached at **Appendix A**:

- Tonbridge Town Centre Regeneration Scheme, in drg. No. 4300127/000/11,
- North Deal Transport Improvements, in drg. No. NDTI-1,
- Maidstone Sustainable access to Employment areas, in drg. No. MSAEA-1,
- Sittingbourne Town Centre Regeneration, in drg. No. STCR-1,
- A26 London Rd/Speldhurst Rd/Yew Tree Rd, Tunbridge Wells, in drg. No. KCC/LTP/YTR/001,
- West Kent Local Sustainable Transport Fund and
- Kent Thameside Local Sustainable Transport Fund.

- give approval to the progress the design of the schemes for development control and land charge disclosures;
- give approval to progress all statutory approvals or consents required for the schemes;
- give approval to carry out consultation on the schemes including Equalities Impact Appraisals; ;
- give approval to enter into Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and
- give approval to enter into construction contracts as necessary for the delivery of the schemes subject to the approval of the Procurement Board to the recommended procurement strategy.

7. Contact details

Report Author:

- Tim Read
- 03000 411662
- Tim.read@kent.gov.uk

Relevant Director:

- Roger Wilkin
- 03000 411 626
- Roger.wilkin@kent.gov.uk

Appendix A - Proposed Decision Sheet

Appendix B – Scheme Plans

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Matthew Balfour, Cabinet Member Environment and Transport

DECISION NO:

15/00011

For publication

Subject: Highways & Transportation Schemes Funded through the South East Local Enterprise Partnership.

Decision:

As Cabinet Member for Transport & Environment, I give approval to take 7 Local Growth Fund schemes through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts. These schemes are:

- Tonbridge Town Centre Regeneration Scheme, in drg. No. 4300127/000/11,
- North Deal Transport Improvements, in drg. No. NDTI-1,
- Maidstone Sustainable access to Employment areas, as shown in drg. No. MSAEA-1,
- Sittingbourne Town Centre Regeneration, as shown in drg. No. STCR-1,
- A26 London Rd/Speldhurst Rd/Yew Tree Rd, Tunbridge Wells, in drg. No. KCC/LTP/YTR/001,
- West Kent Local Sustainable Transport Fund and
- Kent Thameside Local Sustainable Transport Fund.

Specifically I:

- give approval to progress the design of the schemes for development control and land charge disclosures;
- give approval to progress all statutory approvals or consents required for the schemes;
- give approval to carry out consultation on the schemes including Equalities Impact Appraisals;
- give approval to enter into Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and
- give approval to enter into construction contracts as necessary for the delivery of the schemes subject to the approval of the Procurement Board to the recommended procurement strategy.

Reason(s) for decision:

Funding for a number of highway and transportation improvement schemes aimed at enabling and supporting *Growth Without Gridlock* has been allocated to Kent County Council, following successful bids to central government via the South East Local Enterprise Partnership (SELEP). Each of the schemes, to be delivered between 2015/16 and 2020/21, represents funding of over £1m in value, hence requiring Cabinet Member approval. Approval is sought to take 7 of these schemes through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts.

Cabinet Committee recommendations and other consultation:

Any alternatives considered:

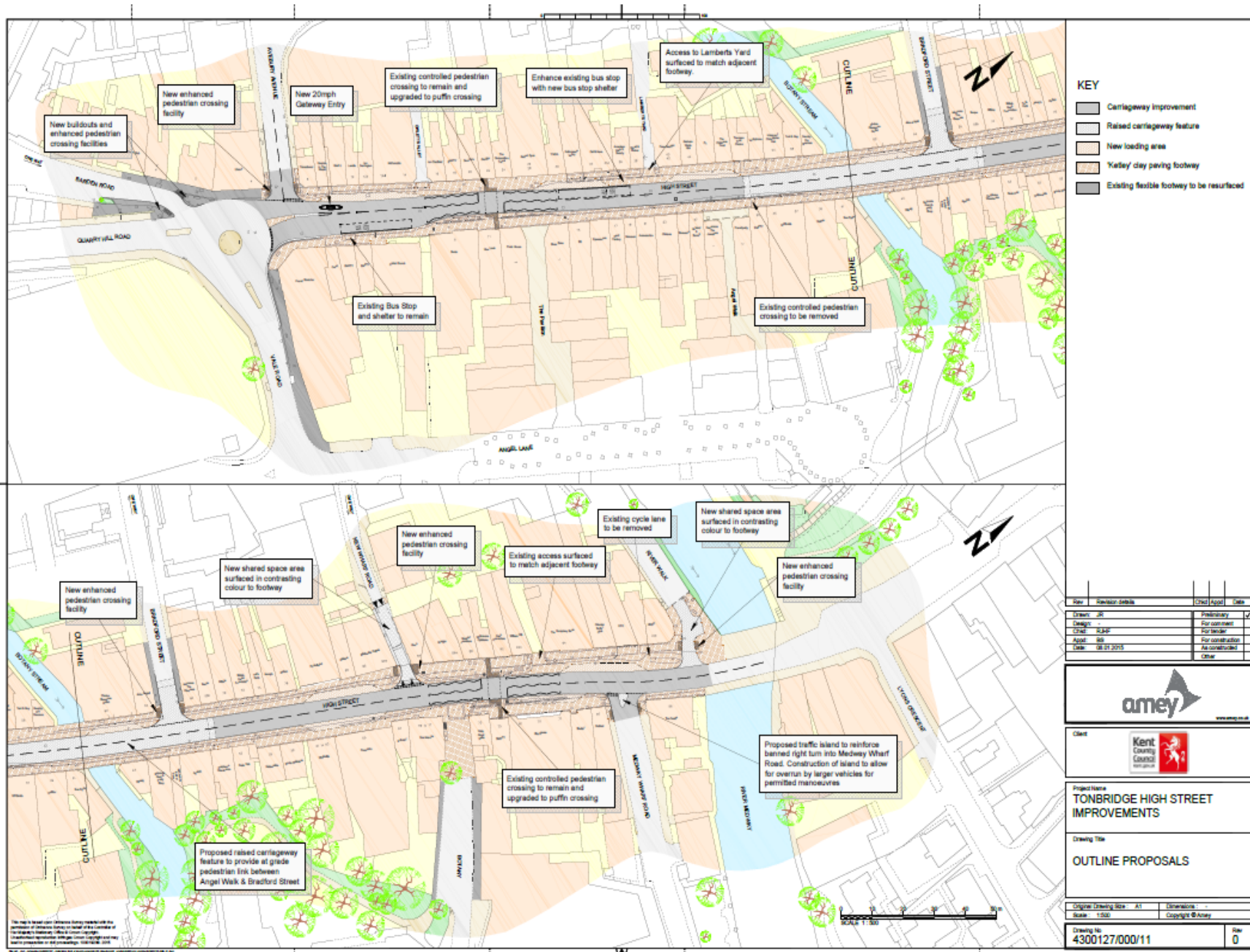
In 2014 Kent County Council put forward bids for a number of highway and transportation improvement schemes across Kent as part of the *Growth Deal* programme. These schemes were selected where they represented a good rate of return in terms of enabling sustainable economic development through their contribution to adding highway capacity, improving accessibility and tackling congestion. The Local Enterprise Partnership (LEP) then undertook an appraisal to scrutinise the schemes and prioritise them in terms of their value for money comparing all of the submissions across the south east area. The schemes are being developed through local partnerships and options are being considered as part of this process including reports to local Joint Transportation Boards.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

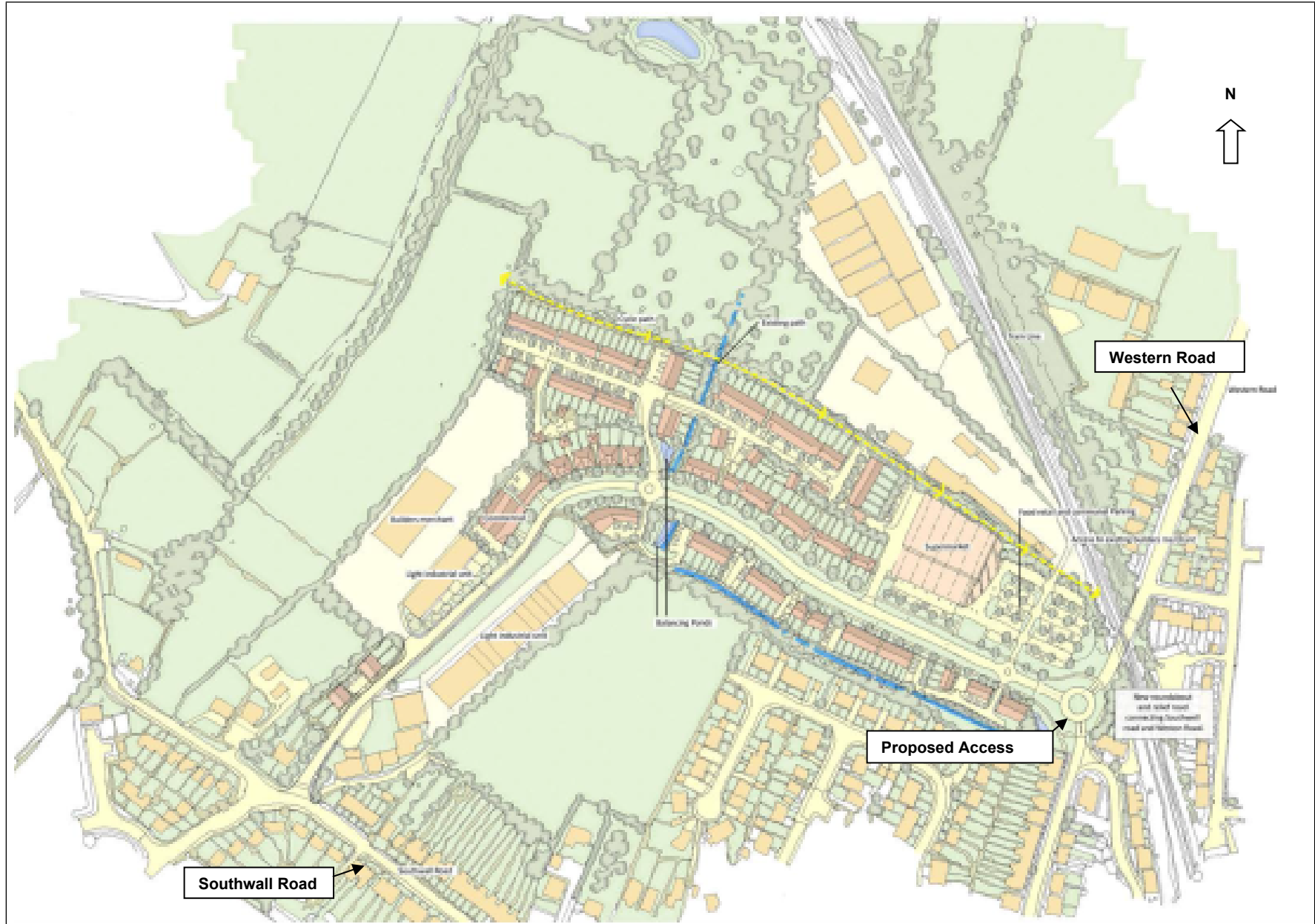
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Date

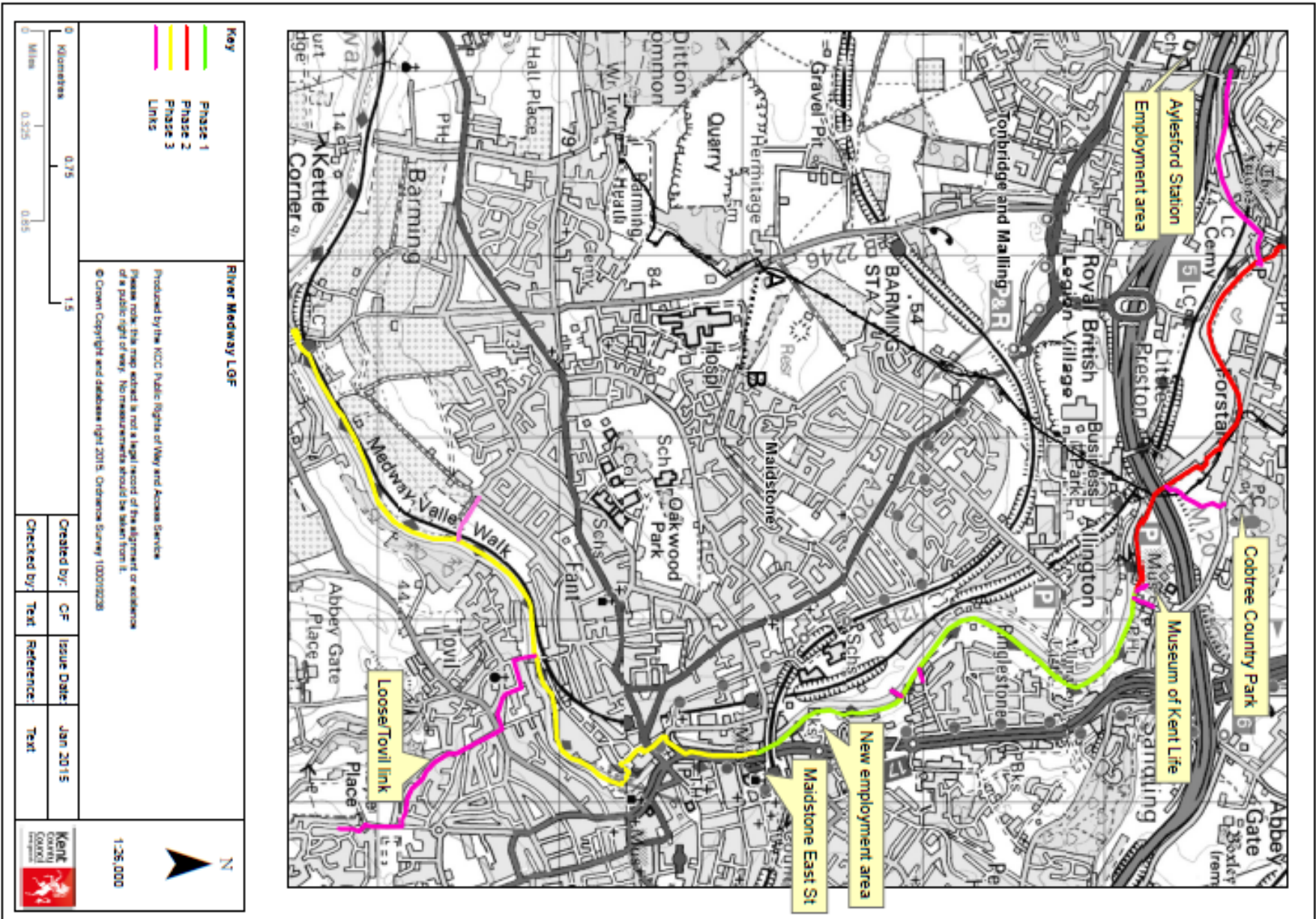
Drawing 4300127/000/11: Tonbridge Town Centre Regeneration Scheme



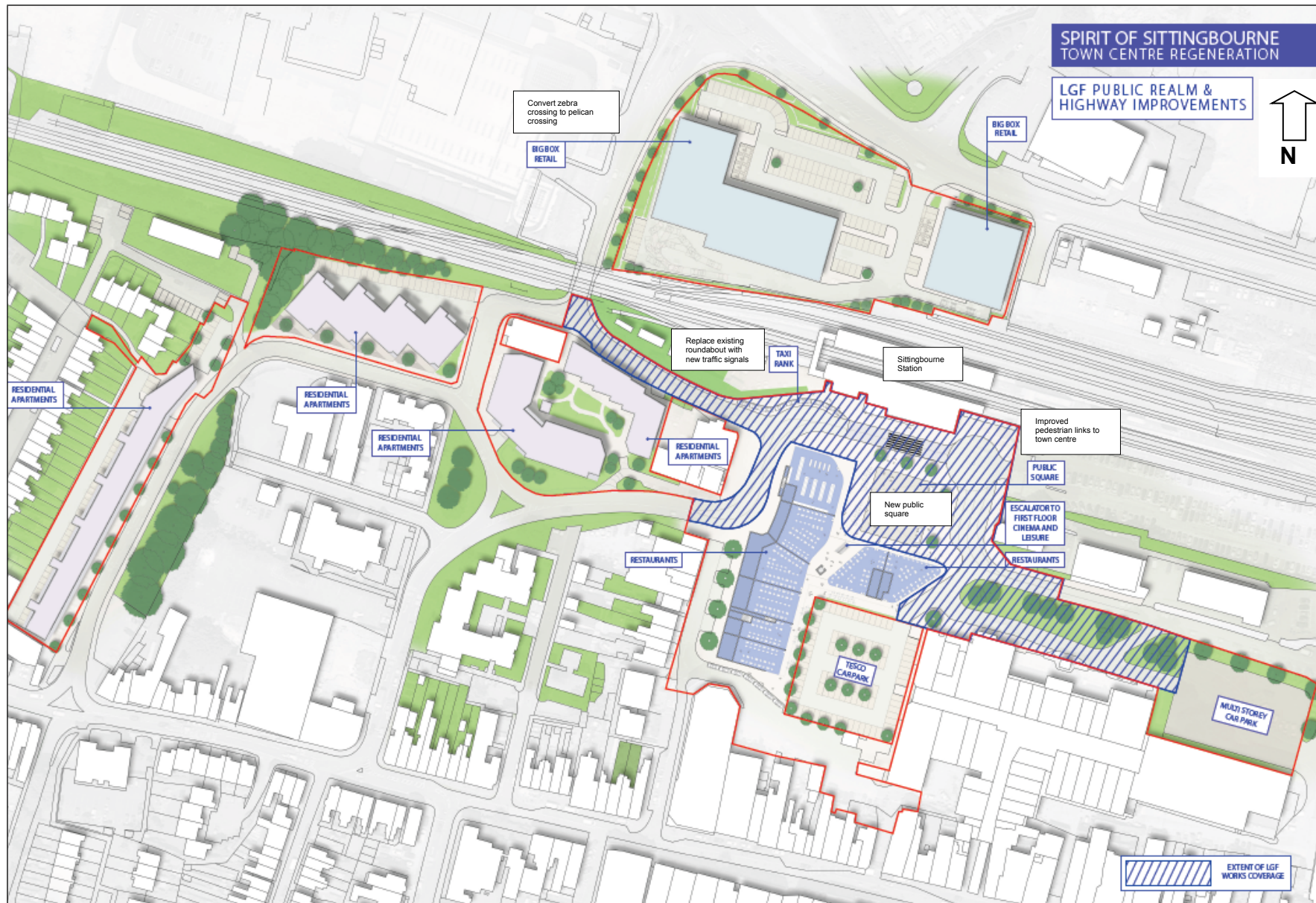
Drawing NDTI-1: North Deal Transport Improvements (Concept Plan)



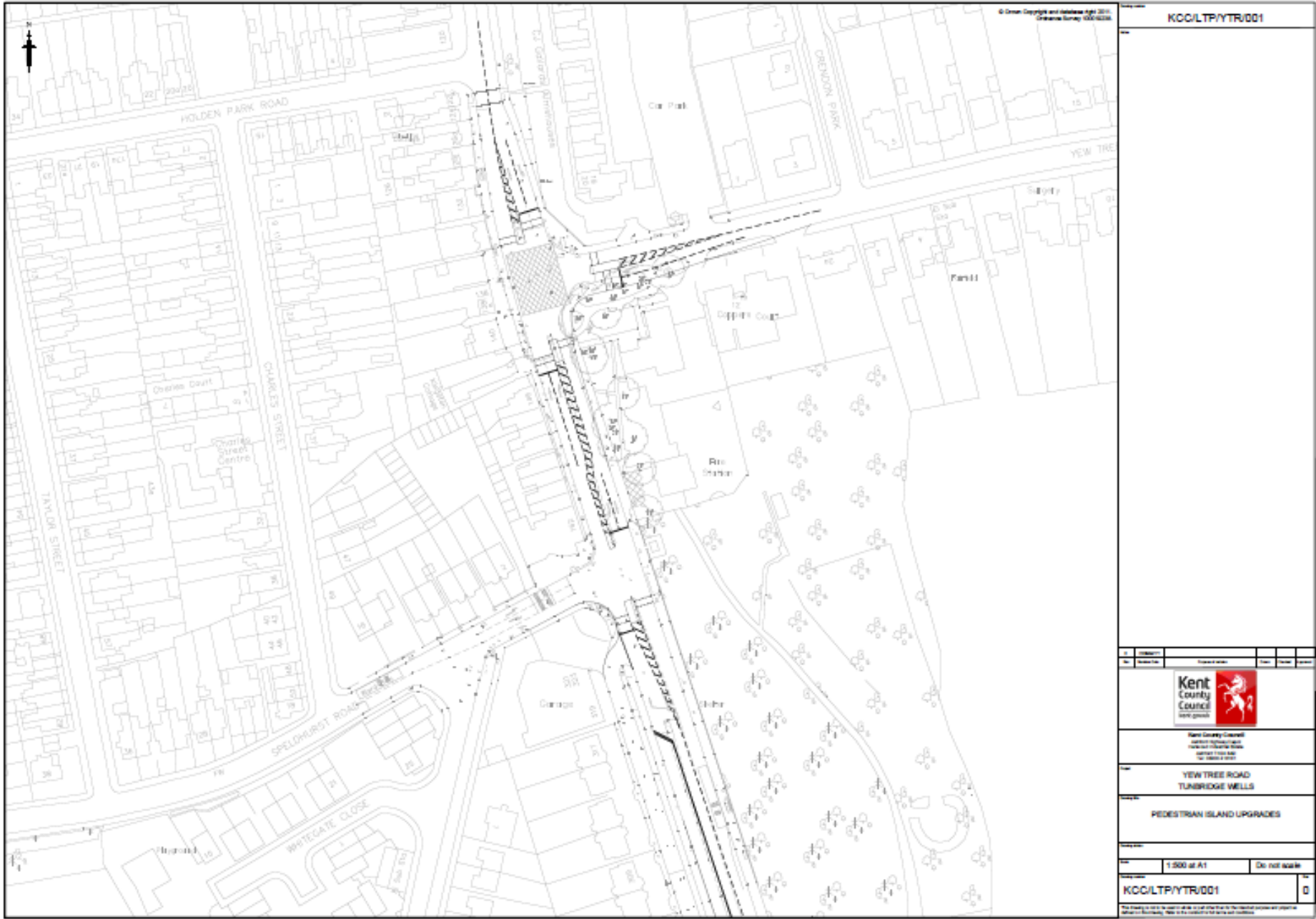
Drawing MSAEA-1: Maidstone Sustainable access to Employment areas (Concept Plan)



Drawing STCR-1: Sittingbourne Town Centre Regeneration (Concept Plan)



Drawing KCC/LTP/YTR/001: A26 London Rd/Speldhurst Rd/Yew Tree Rd, Tunbridge Wells



KCC/LTP/YTR/001



Kent County Council
 Local Transport Planning
 and Roadworks
 Section

**YEW TREE ROAD
 TUNBRIDGE WELLS**

PEDESTRIAN ISLAND UPGRADES

1:500 at A1 Do not scale

KCC/LTP/YTR/001

0

Large scale copies of the plans (where they exist) will be available on the day of the meeting and afterwards upon request.

West Kent Local Sustainable Transport Fund - This is a package of small schemes. The schemes are being developed in consultation with Maidstone, Tonbridge & Malling, Tunbridge Wells and Borough Councils and will be subject to future reports to the JTBs.

Kent Thameside Local Sustainable Transport - This is a package of small schemes. The schemes are being developed in consultation with Dartford and Gravesham Borough Councils and will be subject to future reports to the JTBs.

From: Matthew Balfour, Cabinet Member for Environment and Transport

Barbara Cooper, Corporate Director Growth, Environment and Transport

To: **The Environment and Transport Cabinet Committee**

Decision No: 15/00028

Subject: Street Lighting Conversion to LED

Key decision: *Expenditure of more than £1m over the duration of the contract*

Classification: Unrestricted

Past Pathway of Paper: E & T Cabinet Committee, 5 December 2014
Commissioning Advisory Board, 11 March 2015

Future Pathway of Paper: To the Cabinet Member of Environment and Transport for decision.

Electoral Division: All

Summary:

This report provides details of work undertaken to secure funding for conversion of the County Council's stock of street lights to LED. The scheme would cost around £40m and deliver an annual saving of around £5.2m on a base budget of £9.5m (running and maintenance annual cost). It also sets out details of available contract options for delivery and phasing of the works and ongoing maintenance arrangements.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision for the conversion of street lighting stock in Kent to LED, in accordance with the expectations set out in the proposed record of decision attached at "Appendix A". This includes:

- Approval for the procurement of the services to fit and maintain the lanterns
- Award of a 15 year contract with potential extensions to the preferred bidder
- Any potential extension period is not delegated to officers owing to the length of the proposed contract

1. Introduction

- 1.1 Kent County Council is one of the largest lighting authorities in the UK and has 118,000 street lights and some 25,000 lit signs and bollards. The annual cost of illuminating and maintaining the stock is over £9.5m, a cost that keeps rising.
- 1.2 As part of meeting the challenge of rising energy prices officers explored what more could be done to achieve further savings. It was found that innovation in street lighting technology could offer Light Emitting Diode (LED) products and controls that deliver ultra-efficient street lighting at affordable prices. Manufacturers now guarantee their LED products for up to twenty years. LED coupled with a Central Management System (CMS) enable complete management of street lighting including dimming, switch on/off, fault reporting, metering, etc. It will also provide complete flexibility with regard to future policy change.
- 1.3 Further work showed that converting Kent's street lights to LED with CMS would reduce the energy and Carbon Reduction Commitment (CRC) costs by a further 60% and significantly reduce maintenance costs. The conversion works would cost around £40m and deliver an annual saving of around £5.2m; this means that the scheme will pay for itself over a maximum of 8 years. The estimated cost is the result of extensive research and engagement with the market and manufacturers of LED and CMS products.
- 1.4 In 2012 a survey of the structural condition of the entire stock of street lighting columns was undertaken. This found that a number of columns had reached the end of their serviceable life and needed to be replaced. The County Council allocated £3.75m over 3 years (2013/14 –2015/16) to complement the annual capital column replacement allocation; thus far 7,500 columns have been replaced. By the end of the programme a total of £10m investment will have been made and over 10,000 defective columns will have been replaced, bringing the stock up to a good standard. Therefore only the existing conventional energy hungry lanterns need to be replaced with LED lanterns to achieve the savings.

2 Financial Implications

- 2.1 The challenge was to secure sufficient funding to kick start the proposal so as to realise significant ongoing savings and environmental benefits. Officers therefore, engaged with SALIX, a Government organisation, funded by the Department of Energy and Climate Change, which provides interest free loans to the public sector for energy reduction projects. An interest-free loan of £22m has been secured. Repayment of this loan is to be funded corporately through the existing financing items budget; this means that, the resulting savings will go towards GET's MTFP targets. Applications for EU grant funding are being prepared to help towards the funding gap.

- 2.2 The proposal was endorsed by Members of the Environment and Transport Cabinet Committee on 5 December 2014. The scheme was therefore included in the Capital Programme which was approved by the County Council on 12 February 2015. It is uncertain how much funding can be secured from the EU. In the meantime, the County Council has undertaken to underwrite the £18m funding gap.

3 Policy Framework

- 3.1 One of the supporting outcomes within Increasing Opportunities, Improving Outcomes; Kent county Council's Strategic Statement is Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors. Also a key theme of the County Council's Local Transport Plan is 'Tackling Changing Climate'. This project will reduce energy consumption and carbon emissions by 60%, thus following the aspiration of Corporate Objectives.

4 The Report

Procurement

- 4.1 In December 2014 a market engagement exercise was undertaken, involving suppliers, manufacturers and contractors. This was a non-contractual and non-binding exercise that enabled officers to gauge the market's views on funding, product choice, product reliability and longevity, guarantee, lead time, specification, delivery and long term maintenance, etc. This was followed by the development of a number of options for procurement and long term maintenance.
- 4.2 A do nothing option would cost the County Council an additional £71m in energy, CRC and maintenance costs over 15 years, this was therefore ruled out. The main options that were considered are detailed below which were the subject of discussion at the meeting of the Commissioning Advisory Board (CAB) on the 11 March 2015:

Option 1 – The County Council Funds the Scheme, the Contractor Supplies and Installs and the County Council Manages Long Term Maintenance.

- 4.3 This is a traditional supply and install contract. The County Council will pay a contractor to replace the lanterns with LED units and will have to enter a separate contract with a CMS provider. This type of contract normally has a defect period of between 12 and 24 months. At the end of this period the ongoing maintenance of the stock will become the responsibility of the County Council. Whilst manufacturers of LED lanterns guarantee to replace faulty products for a period up to 20 years, the installation cost of faulty units would have to be borne by the County Council.
- 4.4 This option would involve three separate contracts; LED conversion, CMS provider and ongoing maintenance by the County Council's Term Maintenance Contractor (TMC). This presents significant risk to the County Council, therefore CAB recommended not to proceed with this option.

Option 2 – The County Council Funds the Scheme and the Contractor Supplies and Installs and Manages Long Term Maintenance.

- 4.5 This is essentially a Term Maintenance Contract which involves the County Council entering into a long term contract with a contractor. The County Council will pay the contractor to replace the existing lanterns with LED units, install all necessary CMS components and software. The contractor will hold the necessary warranties with LED and CMS component suppliers and will undertake maintenance of the stock for the duration of the contract. The new contractor will also assume responsibility for the maintenance of the existing street lighting stock and lit signs and bollards at an agreed point during the installation of the works.
- 4.6 This option involves a single provider and brings significant benefits ranging from an interest-free loan from Salix, possible grant funding (from DfT and EU) and access to technology advancement. It also begins to deliver savings as soon as the conversion begins which will increase as the scheme progresses, reaching £5.2m annually on completion. This presents the most benefit to the County Council and was endorsed by CAB.

Option 3 – The Contractor Funds the Scheme, Supplies and Installs and Manages Long Term Maintenance.

- 4.7 This is as Option 2 above but the contractor will fund the scheme and recover the costs through an annual charge to the County Council.
- 4.8 This option is very much akin to a PFI; whilst this brings certain benefits such as no up-front costs, it also carries significant risks in that the County Council would be locked into a relatively rigid agreement and in doing so would potentially be rejecting £22m of interest free loan and “free” DfT Challenge Fund monies. Even if such a partner could be found who was willing to fund this from their own reserves, then a margin would still be charged for lost interest and the risk of committing £40m up front, which will cost comparatively more than the free/interest free funding under Options 1 & 2 above. This means that a significant proportion of the annual savings would have to be set aside to service this when there is an immediate need for base revenue savings to be delivered. Various other funding options have also been explored, including funding agencies who have partnered with potential suppliers, but the rates of interest indicated do not compare well with Salix/DfT funding. Given the above and that Salix/DfT/EU funding are all viable funding sources, it is highly unlikely that this option (Option 3) would represent value for money. This presents significant risk to the County Council, therefore CAB recommended not to proceed with this option.

Contract Length

- 4.9 LED manufacturers guarantee their products for up to 20 years. However, ballasts (device that regulates power input, transformer) and CMS components have an estimated serviceable life of up to 15 years only. Specifying longer guarantee for the latter two will increase their unit costs significantly. This is because manufactures would have to carry the risk of late life failure. Furthermore, advancement in development of electronic equipment in recent years has been rapid. A 20 year contract would restrict the County Council's opportunities and may prevent it from taking advantage of emerging technologies in this industry.
- 4.10 A minimum contract term of 15 years (plus extension period) will therefore provide the best balance of cost and risk. The County Council will have the opportunity to negotiate with the contractor a replacement programme of certain component (CMS nodes and ballasts); alternatively, it may wish to procure these components through the open market. Furthermore, technology advancement may be such that it may negate the need for this upgrade, an entirely different strategy may bring greater benefit 15 years hence. CAB recommended that a contract period of 15 years plus possible extension would provide the best balance of cost and risk.

Phasing

- 4.11 Residential areas will be converted first. As part of recent works in these areas, we have collected significant data on accessibility, vegetation issues and traffic management requirements in respect of each streetlight for future visits. Given the low speed environment in most residential areas, traffic management requirements would be minimal in many of these roads. This element of the works is therefore relatively uncomplicated and could be completed over 12 months. Exact details of the implementation programme will be developed with the successful contractor and will be communicated with the community.
- 4.12 Main roads and town centres for which greater design and traffic management is required, would then follow and be completed within 18 – 24 months. The entire scheme will therefore take 3 years to complete. A communication strategy is being developed to ensure members and the community are provided with regular updates on the progress of the scheme.

Additional Elements

- 4.13 Certain elements of the works will remain the responsibility of the County Council, these are listed below.
- Replacement of life-expired columns – There is already a regime in place, funded through the annual capital allocation.
 - Accident Damage – The cost of replacing damaged columns are largely recovered from insurance companies.

4.14 The 25,000 lit signs and bollards will be maintained by the contractor similar to the current TMC (schedule of rates basis) initially. On completion of the LED conversion works, repayment of Salix loan could be recycled to fund the cost of converting these to LED. On completion, these will become part of the LED contract and be maintained the same way as LED street lights.

Other Issues

4.15 There are no legal implications as a result of the suggested action.

4.16 As part of preparing for the scheme, an Equalities Impact Assessment is being completed. Early indications suggest that there is no adverse effect. Any possible impacts will be become fully evident when the assessment is complete and appropriate mitigations will be identified and addressed.

4.17 As part of preparing for the scheme, an investigation into any potential health or environmental impacts is being completed. Early indications suggest there is no adverse effect. Here too, any possible impacts will be become fully evident when the assessment is complete and. appropriate mitigations will be identified and addressed.

4.18 There are no implications to the Council's property portfolio.

4.19 The Executive Scheme of Officer Delegation will provide the governance pathway to allow officers to take any necessary actions to implement the decision once taken. As the cumulative value of the contract throughout its duration would exceed £1 million pounds, it will need to be 'signed under seal' by the Council's legal team.

5 Conclusions

5.1 Street lighting costs around £9.5m annually, a cost which is likely to keep increasing reflecting energy costs and CRC.

5.2 Energy efficient LED equipment combined with a CMS will reduce costs by around 60% resulting in an annual saving of £5.2m from a base budget of £9.5m.

5.3 Key benefits of a 15 year contract (including extensions) where the County Council funds the scheme and a contractor converts and maintains the stock are as follows:

- One contractor with ownership and delivery of all services and warranties.
- Long term partnership.
- Access to technology advancement.
- Refitting of faulty lanterns and CMS components will the responsibility of the contractor.
- Control and flexibility over innovation and changes in market.

- Failure of CMS provider and lantern manufacturer warranty is contractor's risk.

5.4 Funding of £22.5m has been secured through an interest free loan from SALIX. There is an opportunity to secure a grant via the EU towards the £18m funding gap..

6. Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision for the conversion of street lighting stock in Kent to LED, in accordance with the expectations set out in the proposed record of decision attached at "Appendix A". This includes:

- Approval for the procurement of the services to fit and maintain the lanterns
- Award of a 15 year contract with potential extensions to the preferred bidder
- Any potential extension period is not delegated owing to the length of the proposed contract

7. Background Documents

Link to the Safe and Sensible Street Light – LED Conversion report to the Environment and Transport Cabinet Committee on the 5 December 2014.

<https://democracy.kent.gov.uk/documents/s49950/1400132%20Safe%20and%20Sensible%20Street%20Lighting%20-%20LED%20Conversion.pdf>

LED Street Lighting Conversion Scheme – Procurement Strategy report to the Commissioning Advisory Board on the 11 March 2015.

8. Contact details

Report Authors:

Behdad Haratbar – Head of Programmed Works

Robert Clark – LED Street Lighting Conversion Project Manager

Growth, Environment and Transport

Behdad.Haratbar@kent.gov.uk

Robert.clark@kent.gov.uk

Relevant Director:

Roger Wilkin – Interim Director of Highways, Transportation and Waste

Growth, Environment and Transport

03000413479

Roger.Wilkin@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION**DECISION TO BE TAKEN BY:**

**Cabinet Member for Environment and Transport
Mr Mathew Balfour**

DECISION NO:

15/00028

For publication

Subject: Street Lighting Conversion to LED

Decision:

As Cabinet Member for Environment & Transport, I agree to the conversion of the County Council's stock of street lights to LED, in accordance with the expectations set out in the report. This includes the necessary procurement of services to fit and maintain the lanterns and subsequent award of a 15 year contract to the preferred bidder with the potential for extension.

Governance: The Council's Executive Scheme of Officer Delegation provides the authority pathway enabling officers to undertake actions necessary to the implementation of the decision, in consultation with the Cabinet Member.

On this occasion, any potential extension period is NOT delegated to officers owing to the length of the proposed contract and a further key decision will be taken at the time should that be desirable

Reasons for Decision:

Kent County Council is one of the largest lighting authorities in the UK and has 118,000 street lights and some 25,000 lit signs and bollards. The annual cost of illuminating and maintaining the stock is over £9.5m, a cost that keeps rising.

Converting the County Council's street lights to Light Emitting Diode (LED) with a Central Management System (CMS) would reduce the energy and CRC costs by 60% and significantly reduce maintenance costs. The conversion works would cost approximately £40m and deliver an annual saving of around £5.2m; this means that the scheme will pay for itself over a maximum of 8 years. The estimated cost is the result of extensive research and engagement with the market and manufacturers of LED and CMS products. However, the exact cost will be become evident on completion of a competitive procurement process.

The County Council has secured from SALIX, a Government organisation funded by the Department of Energy and Climate Change, an interest free loan of £22m. Repayment of this loan is to be funded corporately through the existing financing items budget; this means that the resulting savings will go towards GET's MTFP targets.

The County Council has applied for grant funding from the Department for Transport's challenge fund and is pursuing additional funding from the EU. In the meanwhile the County Council has undertaken to underwrite the £18m funding gap.

Given the value of the contract, an OJEU compliant procurement process will be followed to award a single contract for the following:

- Conversion of the County Council's entire stock of streetlights to LED
- Provision of CMS
- Provision of ongoing Maintenance

The duration of the contract is proposed to be for a minimum term of 15 years with a potential extension period. The procurement process will be an Open Tender in that any organisation with suitable technical experience and capability to deliver the service will be able to submit a priced proposal.

Cabinet Committee recommendations and other consultation:

This proposal was the subject of a report to the meeting of the Environment and Transport Cabinet Committee on 5 December 2014 and Members endorsed the decision. The scheme was therefore included in the Capital Programme which was approved by the County Council on 12 February 2015.

Any alternatives considered:

A full appraisal of the technology and associated cost and benefits was undertaken by officers in consultation with the Cabinet Member before it was agreed to pursue LED lighting as a preferred option

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

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signed

.....
Date

From: Matthew Balfour, Cabinet Member for Environment and Transport
Barbara Cooper, Corporate Director Growth, Environment and Transport
Paul Crick, Director of Environment Planning and Enforcement

To: **Environment and Transport Cabinet Committee, 9 April 2015**

Decision No: **15/00029**

Subject: **Commons Act 2006 – Introduction of fees for specified applications**
Key decision – Affects more than 2 Electoral Divisions

Classification: **Unrestricted**

Future Pathway of Paper: Decision will be implemented if the recommendation is agreed by the Cabinet Member, following endorsement or recommendation by the Cabinet Committee.

Electoral Division: All

Summary: A report seeking authority to introduce fees (as set out in Appendix A) in respect of applications under the Commons Act 2006.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to introduce a charging regime as detailed at Appendix A for fees in respect of applications made under the Commons Act 2006.

1. Introduction

1.1 Regulations were introduced on the 15 December 2014 enabling authorities to recharge their costs in dealing with certain types of applications under the Commons Act 2006. DEFRA's view was that there should be no charge for applications made in the public interest (e.g. applications to register new Village Greens) but that authorities ought to be able to recover their costs in certain cases where an application, if successful, would be of clear benefit to the landowner. This report recommends the introduction of charges for such applications.

2. Financial Implications

The charges proposed have been calculated to accurately reflect the full costs to the County Council of undertaking the specified activity; the intention being that where applications may be charged for under the regulations the activity is cost neutral.

3. Policy Framework

3.1 The decision relates to Increasing Opportunities, Improving Outcomes by enabling the correct recording of Common Land and Village Greens in a way that is cost neutral to the authority thus reducing pressure on the service revenue budget that can be used to contribute to the physical, cultural, social and environmental fabric of the county.

4. The Report

4.1. Kent County Council is one of seven 'Commons Registration Authorities' that was selected by DEFRA to participate in a pilot project concerned with the implementation of Part 1 of the Commons Act 2006 ("the 2006 Act"). The 2006 Act sought to replace previously out-dated legislation contained in the Commons Registration Act 1965 regarding the registration of Common Land and Village Greens. It introduced a raft of new measures enabling (for the first time) members of the public, landowners and other interested persons to apply to the County Council to amend the formal 'Registers of Common Land and Village Greens' (i.e. by updating them or correcting errors). The pilot project came into effect in Kent (and the other pilot authorities) on 1st October 2008.

4.2. The Regulations accompanying the 2006 Act, known as the Commons Registration (England) Regulations 2008 ("the 2008 Regulations"), specified that the pilot authorities could recharge their costs in dealing with certain types of applications under the 2006 Act. DEFRA's view was that there should be no charge for applications made in the public interest (e.g. applications to register new Village Greens) but that pilot authorities ought to be able to recover their costs in certain cases where an application, if successful, would be of clear benefit to the landowner (e.g. the removal of mistakenly registered Common Land).

4.3. Current fees: Whilst pilot authorities were encouraged to set their own fees according to individual cost recovery levels, the 2008 Regulations also set out (at Schedule 5) a list of 'default fees' that were to apply in cases where pilot authorities chose not to set their own fees. In view of the limited number of anticipated applications in this county, and the uncertainty in terms of knowing how long different types of application would take to deal with (so as to calculate accurate an cost-recovery figure), it was decided that the default fees set by DEFRA would be applied in Kent.

4.4 Future fees: As a result of two new Commons Registration Authorities joining the pilot project and a desire to review the original 2008 Regulations, on 15th December 2014, DEFRA published the Commons Registration (England) Regulations 2014 ("the 2014 Regulations"). Under these new regulations, there are no default fees and authorities are now required to set their own fees in respect of

applications made under the Commons Act 2006. As previously, the power to charge a fee applies only in respect of certain types of application, i.e. other than those specified in the list in Schedule 5 of the 2014 Regulations.

4.5. The schedule of proposed fees is set out at **Appendix A** to this report. The fees have been arrived at by applying the hourly charge-out rate for Officer time at £50 per hour. The fees vary according to what is involved as part of the processing of the application (including whether a site visit is required, whether a referral to the Planning Inspectorate is required and/or whether the matter is to be determined by the County Council's Regulation Committee Member Panel).

4.6 There are no equalities or public health implications in introducing the charges.

5. Conclusions

5.1 Agreement to the proposed charging regime will enable the Public Rights of Way and Access Service to deal with applications to amend the registers of village Greens and Common Land in a cost neutral way, therefore not placing further pressures on the service revenue budget.

6. Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to introduce a charging regime as detailed at Appendix A for fees in respect of applications made under the Commons Act 2006.

7. Background Documents

7.1 Appendix A: Commons Act 2006 application fees
Appendix B – Proposed Record of Decision

8. Contact details

Graham Rusling
PROW & Access Service Manager
Tel: 03000 413449
Email: graham.rusling@kent.gov.uk

Paul Crick
Director of Environment, Planning and Enforcement
Tel: 03000 413356
Email: Paul.Crick@kent.gov.uk

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APPENDIX A: Table of fees for applications made to Kent County Council under the Commons Act 2006

TYPE OF APPLICATION	PURPOSE	RELEVANT SECTION OF 2006 ACT	FEE TO BE INCLUDED WITH APPLICATION
Contemporary application to reflect an event which has taken place after 1 st October 2008	Registration of a new Town or Village Green other than by the owner	Section 15(1)	No fee
	Voluntary registration of a new Town or Village Green by the owner	Section 15(8)	No fee
	Creation of a right of common resulting in the creation of new Common Land	Section 6	No fee
	Creation of a right of common over existing Common Land	Section 6	No fee
	Variation of a right of common	Section 7	No fee
	Apportionment of a right of common	Section 8	£250
	Attachment of a right of common	Section 10	No fee
	Re-allocation of an attached right of common	Section 11	£250
	Transfer of a right in gross	Section 12	£250
	Surrender or extinguishment of a right of common	Section 13	£250
	Declaration of entitlement to exercise a right of common	Regulation 43 (2014 Regs)	£250
	Amendment of a Register to reflect a statutory disposition (e.g. to register an exchange of land)	Section 14	£250
	Severance (of a right of common) by transfer to public bodies	Schedule 1, paragraph 1(6)(b)	£250
Severance (of a right of common) authorised by Order	Schedule 1, paragraph 3(7)(b)	£250	
Rectification application to amend a mistake or omission on the Registers	Correction of a mistake made by the Registration Authority	Section 19 (2)(a)	No fee
	Correction of any other mistake that would not affect the extent of the CL or VG, or what can be done by virtue of a right of common	Section 19 (2)(b)	£250
	Removing a duplicate entry from the Register	Section 19 (2)(c)	No fee
	Updating of names and addresses referred to in a Register	Section 19(2)(d)	£50
	Updating any entry to take account of accretion or diluvion	Section 19(2)(e)	£400
	Non-registration of Common Land or Village Green	Schedule 2, paragraph 2 or 3	No fee
	Waste land of a manor not registered as Common Land	Schedule 2, paragraph 4	No fee
	Town or Village Green wrongly registered as such	Schedule 2, paragraph 5	No fee
Deregistration of certain land registered as Common Land or as a	Schedule 2, paragraphs 6 to 9	£450	
Unrecorded event application to register an historic event (i.e that took place prior to 1st October 2008)	Creation of a right of common	Schedule 3, paragraph 2 or 4	£250
	Surrender or extinguishment of a right of common	Schedule 3, paragraph 2 or 4	£250
	Variation of a right of common	Schedule 3, paragraph 2 or 4	£250
	Apportionment of a right of common	Schedule 3, paragraph 2 or 4	£250
	Severance of a right of common	Schedule 3, paragraph 2 or 4	£250
	Transfer of a right in gross	Schedule 3, paragraph 2 or 4	£250
Statutory disposition (including the exchange of land)	Schedule 3, paragraph 2 or 4	£250	

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION**DECISION TO BE TAKEN BY:****Cabinet Member for Environment and Transport****DECISION NO:**

15/00029

For publication**Subject: Commons Act 2006 Introduction of Fees for specified applications****Decision:**

As Cabinet Member for Environment and Transport, I agree to the introduction of a charging regime as detailed at Appendix A of the report for fees in respect of applications made under the Commons Act 2006 following endorsement / recommendation by the Cabinet Committee.

Reason(s) for decision: The charging regime will operate County wide, therefore requiring an executive side decision. It is necessary to introduce a charging regime to enable the applications to the benefit of landowners to be delivered in a cost neutral way by the County Council.

Cabinet Committee recommendations and other consultation:

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

Any alternatives considered: Not to introduce a charging schedule for Commons Act 2006 applications.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

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signed

.....
date

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From: Mathew Balfour, Cabinet Member for Environment and Transport
Mark Dance, Cabinet Member for Economic Development
Barbara Cooper, Director Economic & Spatial Development
Paul Crick, Director Environment Planning & Enforcement
Tim Read, Head of Transportation

To: Cabinet Committee 9th April 2015

Decision No: 12/01923

Subject: Canterbury District Local Plan & Transportation Strategy

Key decision: Yes

Classification: Unrestricted

Past Pathway of Paper: Canterbury JTB, Environment and Transport Cabinet Committee

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: All Canterbury Divisions

Summary: The report sets out an overview of the Canterbury District Transportation Strategy, its progress and amendments, in order that the Cabinet Committee may consider the proposed decision of the Cabinet Member to endorse its principles.

Recommendations: The Cabinet Committee is asked to consider and endorse or make recommendations on the principles of the updated draft Canterbury District Transportation Strategy and proposed for endorsement by the Cabinet Member as follows:

- (1) That the car will be the primary mode of travel for the foreseeable future
- (2) That significant investment in highway capacity will be funded largely by development. Where this is the case, the developers must be legally bound to fund the necessary infrastructure at no cost to the public purse and before the development begins.
- (3) That to ensure that new additional capacity is not simply backfilled with additional traffic; the balanced approach of the draft strategy will absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working.
- (4) That the County Council does not support further reductions in City Centre car parking and welcomes assurances received from the City Council that these will not be pursued without evidence of public support and adequate supply remaining

1. Introduction

- 1.1 The draft Canterbury Transportation Strategy, attached at appendix 2, has been jointly produced with Canterbury City Council. It provides potential highway and transport solutions to facilitate the proposed growth of 15,600 homes and 6,500 jobs identified in the Canterbury District Local Plan up to 2031.
- 1.2 The Canterbury Local Transport Strategy was considered by the Environment and Transport Cabinet Committee at its meeting on 5 December 2014. Unfortunately at that time the most up to date and recent version of the plan was not attached to the report, instead a version from March 2014 was referenced, and consequently contained outdated information. It was initially considered that the matter could be dealt with outside the committee as the Environment and Transportation Cabinet Committee is not a decision making body and was being asked to endorse the principles rather than the detail of the strategy which is still on deposit and not yet formally adopted.
- 1.3 However, following representations from members of the public that the principles of the strategy were not clear and the documentation published with the proposed decision remained incorrect, it was decided to defer any decision until the correct documentation was published.
- 1.4 In the interests of openness, clarity and good governance, the Cabinet Member for Environment and Transport asks the Cabinet Committee to re-consider the Canterbury Local Transport Scheme in the light of the correct and up to date documentation attached to this report.

2. Changes to the Draft Strategy

- 2.1 The Draft Strategy was amended by Canterbury City Council Executive in April 2014 prior to its being released for public consultation. It was then approved in principle, subject to suggested amendments and conditions, by the Canterbury JTB in October 2014 and further amended to reflect issues that had been raised during the public consultation process.

2.2 Amendments made in April 2014 by Canterbury City Council Executive

The minutes of the Canterbury City Council Executive, detailing all of the changes to the draft strategy agreed, are linked to this report as a background document; of particular note were the resolutions to:

- Delete action E8: Land at Faulkners Lane, Harbledown is identified in the Local Plan if alternative or additional capacity is needed for Park and Ride.
- Delegate authority to the relevant Cabinet Member and Officer to update references to Manston airport
- Include the need to investigate opportunities for taxi facilities in Roper Road as part of the options for a new access to Canterbury West Station.

2.3 Consideration by the Canterbury JTB October 2014

The draft strategy, as amended by Canterbury CC Cabinet, was considered by the Canterbury JTB on 15 October 2015. Representations were made by members of the public, a full discussion took place, amendments and conditions put forward and the resolutions were agreed as follows:

[From the minute of the meeting]

“The Joint Transportation Board was asked to approve the principles of the Transport Strategy, the suggested revisions to the draft Strategy and the submission of the revised Strategy as supporting evidence to the Local Plan Examination.

RECOMMENDED (to the **City Council** and the **Kent County Council Executive** as appropriate)

- 1. That having considered the issues set out in the document the Board endorse the principles of the draft Canterbury District Transportation Strategy*
- 2. That development will not be permitted until legally binding commitments are made between Kent County Council, Canterbury City Council and developers to provide the necessary quantum of funding to enable the provision of essential highway infrastructure.*

(At the request of Mr Vye it is recorded that he abstained from voting on this resolution).

- 3. That changes to the draft strategy are made in accordance with the officer recommendations contained in Appendix 4*

(At the request of Mr Vye it is recorded that he abstained from voting on this resolution).

- 4. That the revised draft strategy is submitted as supporting evidence to the Local Plan Examination”*

2.4 Amendments made in October 2014 as a result of the consultation and consideration by Canterbury JTB

A full list of agreed changes to the draft strategy as a result of consideration and consultation is included as an addendum to the deposited draft of the transportation strategy.

In particular the amendments included:

- Additional clarity in the strategy and action plan that city centre parking will only be reduced if there is clear evidence that there is an adequate overall supply of parking and following public consultation,
- A number of suggested amendments to proposed cycle routes,
- Better integration of cycle routes and cycle facilities on public transport,
- Suggested cycle routes on existing roads
- The use of broadband to inform real time travel information,

- A road link between the proposed Sturry link road and Broad Oak Road will be added,
- A paragraph will be added to the strategy on the need for transport operators to comply with the Disability Discrimination Act,
- An action to create a Transport Forum will be added,
- The estimated cost of providing the fast bus link will be added,
- A paragraph on noise pollution and road noise will be added,
- The wording around the text on Herne relief road will be changed to reflect the fact that the relief road will be required,
- The LEP funding of £5.9M towards Sturry link road will be included,
- An action to re-establish a travel plan forum for city centre employers will be added,
- School travel plans will be changed to education travel plans to include student travel.

3. Financial Implications

3.1 The majority of the measures detailed in the strategy, and in particular the significant elements of highway infrastructure estimated to be worth over £70m, are linked to the larger developments and therefore have identified sources of developer funding. Other measures have gained funding through KCC's bid to the Local Enterprise Partnership.

3.2 None of the amendments to the draft strategy being considered from that considered in December will change the identified sources of funding or create an additional requirement for KCC funding.

4. Principles of the draft Canterbury Transportation Strategy

4.1 The principles remain unchanged from the previous versions of the draft strategy which were endorsed by Members on 5 December 14.

4.2 These principles are:

- (1) That the car will be the primary mode of travel for the foreseeable future
- (2) That significant investment in highway capacity will be funded largely by development. Where this is the case, the developers must be legally bound to fund the necessary infrastructure at no cost to the public purse and before the development begins.
- (3) That to ensure that new additional capacity is not simply backfilled with additional traffic; the balanced approach of the draft strategy will absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working.
- (4) That the County Council does not support further reductions in City Centre car parking and welcomes assurances received from the City Council that these will not be pursued without evidence of public support and adequate supply remaining

- 4.3 As discussed at the December meeting of the Cabinet Committee, the headline aim of the draft strategy is “to improve access to services, goods and opportunities”. The draft strategy reflects the fact that the car will be the primary mode of travel for the foreseeable future and it proposes significant investment in highway infrastructure. It seeks to achieve reliable vehicle journey times and support sustainable development. The draft strategy also aims to protect the historic environment in the city of Canterbury and retain the distinctive character of the coastal towns and rural communities.
- 4.4 Transport computer modelling of the impact of the growth has been undertaken to provide the evidence base required by the planning process. The modelling demonstrates that only 13% of traffic on the city’s road network is through traffic. The model has been used to predict the increase in travel demand and traffic growth for two future scenarios:
- With general background economic growth to 2031 travel demand would increase by 17% and traffic growth would increase by 18%.
 - With general background economic growth plus all of the proposed Local Plan development to 2031 and the proposed significant new developer funded highway improvements, travel demand would increase by 30% and traffic by 28%.
- 4.5 Given these predicted increases the draft strategy aims to protect the extra capacity created by the highway improvements and keep traffic levels to those existing at present. The philosophy is to provide new road building solutions funded substantially by development to unlock growth at known pinch points and, in order that this additional capacity is not simply backfilled with additional traffic, to absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working. A key target of the strategy is that traffic levels in the centre of Canterbury should not increase beyond the current levels which have been static since 2001. The success of the previous balanced transport strategies, the current high usage of public transport, and the high student population make this target ambitious but achievable.
- 4.6 The 4 key themes of the draft strategy are:
- i. Managing and Improving the Network:**
 - A2 Interchange at Bridge
 - Sturry Relief Road
 - Herne Relief Road
 - A28-A257 Barracks Link Road
 - A2 Off-Slip Road at Wincheap
 - Wincheap Relief Road
 - Extend Intelligent Traffic Systems and Urban Traffic Management and Control
 - ii. Car Parking Strategy:**
 - Increase Park and Ride Capacity in Canterbury
 - Gradual reduction in City Centre Parking Capacity

- Use Parking Tariffs to Encourage Use of Park and Ride and
- Sustainable Transport
- Park and Ride for Whitstable

iii. Reducing the Demand to Travel:

- Mixed Use Developments
- Increase Car Sharing
- Increase Home-Based Working
- Establish a Car Club in Canterbury
- Robust Travel Plans to encourage the use of alternative modes of transport:
- New walking and cycling routes

iv. Encouraging Travel Choice:

- New Walking and Cycling Routes
- New 20mph Zones
- Extend Bus Services and Increase Frequencies
- Reduce the relative Cost of Bus Travel Compared with Driving
- Fast Bus Route from South Canterbury
- Complete the Sturry Road Bus Lane
- Bus Priority Measures on Old Dover Road, New Dover Road & Wincheap
- Improve Rail Provision on High Speed and North Kent Mainline Routes
- Increase Parking Provision at Canterbury West and Sturry Stations

4.7 Public consultation was undertaken on the draft transportation strategy for 6 weeks from 5th June 2014. The results of this were reported to the Joint Transportation Board on 15th October 2014 and the JTB recommended that the draft strategy should be approved as supporting evidence for the Canterbury Local Plan with the proviso that development would not be permitted until legally binding agreements have been entered into with developers to provide the necessary quantum of funding to enable the provision of necessary highway infrastructure.

4.8 The draft Canterbury Transportation Strategy was approved by the Executive of Canterbury City Council on 22 October 2014 and was deposited as part of the Local Plan supporting evidence on 21 November 2014. It is expected that the Examination in Public will take place in Summer 2015.

5. Conclusions

5.1 The latest draft transportation strategy for Canterbury reflects the fact that the car will be the primary mode of travel for the foreseeable future and it proposes significant investment in highway infrastructure. However, to ensure that this additional capacity is not simply backfilled with additional traffic, the balanced approach of the draft strategy will absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working. This approach is essential in order to tackle the existing transport related problems

of congestion and poor air quality and to accommodate additional travel demand from new development.

6. Recommendations

Summary: The report sets out an overview of the Canterbury District Transportation Strategy, its progress and amendments in order that the Cabinet Committee may consider the proposed decision of the Cabinet Member to endorse its principles.

Recommendations: The Cabinet Committee is asked to consider and endorse or make recommendations on the principles of the updated draft Canterbury District Transportation Strategy and proposed for endorsement by the Cabinet Member as follows:

- (1) That the car will be the primary mode of travel for the foreseeable future
- (2) That significant investment in highway capacity will be funded largely by development. Where this is the case, the developers must be legally bound to fund the necessary infrastructure at no cost to the public purse and before the development begins.
- (3) That to ensure that new additional capacity is not simply backfilled with additional traffic; the balanced approach of the draft strategy will absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working.
- (4) That the County Council does not support further reductions in City Centre car parking and welcomes assurances received from the City Council that these will not be pursued without evidence of public support and adequate supply remaining

7. Appendices, background documents and further information

Appendices

Appendix 1 – Proposed Record of Decision

Appendix 2 - Draft Canterbury District Strategy & addendum of changes

Background Documents

[Minutes of the Canterbury City Council Cabinet meeting – April 2014](#)

[Minutes of the Canterbury Joint Transportation Board meeting – October 2014](#)

[Letter from Canterbury City Council](#)

Further information

[VISUM](#)

Examination documents - Link to Documents on deposit:

<https://www.canterbury.gov.uk/planning/planning-policy/examination-documents/>

8. Contact details

Report authors
Tim Read Head of Transportation
03000 411662
tim.read@kent.gov.uk

Ruth Goudie Strategic Transportation Planner
03000 413641
ruth.goudie@kent.gov.uk

Relevant Director
John Burr, Director of Highways Transportation and Waste
03000 411626
John.burr@kent.gov.uk



Plan showing strategic land allocations and proposed highway improvements

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mathew Balfour, Cabinet Member Environment & Transport

DECISION NO:

12/01923 (a)

For publication

This is a Key decision which affects more than two Electoral Divisions

Subject: Draft Canterbury District Transportation Strategy

Decision:

The Cabinet Member is asked to endorse the principles of the Canterbury District Strategy, namely :

- (1) That the car will be the primary mode of travel for the foreseeable future
- (2) That significant investment in highway capacity will be funded largely by development. Where this is the case, the developers must be legally bound to fund the necessary infrastructure at no cost to the public purse and before the development begins.
- (3) That to ensure that new additional capacity is not simply backfilled with additional traffic; the balanced approach of the draft strategy will absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working.
- (4) That the County Council does not support further reductions in City Centre car parking and welcomes assurances received from the City Council that these will not be pursued without evidence of public support and adequate supply remaining

Reason(s) for decision: This is a practical, affordable strategy necessary to support Canterbury's growing economy.

Cabinet Committee recommendations and other consultation:

Canterbury JTB endorsed the strategy subject to considerations and conditions set out in the minutes and resolutions. A full public consultation has been conducted.

Any alternatives considered: N/A

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None

.....
signed

.....
Date

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Draft Strategy

Owing to the size of the document in question it is not possible to publish the pdf document as an appendix to the report. The document can be viewed by clicking on the link below:

<https://www.canterbury.gov.uk/media/942070/CDLP-86-Canterbury-District-Transport-Strategy-Revised-Draft-with-Addendum-1-CCC-Nov14.pdf>

Paper copies will be included with the agenda packs for committee members.

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From: Peter Sass, Head of Democratic Services
To: Environment and Transport Cabinet Committee – 14 January 2015
Subject: Work Programme 2015
Classification: Unrestricted

Summary: This report gives details of the proposed work programme for the Environment & Transport Cabinet Committee.

Recommendation: The Environment & Transport Cabinet Committee is asked to consider and agree its work programme for 2015 as set out in Appendix 1 of this report.

1. Introduction

(1) The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution.

(2) Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme 2015

(1) An agenda setting meeting was held on 9 April 2015 and items for this meeting's agenda were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in Appendix 1 to this report, and to suggest any additional topics that they wish to be considered for inclusion to the agenda of future meetings.

(2) When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

3. Conclusion

It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Member to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

4. Recommendation

The Environment and Transport Cabinet Committee is asked to consider and agree its work programme for 2015 as set out in Appendix 1 to this report.

5. Background Documents

None

6. Contact details

Lead Officer:
Peter Sass
Head of Democratic Services
03000 416647
peter.sass@kent.gov.uk

Report Author:
Ann Hunter
Principal Democratic Services Officer
03000 416287
ann.hunter@kent.gov.uk

WORK PROGRAMME –2015
Environment and Transport Cabinet Committee

Agenda Section	Items
21 July 2015	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates
B - Key or Significant Decisions for Recommendation or Endorsement	<ul style="list-style-type: none"> • Growth and Infrastructure Framework for Kent and Medway • Possible Extension to Highways Term Maintenance Contract • Allington EFT • Swale Local Transport Scheme • Young Persons Travel Pass
C - Other Items for comment/ recommendation	<ul style="list-style-type: none"> • Work programme
D - Performance Monitoring	<ul style="list-style-type: none"> • H,T &W Tracker Survey Feedback • Performance Dashboard • Financial Monitoring
16 September 2015	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Verbal Updates
B - Key or Significant Decisions for Recommendation or Endorsement	
C - Other Items for comment/ recommendation	<ul style="list-style-type: none"> • Work Programme
D - Performance Monitoring	<ul style="list-style-type: none"> • Performance Dashboards • Financial Monitoring • Annual Equalities Report • Risk Management update
4 December 2015	
A – Committee Business	<ul style="list-style-type: none"> • Declarations of interest • Minutes • Meeting dates for 2016 • Verbal Updates
B - Key or Significant Decisions for Recommendation or Endorsement	<ul style="list-style-type: none"> • Co-location of Community Safety Partnership • Pilot Community Warden Scheme
C - Other Items for comment/ recommendation	<ul style="list-style-type: none"> • Work programme
D - Performance Monitoring	<ul style="list-style-type: none"> • Performance Dashboard • Financial Monitoring
Items for Consideration that have not yet been allocated to a meeting	
B - Key or Significant Decisions for Recommendation or Endorsement	<ul style="list-style-type: none"> • Growth without Gridlock • Local Transport Strategies – Approval-Variou

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From: Paul Carter, Leader of the Council
 Matthew Balfour, Cabinet Member for Environment & Transport
 Mike Hill, Cabinet Member for Communities
 Barbara Cooper, Growth, Environment & Transport

To: Environment & Transport Cabinet Committee, 9th April 2015

Subject: Growth, Environment & Transport Directorate Business Plan (2015-16)

Classification: Unrestricted

Summary: This report outlines the draft Growth, Environment & Transport Directorate Business Plan (2015-16) for consideration and comment, prior to publication online in May 2015.

Recommendations:

The Cabinet Committee is asked to:

- (1) **Consider and comment** on the draft Growth, Environment & Transport Directorate Business Plan (2015-16).
- (2) **Note** that the final Directorate Business Plan will be published online in May 2015.

1. Introduction

- 1.1 The Strategy, Policy, Relationships & Corporate Assurance division is responsible for coordinating the annual business planning process. In December 2014, the Policy & Resources Cabinet Committee agreed the business planning approach for 2015-16, which focuses on developing Directorate Business Plans.
- 1.2 Directorate Business Plans play an important part in reflecting how each directorate will support the achievement of the County Council's new five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*".
- 1.3 Cabinet Members, Corporate Directors and Directorate Management teams have taken strong ownership of the development of draft Directorate Business Plans, with appropriate support from the policy team.
- 1.4 The Environment & Transport Cabinet Committee is asked to consider and comment on the draft Growth, Environment & Transport Directorate Business Plan set out in **Appendix 1**. This feedback will be used to help shape and inform the final version of the Directorate Business Plan, which will be published online in May 2015.

2. Business Planning Process 2015-16

- 2.1 The focus on Directorate Business Plans has freed up capacity and allowed the organisation to focus on creating more strategic business plans which reflect the County Council's new Strategic Statement "*Increasing Opportunities, Improving Outcomes*" and set the context for transformational change in each directorate as a result of the 'Facing the Challenge' programme.
- 2.2 Below directorate level, there is no prescriptive corporate approach for business planning, which gives services the freedom to design business plans in a way which best suits the needs of their business. However, all business plans and individual action plans should have a 'golden thread' to the Strategic Statement, and reflect how each part of the organisation is contributing to improving outcomes.
- 2.3 Kent County Council is moving towards becoming a strategic commissioning authority, and the business plans increasingly need to reflect this change. To support this, the Policy & Resources Cabinet Committee agreed a series of additional information to be included in the 2015-16 plans.
- 2.4 This was designed to encourage the organisation to become more forward looking (beyond the annual business planning cycle), and to support the Commissioning Advisory Board and Cabinet Committees to inform their agenda setting and pre-scrutiny role, by highlighting major forthcoming expected activity they may wish to explore in more detail.
- 2.5 The additional information includes:
- **a directorate commitment on social value** – a priority identified by members in KCC's '*Commissioning Framework*'
 - **which services in the directorate are delivered internally (in-house) or externally** (commissioned services over £1m, including details of the external provider, contract length and contract value)
 - **major expected forthcoming activity** (service redesign and commissioning activity over £1m that requires a key decision, as far as can be anticipated over the next three years).
 - **identification of where any Directorate is putting in place a Service Level Agreement (SLA) with new KCC delivery vehicles such as a Local Authority Trading Company** (which will have their own business planning process appropriate to the needs of the business, as is currently the case with Commercial Services).

3. Growth, Environment & Transport Directorate Business Plan

- 3.1 The draft Growth, Environment & Transport Directorate Business Plan is set out in **Appendix 1**.

- 3.2 To ensure the business plan remains relevant and keeps pace with the level of change in the organisation, we will consider whether we need to update the content to reflect major service transformation decisions, once they are approved.
- 3.3 We welcome the opportunity for the Cabinet Committee to consider and comment on the draft content, and wherever possible we will reflect this feedback in the final version of the document.

4. Next Steps

- 4.1 The draft business plan will be updated and all four Directorate Business Plans will be shared at Cabinet Members Meeting in May 2015, prior to being published online on Kent.gov.
- 4.2 As with last year's process, divisional and service business plans will be made accessible to elected members and staff in a single area of KNet. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.
- 4.3 The Strategy, Policy, Relationships & Corporate Assurance division will then review the effectiveness of this year's business planning approach, in order to make iterative improvements for next year's process.

5. Recommendations

5.1 The Cabinet Committee is asked to:

(1) **Consider and comment** on the draft Growth, Environment & Transport Directorate Business Plan (2015-16).

(2) **Note** that the final Directorate Business Plan will be published online in May 2015.

Appendices:

Appendix 1: Draft Growth, Environment & Transport Directorate Business Plan (2015-16)

Background Documents: None

Author:

David Whittle

Director of Strategy, Policy, Relationships & Corporate Assurance

01622 696345

david.whittle@kent.gov.uk

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Growth, Environment and Transport Directorate Business Plan 2015-16

DRAFT

Contents:

- A. Foreword
- B. GET at a Glance
- C. KCC Strategic Statement (outcomes framework)
- D. Directorate Priorities
 - a. Cross-Cutting Priorities
 - b. Divisional Priorities & Outcomes
 - c. Transformational Activity
 - d. Expected major Commissioning & Procurement activity - table
- E. Other drivers for priorities
 - a. Strategic Commissioning Authority
 - b. Financial Challenge
- F. Divisions - Service description, provision, case studies & facts
- G. Directorate Organisational Development Priorities
- H. Directorate Risks
- I. Directorate Performance Indicators
- J. Appendix A – List of Local Growth Fund Schemes for Kent & Medway

Version	Date	Authors	Comment
1	18-02-15	Karla Phillips Theresa Warford	Initial draft of Business Plan sent to Barbara Cooper for initial comments.
1.1	19-02-15	Karla Phillips	Amendments made to OD Priorities Section.
1.2	03-03-15	Karla Phillips	Additional information to EPE section.
1.3	03-03-15	Karla Phillips	ED information and HTW outcomes/priorities added to Divisions section.
1.4	06-03-15	Karla Phillips Theresa Warford	LRA information added to Divisions section, EPE section amended, ED section amended, social value paragraph added.
1.5	10-03-15	Karla Phillips	HTW priorities/service redesign amended, ED amended, EPE amended, OD section amended.
2	12-03-15	Karla Phillips	Context section added, LRA priorities amended, Case Studies added.
2.1	17-03-15	Karla Phillips	Barbara Cooper's amendments incorporated, new Outcomes/Priorities tables put in Section A (replaces Divisions' Priorities tables), Divisions' Service Redesign sections moved to Section B, Divisions' Commissioning & Procurement info summarised in table (currently separate to Plan) LGF schemes added to Section A, amendments added from ED, EPE, HTW and LRA, KPIs updated.
3	19-03-15	Karla Phillips	Risk & OD sections amended, KPIs reordered, HTW case study amended, Barbara Cooper's amendments incorporated, LGF list put into appendix.
3.1	25-03-15	Karla Phillips	EPE additions/amendments added, cross-cutting priorities updated, ED amendments & case studies added, KPIs updated and 14/15 target column added, Resources figures updated, Risk section amended
3.2	25-03-15	Karla Phillips	Kevin Tilson's comments incorporated, EPE information added, ED development sites add in Appendix B
3.3	26-03-15	Karla Phillips	Exec Summary added, ED KPIs amended, Barbara's amendments added, C&P table updated, Staff data added to Resources
4	27-03-15	Karla Phillips	Re-ordering of content following the Leader's feedback
5	30-03-15	Karla Phillips	CMM & Leader's feedback incorporated: re-ordered C&P table by contract value, pothole priority added, Foreword added, Resources section deleted, GIF priority amended

A. Foreword

From starting in post some six months ago, I realised how important and valued our services are to local communities and to local businesses. What we do within GET impacts on planned and new communities as well as those that have a rich and long history. We offer members advice and support at both a strategic level (with the Growth and Infrastructure Framework set to be a key document) and at a day to day operational level. From the fundamentals such as pot holes and street lighting through to protection of communities through wardens and trading standards and to the difficult to value (but we would miss them if they weren't here) services such as arts, sports and country parks.

In managing a declining resource base and increasing demand, married with a new focus on commissioning and outcomes the GET Directorate is managing delivery of the 'Facing the Challenge' review conclusions for Libraries, Registration and Archives and for transport. We are also implementing key recommendations from reviews of country parks and trading standards and shaping and delivering service redesigns across the directorate. Our new Portfolio Board is charged with responsibility for ensuring delivery, identifying barriers and for sharing best practice.

With so many front facing services it is hugely important that we ensure consistently excellent customer service across the directorate. We have started a review of our current performance and are undertaking deep dives of a number of services with a view to an improvement plan being ready for September.

Moving towards a commissioning authority doesn't just happen overnight. The whole concept and what it means for commissioning and procurement, for market engagement and for market making, for contract management and for evaluation needs embedding and understanding. To this end we are ensuring that our timescales for decision making are clearer to members, our workforce development plans take account of staff development needs, that our risk and health and safety registers take account of new contractual arrangements and that we share learning and best practice.

Finally, it is our staff that deliver these services, day in day out. From my first six months I can say that we have hugely dedicated staff that are proud to work in the public sector, want to transform services, and care deeply about their users. I thank them all.

From the Directorate that shapes communities.

Barbara Cooper, Corporate Director

[Insert signature and photograph]

B. GET at a Glance

The Growth, Environment & Transport directorate is considerable in its breadth and depth. With a budget of **£170 million** and over **1300 staff**, we are responsible for an array of services that include the more familiar services that shape our communities such as maintaining and improving Kent's roads, protecting communities against flooding, managing our waste and fostering a lifelong love of reading through our libraries. But we also provide loans to help local businesses thrive or convert empty properties into much needed residences, create running routes for residents in our Country Parks, protect vulnerable residents against rogue traders, actively support the low carbon sector, and bring history alive for local communities.

Our Financial Resources

Division	Staffing	Non Staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management & Directorate Budgets	539.0	1,068.6	1,607.6	0.0	-68.0	0.0	1,539.6
Economic Development	3,355.6	4,019.4	7,375.0	-100.0	-1,465.8	-259.3	5,549.9
Highways, Transportation & Waste	17,220.7	138,922.3	156,143.0	-623.0	-17,182.2	-2,162.5	136,175.3
Environment, Planning & Enforcement	14,587.4	8,031.0	22,618.4	-622.2	-6,614.5	-691.6	14,690.1
Libraries, Registration & Archives	12,579.1	5,127.7	17,706.8	-408.1	-5,141.6	0.0	12,157.1
DIRECTORATE TOTAL	48,281.8	157,169.0	205,450.8	-1,753.3	-30,472.1	-3,113.4	170,112.0
CAPITAL 2015/16	£105.7m (part of £860m 6 year programme)						

Our Staff Resources

Division	FTE	Grade Band*	FTE	%
Growth, Environment & Transport	3.9	KR6 & below	607.8	46.2
Economic Development	65.2	KR7-9	419.5	31.9
Highways, Transportation & Waste	418.8	KR10-13	264.3	20.1
Environment, planning & Enforcement	368.3	KR14-15	17.0	1.3
Libraries, Registration & Archives	459.4	KR16+	7	0.5
Total	1,315.6	Total	1315.6	100

Our Priorities

Our priorities are directed and shaped by the recently agreed **Strategic Statement *Increasing Opportunities, Improving Outcomes***. Whilst each of the services has priorities for this coming year, we are committed as a directorate to working together to:

- We will develop the **Kent and Medway Growth and Infrastructure Framework** (GIF) which will identify and cost the infrastructure (e.g. roads, schools) necessary to facilitate growth planned to 2031, identify funding gaps, feed directly into Districts' Infrastructure Delivery Plans and negotiations with developers and serve as a robust evidence base to engage Government in discussions on funding, particularly regarding development of the London Plan.
- Identify and deliver projects through the **Local Growth Fund** to unlock infrastructure necessary for growth
- Undertake the **Customer Service Review** to deliver consistent customer service across the Directorate guided by the principle of being 'digital by design'
- Review the structure of our **Partnerships** and ensure they deliver against our strategic outcomes

- Work with district councils to agree **District Deals** that provide a more joined-up approach to planning and delivering services locally
- Refresh the **Kent Environment Strategy** to grow the green economy and protect the environmental fabric of the county
- Contribute to the council's **Public Health** outcomes by identifying opportunities to partner commissioners and CCGs on planning and delivery

Our specific priorities and how they align to KCC's supporting outcomes are detailed on pages 7 to 14.

Our Transformation

With our vast range of services, it is crucial that we continue to drive transformation to ensure they remain fit for purpose while placing the customer at the heart of what we do. That is why our **Portfolio Board** has a substantial remit, with its significant and challenging workload including the major reviews of Transport Services and Libraries, Registration & Archives and service redesigns taking place across all of our divisions. See pages 15 to 17 for more details.

Our Commissioning and Procurement

As we strive to become a strategic commissioning authority, GET's commissioning and procurement activity over the next three years will be extensive, as we will be taking at least £416million of services and contracts through the commissioning process. This will include activity such as Highways maintenance, Waste to Landfill, LED Street Lighting, Library Management Systems, Socially Necessary Bus Service provision, and the Rail Journey Time Improvement scheme. More information is provided on pages 17 to 20.

And so this Business Plan sets out the priorities and major activity our directorate will deliver in order to meet the scale of the opportunities and challenges we face in embracing commissioning and in ensuring our services benefit both residents and businesses but also continue to improve.

C. 'Increasing Opportunities, Improving Outcomes' – KCC's new Strategic Statement

KCC has developed a clear statement of priorities through a set of high level outcomes. These outcomes will drive and shape commissioning and service delivery across KCC. The framework overleaf sets out the outcomes; there are many that the GET directorate can and does contribute to, for example LRA services' role in giving children and young people the best start in life and Public Protection's initiatives to protect older and vulnerable residents from rogue trader activity. However, the Strategic Outcome, 'Kent communities feel the benefit of economic growth by being in-work, healthy and enjoying a good quality of life', as highlighted in the diagram, is particularly relevant for GET's services.

To be a successful strategic commissioning authority we must have the right principles and approach in place. To this end, KCC has agreed a **Commissioning Framework** which has at its core the following ten guiding principles:

1. *Focused on outcomes for our residents*
2. *A consistent commissioning approach to planning, designing and evaluating services*
3. *The right people involved at the right stage of commissioning*
4. *Open-minded about how best to achieve outcomes*
5. *High-quality, robust evidence informing our decisions*
6. *Hold all services to account for the delivery of KCC's strategic outcomes*
7. *Customers at the heart of our commissioning approach*
8. *A commitment to building capacity*
9. *We will maximise social value*
10. *Our supply chains will be sustainable and effective*

Outcomes Framework overleaf

Our Vision
 Our focus is on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.



Our Business Plan Priorities:
 The cross cutting priorities that will help deliver the supporting outcomes

Our Approach:
 The way we want to work as a council to deliver these outcomes

D. Directorate Priorities

In this section we set out our key priorities and forthcoming major transformation, commissioning and procurement activities for the year.

a) Cross-Cutting Directorate Priorities

United by the 'growth lens' and by a drive to deliver good customer services, there are a number of priorities that cut across the whole of GET, including:

1. Growth & Infrastructure Framework

We will develop the Kent and Medway Growth and Infrastructure Framework (GIF) which will identify and cost the infrastructure (including roads, schools, utilities, environmental protection and capacity) necessary to facilitate growth planned to 2031. The Framework will be used to identify funding gaps and will also feed directly into both the Infrastructure Delivery Plans being developed by districts in support of their Local Plans and into negotiations with developers and districts for appropriate levels of S106/CiL contributions for new developments. Furthermore, the Framework will serve as a robust evidence base to engage Government in discussions on funding and in the forthcoming (and growing) debate with London on the development of the London Plan. The GIF will also be supported by the refresh of Growth Without Gridlock and the Kent and Medway LEP growth strategy.

2. Local Growth Fund

We will work collaboratively across the directorate to identify Kent-wide priorities for Local Growth Funding, create successful bids to secure funding and deliver to benefit the county's economy and infrastructure to boost growth. Please see **Appendix A** for a list of approved LGF schemes for Kent and Medway.

3. Customer Service Review

Driven by an aim to deliver consistent customer service that takes on the principles of the Corporate Customer Service Policy including Digital by Design, an internal review has been commissioned. Work has begun to gather evidence of how we currently deliver customer service, focusing on the following: Speed Awareness, Coroners Service, Highways fault reporting, online licenses and GET Priority Response Enquiries. This information will be used to create a business case to provide us with a consistent directorate-wide approach to customer services. The review will report to GET's Portfolio Board in September 2015.

4. Partnerships

KCC rarely acts alone in either planning for or delivering services. Hence a key aspect of our work is in supporting and growing a range of partnerships. There will be an urgent need to renew the structure of the South East LEP and the role of the Kent & Medway Economic Partnership. Furthermore, we must ensure that partnerships deliver against our strategic outcomes.

5. District Deals

We will work with District Councils to develop a programme of bespoke, bilateral agreements between KCC and each District Council. These Deals will enable the Directorate and wider Council to provide a more joined-up approach to services and support provided to the districts in Kent. The District Deal programme will enable more effective delivery of shared policy objectives; enable a better quality of customer service within the districts; and achieve overall cost savings to the public sector through more efficient ways of working.

6. Kent Environment Strategy

We will review and refresh the Kent Environment Strategy. This is a cross Kent and KCC Strategy that is aimed at protecting and enhancing the natural environment, minimising negative environmental impacts, maximising opportunities linked to the low carbon environmental goods

and services sector and ensuring all KCC Services and Kent are resilient to the impacts of climate change.

7. Public Health

GET services already actively contribute to the responsibilities KCC has as a public health authority. Working alongside the Public Health team, GET teams will look for opportunities to better partner commissioners and CCGs on planning and delivery of public health outcomes.

b) Divisional Priorities supporting KCC's Outcomes

In order to support KCC's outcomes-focused approach, we have identified the following priorities for this year by the relevant Supporting Outcome:

Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing

Environment, Planning & Enforcement:

- Deliver the Kent Warm Homes scheme to increase the energy and water efficiency of Kent housing, save money for residents, tackle fuel poverty and improve the health of Kent residents through commissioning retrofitting of energy efficiency measures for homes in Kent
- Grow and strengthen the opportunities for Kent residents to be increasingly physically active, through programmes such as Kent Inspire (final programme of Kent schools' 2012 Legacy Programme), school sports initiatives e.g. Sportivate, Kent School Games, and by closely working with the national governing bodies for a range of different sports
- Deliver outdoor projects through Countryside Management Partnerships, Explore Kent and Public Rights of Way to tackle the issue of physical inactivity and improve the health of Kent's residents.

Libraries, Registration & Archives:

- Expanding resources for people suffering ill health to support their personal responsibility for wellbeing, e.g. by the introduction of WellBeing Zones; increasing the number of activities and resources for people with mental health illnesses; promoting Reading Well books on Prescription service and promoting our network of Dementia Friendly libraries across the county.

Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure

Economic Development:

- Support proactive collaboration with London on addressing and making the most of the economic growth projected for London
- To secure support and funding for current and potential future strategic infrastructure projects, including:
 - Local Growth Fund (LGF) projects secured from Rounds 1 and 2 in 2014/15
 - Potential future LGF or other LEP/central Government-funded projects
 - Discovery Park Enterprise Zone
- To continue to deliver phase 1 and roll out phase 2 of the Broadband Delivery Programme, including the identification of gaps and opportunities to provide connectivity for areas outside of the reach of current broadband provision
- To attract/secure investment in strategic infrastructure, by working with District Councils and

private sector stakeholders to secure external investment, including:

- from developer contributions (i.e. s106 negotiations and from CIL where in place)
 - where appropriate, from external sources (i.e. potential further rounds of funding through the LEP, EU and HCA funding, and/or other non-public sources of investment)
 - from infrastructure delivery plans as developed alongside local plans
 - Specific developments, such as e.g. Chilmington Green, Queenborough and Rushenden
- Working with business and the Education and Young People Directorate in ensuring a strong employer voice in the development and delivery of skills provision, including the development of new models such as including Guilds (e.g. the emerging hospitality, tourism and transport guild and the proposed creative and media guild) and thereby contributing to the employability of residents more effectively

Environment, Planning & Enforcement:

- Develop the Growth and Infrastructure Framework to identify gaps and opportunities for delivery of infrastructure to support economic growth across the county
- Develop 'Growth Without Gridlock' into Kent's Local Transport Plan to deliver essential transport infrastructure to support growth
- Deliver key strategic transport projects to drive new business growth in Kent, including:
 - Operation Stack and Overnight Lorry Parking
 - Lower Thames Crossing
 - Ashford Spurs (signalling improvement to retain Ashford on the international rail network)
 - Rail Journey Time Improvement Scheme
 - Thanet Parkway; new railway station to improve rail connectivity
- Determine Planning Applications facilitating a wide range of improved education facilities include the County's Basic Need Programme
- Increase the number of apprenticeships across the Division's services
- Trading Standards to work with other regulatory bodies (e.g. District Councils, licensing authorities, Fire, Police) to deliver a joined-up approach to business regulation and advice

Highways, Transportation & Waste:

- Develop and deliver the Local Growth Fund & Local Transport Programme rolling programme of medium and small schemes, including delivery of member community fund priorities and the transport infrastructure schemes to support economic across Kent
- Support economic and housing developments through the development and approval of Transport Strategies for Maidstone, Tunbridge Wells and Swale
- Procure and commence the new Traffic Systems Term Maintenance Contract to maintain all traffic signals across the county
- Implement an improved procurement process for passenger transport services (PSV) through the use of 'Dynamic Purchasing System' (DPS) to introduce flexibility into the process thereby providing better service for both KCC and our customers
- Facilitate business decision-making to either extend or re-procure the Highway Term Maintenance Contract with Amey.

Economic Development:

- Review the right level at which to undertake economic development activities, including:
 - Proactive engagement in a review of the Southeast Local Enterprise Partnership (LEP) following the General Election
 - Coordination of the development of District Deals as a new model of working more effectively and efficiently with local partners to deliver services and major projects
- Develop an outcome-focused approach to developing and attracting external investment to projects which stimulate jobs and growth, backed by an investment plan which ensures KCC is engaging the following opportunities:
 - Refresh the Kent & Medway LEP Growth Strategy
 - Public funding opportunities including European funding opportunities (Interreg from Feb 15, European Structural Investment Fund (ESIF) and LEADER funding from March 2015); further LEP funding opportunities; and other public sector funds
 - Private sector investment and other funding opportunities where appropriate, e.g. income generation from services
- Attract inward investment and support indigenous business investment in growth sectors – including, but not limited to: life sciences, creative and media industries, rural and land-based, low carbon and renewable energy, logistics.
- Showcase/promote the Kent offer to high value industry, including life sciences and related industries, nanotechnology and related industries
- Ensure that businesses with the potential for innovation and growth have the opportunity to secure the finance and support they need to enable them to expand, using the Regional Growth Fund and other access to finance monies
- Facilitate an increase in international trade and export activity by Kent's businesses, reducing the 2% export gap between Kent and the wider South East, and an increase in inward investment to Kent from international markets
- Deliver a sector-led, market-facing approach to Kent's support of the cultural and creative industries (CCI) through a private sector-led Cultural Transformation Board, Cultural Strategy 2020 – culminating in a bid to European Capital of Culture 2023
- Support the Turner Contemporary to become more commercially sustainable
- Facilitate the development of the cultural and creative industries through greater promotion and take-up of commissioning opportunities, building on the work of the industry and KCC in developing the cultural commissioning model in the public health agenda
- Use the Arts Investment Fund to leverage support to cultural and creative industries to facilitate the introduction of more commercial sustainability and acumen to the sector

Environment, Planning & Enforcement:

- Deliver the recommendations of the Winter Flood Cabinet Paper and the actions in the Flood Risk Management Strategy to ensure a resilient economy
- Provide financial and sustainable business support to businesses operating in the low carbon and environmental goods and services sector through the Low Carbon Kent programme to stimulate growth
- Provide the 'Energy and Water Investment Fund', a loan fund and investment programme for

energy efficiency and renewables to ensure that KCC's resources are used most effectively.

- Support the successful development of Paramount Park and Ebbsfleet Development Corporation/Garden City through expert advice and coordination of KCC's input

Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

Environment, Planning & Enforcement:

- Enhance the Community Warden service by recruiting and training volunteers to support the existing wardens and provide enhancements to the current service
- Support and grow high quality volunteering programmes across KCC services, involving the Voluntary & Community Sector where required
- Achieve an incremental increase in the levels of participation in sport and physical activity among the population in Kent, with a focus on attracting new participants and encouraging the less active to become active

Highways, Transportation & Waste:

- Develop the Young Persons Travel Card to ensure sustainability and affordability and enhance the customer experience from application to receipt including incorporating 'digital by design' principles
- To identify options for funding of Socially Necessary Buses, with the aim of implementing changes from April 2016

Libraries, Registration & Archives:

- Develop a service specification, whether delivered through a Trust or the County Council itself, which will ensure that the county's Library, Registration & Archives service is protected and determines how the county's library buildings can be developed as a shared community resource which is both valued and used by more of our residents on a regular basis.
- Drive the digitisation of archive records to increase access to our documents and allow customers to carry out more research remotely.
- Deliver a programme of events and activities, giving local communities a greater understanding of historic events and their legacy, such as:
 - First World War remembrance events through to 2018 in conjunction with the District and Borough Councils and other partners.
 - Magna Carta activities throughout 2015 including the national Touring exhibition to visit the Kent History & Library Centre in September and the gifting of Magna Carta scrolls to all children born in June 2015 and those attending a Citizenship Ceremony in June at Allington Castle

We support well planned housing growth so Kent residents can live in the home of their choice

Economic Development:

- Support an acceleration in development by attracting investment and working with partners to overcome barriers to development, developing new models and innovation where appropriate:
 - supporting districts and developers to overcome other barriers to growth

- working with partners and the industry to explore and secure external funding where possible to kick-start/facilitate development (e.g. SEFUND or other similar funding models)
- advocating/promoting good design through refreshing the Kent Design Guide
- delivering housing directly through partnering initiatives at Kings Hill and EuroKent
- continued delivery under No Use Empty (NUE), including the extension of its Affordable Homes Project (2015-2020), developing new products which will focus on unlocking empty commercial space/sites (including empty shops),
- improving the wider environment to support development of sustainable communities

Environment, Planning & Enforcement:

- Develop the Growth and Infrastructure Framework, to identify the broad infrastructure requirements to support housing and economic growth across the county
- Ensure the KCC strategic overview of district plans for housing and growth and provide expert advice on strategic developments

Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

Environment, Planning & Enforcement:

- Refresh the Kent Environment Strategy to show how we will work with partners to grow the green economy, and protect and sustain the physical and environmental fabric of the county
- Deliver Kent's Local Flood Risk Management Strategy to ensure that all KCC services and partners manage the risk of flooding across the County (a requirement of the Flood and Management Act 2010)
- Work with the Environment Agency to develop the flood alleviation scheme at Leigh and Beult to protect homes and the environment
- Explore ways of funding flood alleviation schemes through the Flood Funding Forum
- Work with the Kent Resilience Team & Emergency Planning using the Severe Weather Monitoring System and other projects with communities to ensure communities are more resilient to severe weather events
- Deliver the Darent Valley Landscape Partnership Scheme, £3.5m Heritage Lottery Fund scheme to conserve and enhance the natural environment of the Darent Valley, led by the Kent Downs team, in partnership with KCC, communities, District Councils and businesses
- Build on the recommendations from the Facing the Challenge reviews to ensure that Kent Country Parks and Countryside Management Partnerships continue to protect, improve and provide access and education about the Kent countryside, landscapes and habitats

Highways, Transportation & Waste:

- Reduce energy costs and the impact on the environment through the LED Street Lighting project
- Develop a new Waste Management strategy which reflects the aspirations for growth within the County. To identify any opportunities to consult with Kent taxpayers and gain customer insight to help inform the way that services should be procured and delivered.
- Improve the life and condition of Road and Footway assets through reviewing the contract schedule and specification
- Continue to prioritise our pothole repair service to ensure a permanent first time repair when possible, delivered to the right quality and within our published repair times. We will manage

seasonal peaks in demand and link these repairs to our annual resurfacing programme to support our desire to improve the overall asset condition of roads and footways in Kent.

- Plan and implement redevelopment of the Sittingbourne Waste Transfer Station and Household Waste Recycling Centre to improve efficiency and ensure it is fit for purpose to then facilitate successful handover to business as usual operation.
- Ensure we are adopting smart approaches to bidding for incentive funding to enable us to attract additional capital funding for 2016/17 from central government
- Review the service provision for Soft Landscape Contracts and make a decision on our countywide approach to procurement for urban grass, shrubs, rural grass swathe, hedges, weed treatment and trees cutting
- Review the Kent Permit & Lane Rental Scheme balancing the need to co-ordinate all roadworks and the need to keep safe, maintain and improve all highway assets
- Work with Digital Services to review the on-line Customer Fault Reporting tool and make improvements to help drive channel shift away from telephone contact for most routine faults and enquiries.

The attainment gap between disadvantaged young people and their peers continue to close (under Strategic Outcome 1)

Libraries, Registration & Archives:

- Work within local communities to provide a Gateway point of access to a range of public services.
- Development of the Swanley Gateway in 2015/16, ensuring that the new library facilities are part of the Gateway environment. Working with partners such as Swanley Town Council, Sevenoaks District Council, CSL and the Post Office to deliver a wide range of services under one roof to the local community, especially younger people through the Job Centre and CAB

All children and young people are engaged, thrive and achieve their potential through academic and vocational education (under Strategic Outcome 1)

Environment, Planning & Enforcement:

- Deliver a professional development trainee programme across a number of the Countryside Management Partnerships
- Deliver Forest Schools on and off school sites to achieve and develop creativity, confidence and self-esteem of children and young people through hands-on learning
- Deliver Kent 'INSPIRED' Ways to Rio' programme which will provide personal development, sporting and cultural opportunities to targeted schools in Kent to meet the needs of communities with Kent's most challenging health inequalities

Libraries, Registration & Archives:

- Promote the use of libraries and books and improving reading and literacy for all Kent residents through the 'Get Kent Reading' initiative which will include activities associated with National Libraries Day and the Summer Reading Challenge for children.

*Older and vulnerable residents feel socially included
(Under Strategic Outcome 3)*

Environment, Planning & Enforcement:

Working with District Councils, Kent Police and Kent Fire and Rescue we will integrate our community safety partnerships and develop new volunteer programmes to support local community safety in particular how we support older and vulnerable residents who are at risk of social isolation to avoid becoming victims of fraud and scams.

*The health and social care system works together to deliver high quality community services
(Under Strategic Outcome 3)*

Libraries, Registration & Archives:

- Working to support the integration of health and social care services within the LRA landscape.
- Dartford Library and Museum consultation will be ongoing into 2015/16 with a view to delivering modernised services in partnership with the FSC Good Day Programme and providing a WellBeing Zone in the library

Residents have greater choice and control over the health and social care services they receive

Environment, Planning & Enforcement:

The Kent Nature Partnership's Health and Countryside Working Group will work to provide the evidence and advocacy to enable Public Health commissioners and Clinical Commissioning Groups to commission health outcomes through non-traditional routes and pathways

c) Delivering Transformational Change, including Facing the Challenge

The first two phases of the FTC programme are nearing completion. Libraries, Registration and Archives as well as Transport, Trading Standards and Country Parks have each been reviewed and are at various stages of implementation.

Within GET we have established a strong multi-disciplinary Portfolio Board which oversees our transformation and major programme activity. The Board meets monthly to provide assurance and oversight of the progress being made, give support to programme and project managers and challenge to successfully deliver the financial and non-financial benefits.

The GET Portfolio Board covers the following programmes and projects:

Phase 1 Reviews	Phase 2 Reviews	Service Redesign	Major Programmes
<p>Libraries, Registration & Archives (Sept 14 – Jan 16)</p> <p>Community Wardens (ongoing)</p> <p>Kent Scientific Services (TBC)</p>	<p>Trading Standards & Community Safety (OBC presented in Dec14 – phase 1 implementing now – PID for phase 2 to be presented to board in May 15)</p> <p>Kent Country Parks OBC presented in Dec14. PIN notice goes out in May; PID for next phase due to be presented in August.</p> <p>Transport Service OBC presented in March 15. Pilot implementation and FBC due by Oct 15</p>	<p>Highways, Transportation & Waste Project initiated in Dec 14; implementation complete in Aug 15</p> <p>Environment, Planning & Enforcement Same as HTW</p> <p>Libraries, Registration & Archives Complete at end of this month; savings to be realised from Apr 15</p> <p>Economic Development project being initiated now; implementation Apr/May15</p>	<p>LED Street Lighting TAG and CAB approval in Mar 15; implementation from Dec15</p> <p>Customer Service Review Business case to be delivered in Aug 15</p> <p>Local Growth Fund Rounds 1 & 2 funding allocated from Apr15</p>

Reviews

Libraries, Registration and Archives: The preferred delivery option is to explore the possibility of transferring the services to a charitable trust, and we are currently out to public consultation with a closing date of 8th April. A final decision on the preferred option is planned for June 2015, with a implementation planned for early 2016.

Community Wardens: Following a public consultation on how best to reduce costs and address the geographical reach of the wardens, it was acknowledged that the wardens deliver a much valued service at the local level. As a result, it was agreed that the current numbers of uniformed wardens would be retained. Work will be taken forward to recruit volunteer wardens and to explore possibilities of partner funding.

Kent Scientific Services: The KSS review had been put on hold to await the recommendations of the Government-commissioned independent review on the Integrity and Assurance of Food Supply Networks. The report has since been released and the KSS review team will resume consideration of a number of proposals.

Kent Country Parks: having reviewed the service and looked at best practice elsewhere, Country Parks are investigating a number of delivery models which will assist them with their transformation and will further deliver KCC’s outcomes particularly in relation to Public Health.

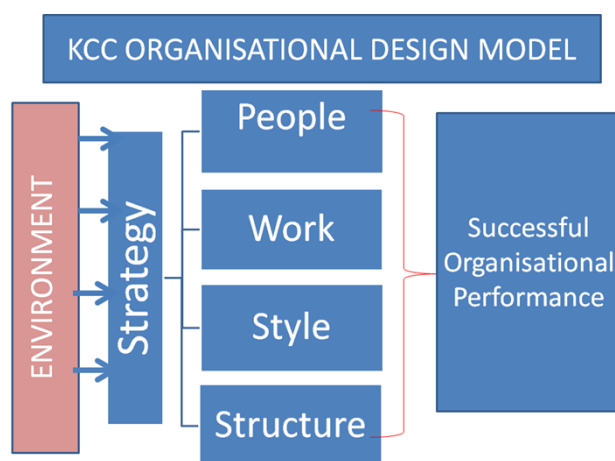
Trading Standards & Community Safety: having reviewed the service, Trading Standards and Community Safety will focus on service improvement and transformation activities including integrated working and intelligence sharing between the two units while increasing opportunities for working in partnership with other local authorities and partners. A redesign of Trading Standards incorporating a strengthened commissioning and tasking group will go out to consultation at the end of March.

Transport Service Review: this review is looking at our Transport Eligibility Service including mainstream Home to School and SEN transport, the Subsidised Bus Service, Concessionary Travel Service and Bus Infrastructure Service as well as Social Care transport services. Officers from the Education & Young Peoples Services directorate, GET and FTC Transformation Team will work together to test and validate opportunities and build a full business case.

Service Redesign

All four divisions are undertaking service redesigns. Our challenge will be to ensure we exploit linkages between services and divisions both within GET and across KCC, and not create new silos.

To help achieve our Strategic Outcomes, move to a Strategic Commissioning Authority and tackle the challenges ahead KCC has developed a clear, consistent and holistic approach to the way we design our teams and services. Good design turns business strategy into successful performance. The **KCC Organisational Design Model** aligns the Environment we operate in and Organisational and Service strategy with four key components of People, Work, Style & Culture and Structure:



This approach:

- puts customers and outcomes at the heart of design;
- helps develop the culture of the organisation, service or team;
- maximises overall team performance by looking at all factors, not just structures;
- encourages consideration of alternative ways of delivering services;
- identifies how and where resources need to be focussed; and
- enables resources to be re-configured when priorities change.

GET divisions are applying this model to their Service Design exercises. Furthermore, support for managers in understanding and applying this model has been included in our Organisational Development priorities, as detailed later in in this plan.

Economic Development

The ED team will be a streamlined resource, with a sharp focus on a few key priorities which it will deliver effectively and efficiently, focusing resources on creating an environment that is clearly and confidently “open for business” and supports KCC’s strategic outcomes. Our approach will be designed around our customers – some of these are businesses with which we work directly, and

some of these are the partner organisations, districts and networks that we work with to extend the reach of our efforts.

An evidence based strategic framework will frame the work that we do with partners to identify and develop business case-led approach to project development and delivery. The role of ED will be less to deliver, and more to facilitate, enable and promote. We will maximise the sustainability of the services we provide and commission, by seeking new funding solutions. This will include user charging where this is viable, for example in relation to our direct business finance programmes.

Environment, Planning & Enforcement

The aim of the EPE transformation organisational design reviews will be to maximise opportunities to:

- Ensure that the services are operating in the most cost effective and efficient manner
- Be fit to meet future pressures and legislative changes
- Deliver on the agendas of other parts of the Council such as Public Health through joint initiatives and projects, and partnership working.
- Use what we are doing to reduce the burden on businesses, and to help others deliver KCC's Outcomes

We will implement the solutions from the 2014/15 transformation reviews for Community Safety Unit and Trading Standards, and Country Parks and continue to put in place recommendations of the reviews of Kent Scientific Services and the Kent and Medway Coroners Service. In addition, all services within EPE will be undertaking the KCC Organisational Design process, examining their services, challenging the needs for the future and implementing the results of these exercises.

Highways, Transportation & Waste

HTW service redesign - this will build on the merging of Waste and Highways & Transportation in April 2014, exploring the opportunities for rationalising service elements such as contract management and major capital scheme delivery as well as addressing the need for robust project management for new and emerging major highways and transportation schemes and making necessary savings to the divisions budget over the next three years.

Libraries, Registration & Archives

The MTFP savings targets for 2015/17 required that management reviews be undertaken during 2014/15 and the Staff Management Review consultation concluded in December 2014. A further review of the Archive Service began in early 2015. These new structures will be implemented in April and May 2015.

d) Summary of Forthcoming Commissioning and Procurement Activity

The table on the following pages summarises the Directorate's expected start dates for commissioning and procurement activity over a rolling three-year period from 1st April 2015. The list will be regularly monitored and revised to allow the Commissioning Advisory Board and Cabinet Committees to plan their forward agenda and be fully involved in each stage of the Commissioning Cycle.

Activity	Current Provider	Estimated Contract Value	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17	2017/18
Highways, Transportation and Waste								
Decision on extension of Term Maintenance Contract (of up to 5 years, £50m p.a)	Amey	£250 million		Procurement				
Re-tender of Highways Term Maintenance if extension not agreed, minimum 5 years	Amey	£250 million		Commissioning				
Waste to Landfill	Virodor, Biffa, Veolia	£47 million			Commissioning			
LED Street Lighting	N/A	£40 million			Procurement			
Rathmore Road Improvement Scheme	Amey – scheme design. Works to be tendered	£10 million			Commissioning			
Passenger Transport Services	Local bus tenders and schools	£10 million			Procurement			
Resurfacing – contract extension decision, maximum 2 years	Eurovia	£10 million			Procurement			
Safety Camera Partnership Equipment 5 year contract	Trevelo Gatso Peek	£5.5 million	Procurement					
Maidstone Gyrotory Improvement Scheme (for scheme design. Works to be tendered)	Amey	£4.5 million		Commissioning			Procurement	
M20 J4 Eastern Overbridge Widening (for scheme design. Works to be tendered)	Amey	£4million			Commissioning			
Processing and recycling of Wood Waste - proposal to extend by 5 years	Countrystyle	£3.9 million			Commissioning			
Soft Landscapes Contracts	Clear Track Grass Tech	£2.5 million		Commissioning				Procurement

Activity	Current Provider	Estimated Contract Value	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17	2017/18
A26 London Rd/Speldhurst Rd/Yew Tree Road Junction Improvement	N/A	£2 million			Commissioning			
Socially necessary local bus contracts and bus service operators grants – various dates throughout the year	Various	£1.8 million		Commissioning				
ITS Traffic Systems term maintenance contract Minimum 5 years (£1.5m p.a.)	Telent	£1.5 million	Commissioning			Procurement		
Tonbridge High Street Regeneration phase 2	N/A	£1.4 million		Commissioning			Procurement	
Tonbridge High Street Regeneration phase 1	Amey	£1.25 million		Commissioning				
Highways Condition Services – contract extension decision	HSL	£1 million		Procurement				
Grosvenor Bridge Concrete Pier Replacement	N/A	£800,000			Commissioning			
Bulk Waste Reception, Handling & Haulage to Allington from Thanet area	Thanet Waste Ltd	£650,000		Commissioning				
Coring and Materials Testing	First Intervention Ltd	£500,000	Procurement					
Socially necessary Kent Karrier / Dial a Ride contracts (various dates throughout the year)	Various	£150,000		Commissioning				
Libraries, Registration and Archives								
LRA Trust	TBD		Commissioning					
Library Management Systems Contract (current contract ends 31/3/16) working through SELMS)	Civica	£1.25 million		Commissioning	Procurement			
Book supply	CBC contract	£1 million p.a		Commissioning	Commissioning	Procurement		
Library RFID Contract (current contract ends Nov 2015)	Bibliotheca	£500,000	Commissioning		Procurement			

Activity	Current Provider	Estimated Contract Value	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17	2017/18
Volunteer Development Programme (ends 31/3/2016)	CSV (due to rebrand)	£180,000			Commissioning	Procurement		
Registration management system - Ongoing as part of LRA Systems Review	Zipporah	£40,000 p/a	Commissioning ongoing	Commissioning ongoing		Procurement		
CALM – ongoing as part of LRA Systems Review	Axiell	£14,000 p.a	Commissioning ongoing			Procurement		
Economic Development								
Inward Investment	Locate in Kent	£625K pa £150K pa (FDI)					Procurement	
Visitor Economy	Visit Kent	£280,000 p.a					Procurement	
No Use Empty Specialist Advice – rolling contract	Connect 2 Kent	Up to £99,000 p.a	Procurement					
No Use Empty PR – rolling contract	FTI Consulting	Up to £27,000 p.a	Procurement					
Broadband Phase 2	BT (Phase 1)	TBC	Commissioning					
Hardelot Centre (in conjunction with ST directorate)	Edukent	TBC	Commissioning					
Due diligence/appraisal for RGF programmes (TBC)	Pricewaterhouse Coopers	TBC	Procurement					
Environment, Planning & Enforcement								
Thanet Parkway Design & Build	Tbc	£8 million+				Procurement		
Rail Journey Time Improvement Ramsgate Phase 1	n/a	£4.6 million	Procurement					
Thanet Parkway procurement activities	Various	£770,000	Procurement					
Growth & Infrastructure Framework	AECOM	£70,000	Procurement					

Case Study - Boosting the East Kent Economy

A new two-platform railway station, “Thanet Parkway” on the existing railway line between Ramsgate and Minster stations, will bring Thanet to within about an hour’s journey time of Stratford International, improving access to employment opportunities for local residents. It will primarily service as a park and ride interchange, and will have a new car park with a capacity of up to 300 spaces. An eight-week public consultation exercise started on 2 February 2015 and a second public consultation exercise will be held in early 2016 prior to submitting the Planning Application in Summer 2016. The station will be ready for High Speed and Mainline train services by early 2019.

E. What else drives our activity this year?

a) Becoming a Strategic Commissioning Authority

KCC is driving forward its transformation to a strategic commissioning authority, moving away from service delivery focused on outputs and process to an outcomes-based approach to understanding and meeting community and user needs within the resources available.

We have to be smarter in how we commission services and target our limited resources. So we will:

- Use our resources in a way that better connects them to the needs of residents and businesses of Kent
- Use a commissioning approach to decide how we invest our limited resources
- Working with our residents, providers and partners, to benefit from the expertise, capacity and resources that each bring
- Take tough decisions when money we spend is not working hard enough to make a difference for our residents
- Support our local providers to participate in our new commissioning approach.

In GET we will support managers and staff in understanding and applying the ten Commissioning principles, as outlined on page 5. The recently agreed **Commissioning Toolkit** will be a foundation of our directorate’s Organisational Development priorities, as described later in this plan.

We will also commit to ensuring all commissioning work includes **social value priorities** through both the delivery of services and through the additional value a provider might offer in addition to the core requirements of a contract specification. Specifically we will seek to support:

- Local Employment – by creating local employment and training opportunities through specific requirements in our contracts such as our highways term maintenance contracts,
- Local Suppliers – by buying locally where possible to reduce unemployment
- Local skills through requirements for apprentice provision in all our major contracts
- Good Employer – working with our key external providers for staff development and welfare.
- Green and sustainable – protecting the environment and minimising waste through our contract measures to reduce landfill and approach highway maintenance activities

Importantly, we will work across disciplines to ensure we exploit opportunities and drive out duplication.

b) The Financial Challenge

Delivering a balanced budget and a sustainable three year Medium Term Financial Plan remains one of the most important and challenging strategic decisions that the Council has to make. KCC, like the rest of local government, is under significant, sustained and increasing pressure to further reduce the costs of delivering services to our residents and businesses whilst managing with rising demand. £350m of savings has already been achieved over the past four years, but this pressure will continue with at least a further £206m savings required over the next three years. Tough decisions will be necessary.

The 2015/16 budget was approved by County Council on 12th February 2015, which balanced the conflicting impacts of reduced funding from central government, rising demand and costs of services, and a desire to keep council tax increases low for Kent residents. Continued reductions in Local Government funding means we will face difficult choices in balancing the budget. Results from our consultation with local residents and businesses indicated strong support for continued transformation, efficiency savings and stopping/reducing lesser valued services.

In relation to the GET directorate, the base budget for 2015/16 has reduced from £179.4m to £170.1m. This represents, on the face of it, a net budget reduction of £9.3m but due to price, demographic and legislative pressures, savings of £15.2m will need to be delivered to balance the budget. These savings will be achieved in a number of ways, with service re-design, contract and procurement efficiencies and exploring new income generation opportunities the primary routes.

GET's budget has also been shaped by a number of pressures. For example, demographic changes impact on both concessionary fares and the Young Person's Travel Pass, increased waste levels create cost pressures and price increases on our energy contracts have to be accommodated. However, opportunities for savings are also being realised, for example through initiatives to convert Waste Recycling costs into income streams, joint working with Police and Fire on Community Safety and Emergency Planning and procurement efficiencies from re-letting highways, transport and waste contracts.

GET has a huge capital programme £860 million for the next 6 years, with £105.7 million budgeted for 2015/16. Our large capital programme includes LED Street Lighting, the Local Growth Fund, the No Use Empty property scheme, the Sandwich Town Tidal Defence Scheme and the Public Rights of Way Asset Management Plan.

F. Divisions – Who we are and what we do

In this section we describe our Divisions' services and their current activity.

Economic Development

Who We Are

The Economic Development Team is responsible for creating a high quality environment in which businesses can realise their full potential, whether starting, growing or locating to the area. This places Economic Development in the unique position of playing a dual role – on the one hand, facilitating the soft infrastructure needed by business to thrive, but also securing the hard infrastructure in which those businesses and the communities in which they operate can achieve their full potential – work that is underpinned by strong partnerships.

The team will also develop new models of working with business, stakeholders and government at all levels to deliver economic development which is more sustainable and driven by businesses and partners themselves, and which supports innovation. The result will be a Kent that is “open for business” where business can get the support it needs, communities have the space and infrastructure they need, and individuals have quality job opportunities.

What We Do and How We Deliver

Business: Market-facing support

The team works with partners to support the creation of an environment in Kent that is clearly and confidently “open for business”. The team is the Council's business-facing resource, and in doing so, provides critical intelligence as to impact of and need for policies and interventions to support the business environment.

Infrastructure: Providing the infrastructure for growth

In doing so, the team plays a critical role in securing the economic and social infrastructure that will enable economic growth both in (a) identifying priorities for infrastructure investment and in (b) securing and attracting investment to those priorities.

Current procurement arrangements	Provider	Contract Period	Contract Value
Broadband Delivery	BT	To June 2016	£21.5m
No Use Empty Specialist Advice and PR contract	Connect 2 Kent – advisor FTI Consulting (PR)	Rolling	Up to £99k per annum £27.6k per annum

Case Study - Kent Film Office

Over the past financial year, the Kent Film Office has dealt with over 600 separate filming requests working with a number of productions from local news projects and students at Kent universities to Hollywood Blockbusters like Into the Woods, Avengers Age of Ultron, Tulip Fever, as well as Alan Bennett's Lady in the Van, Wolf Hall and Romeo and Juliet Bollywood Style.

Current procurement arrangements	Provider	Contract Period	Contract Value
Inward Investment	Locate in Kent	2014 to 2017 subject to review of performance	£625k per annum
Foreign Direct Investment	Locate in Kent	2013-2016	£150K per annum
Visitor Economy Support	Visit Kent	2014-2017	£280k per annum
Food production economy support	Produced in Kent – Joint Venture	Rolling	£60k per annum
Expansion East Kent Project Appraisal	Pricewaterhousecoopers LLP	To be re-procured from 2015-2016	tbc

Case Study – INSPIRE through Culture

INSPIRE is a cultural education programme that sits within the Kent schools' Olympic Legacy Programme 2012-16. 'INSPIRE through Culture' has innovatively engaged creative and cultural industries to work directly with schools to enable students to learn creative skills and identify potential career paths within the sector. Working with artists using creative techniques students have been able to improve their problem-solving, leadership and social skills and have become better prepared for the 21st century world of employment. In 2013/14, artists ran a total of 182 half-day sessions in a variety of creative and cultural activities and engaged 122 schools, 7000 pupils, 239 teachers/staff, 92 artists and 1000 young leaders.

Case Study - Turner Contemporary

The gallery opened in 2011 and has since welcomed over 1.2m visitors, making it one of the most popular galleries outside London with 90% of visitors rating their visit as excellent or good. The Gallery is one of 12 projects shortlisted as a 'national treasure' in a bid to find the best lottery funded project since the scheme started 20 years ago.

Case Study – Creating Jobs through the Regional Growth Fund

The **Tiger fund** for North Kent and Thurrock has supported the future growth of company '8Point3 Limited', approving loan funding of £200,000, enabling the creation of creating 75 jobs. 8point3 manufacture and deliver bespoke LED lighting solutions to public and private sector.

"We are forging ahead with some really innovate technology and it is good to see the product go to market".

The **Escalate fund** for West Kent and parts of East Sussex has approved a loan of £58,000 to **The Imaging Centre**, which has not only created two jobs but will allow the company to buy a new piece of equipment to improve the volume of printing and folding capacity for their printing business for short run greeting cards.

"It has been extremely useful to get us where we wanted to go a lot sooner than we would have".

The **Expansion East Kent fund** has approved a loan of £100,000 for **Venomtech**, creating seven jobs for the only commercial venom laboratory in the UK, supplying fractionated snake, scorpion and spider venom arrays to the pharmaceutical industry for drug discovery.

“The opportunity to get a 0% unsecured loan for a business is a fantastic opportunity particularly to keep Science in East Kent”.

Case Study - No Use Empty

An old derelict warehouse in the town centre of Dover has been transformed into stunning new apartments thanks to No Use Empty (NUE), an initiative which is helping create new homes by recycling long term empty properties. The old Victorian warehouse on Worthington Street in the centre of Dover had been derelict for over ten years. The current owner was granted an interest-free loan a year ago from NUE to meet the renovation costs required to convert the building into eight luxury apartments, and the project is now complete.

Since the inception of the award-winning scheme, the total number of long term empty properties in Kent has reduced from 9,000 to 5,847. NUE has awarded £11m of secured short term (3 years) interest free loans leveraging in £16m from the public/private sectors. Kent has also received £5.4m in New Homes Bonus which is attributed to the net reduction in long term empty homes over the last 4 years. For every £1 spent on administering the initiative, this translates to £20 being spent in the local economy, with £5m (45%) of funding advanced already repaid and recycled. The initiative has also helped to create/safeguard over 600 jobs.

Did You Know?

- In 2014/15, we attracted £127m in Round 1 and £19m in Round 2 of SE LEP Local Growth Fund monies to support the development of economic and transport infrastructure throughout Kent and Medway.
- Over 69,000 homes and businesses have so far benefited from the Kent and Medway BDUK Project who would otherwise have been left with no or slow broadband
- The Turner Contemporary gallery has welcomed over 1.2m visitors since its opening in 2011, making it one of the most popular galleries outside London and helping to generate £32 million for the local economy through tourism and inward investment.
- 100,000 ballot entries were received for the 20,000 tickets offered by 115 businesses involved in the Kent Big Weekend
- There were 262 entries into the 2014 KEiBA awards – well above the figure only 5 years earlier in 2009, when there were 188 entries.
- During the year, 611 empty properties were brought back into use across the County through the No Use Empty initiative and also levered in £5.9 million of public/private sector funding
- In 2014-2015, the Kent Film Office generated over £6 million spend into the county’s economy
- In 2013-14, the Arts and Culture Team leveraged £5.4 million into the arts and culture agenda and organisations of Kent (excluding Turner Contemporary)
- 70 entries were received for the Kent Design and Development Awards. The overall Project of the Year (*name*) was voted from the category winners on the night by more than 150 guests.
- In 2014/15, Kent’s three Regional Growth Fund schemes created or safeguarded a total of 1,583 jobs by providing access to finance to growing businesses

Environment, Planning and Enforcement

Who We Are & What We Do

This division delivers strategic and frontline services that are fundamental to the future prosperity of the county, its residents, businesses and visitors. Our work helps to support economic growth, increase the prosperity and viability of our businesses, and improve the quality of life in Kent for its residents. We work with partners locally, nationally and internationally to ensure the interests of Kent are represented and understood, and support, promote and encourage the social and economic activity of people in Kent through our planning, public protection and environmental services. Our services are delivered by the following teams:



How We Deliver

Environment, Planning & Enforcement's services are largely provided in-house and contain the following:

Planning Applications

We are responsible for the determination of 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 providing pre-application advice, monitoring and planning enforcement to deliver high quality development. We also have a statutory responsibility for preparing the Minerals and Waste Local Plan that sets the framework for planning decisions for the next generation.

Strategic Planning and Policy

We seek to influence Government planning and transport policy to secure support and funding for essential strategic transport infrastructure. We work with the South East LEP and develop transport schemes to support growth. We work with Districts to influence local planning in order to ensure provision and delivery of KCC policy, services and infrastructure. We work with partners to fulfil our statutory role to respond effectively on flood risk issues in Kent and to develop and fund the delivery of flood management schemes. We provide expert biodiversity, landscape and historic environment advice to KCC services, and by agreement, to District Councils, Medway and others in Kent. We maintain the Historic Environment Record and promote the involvement of communities in archaeology.

Countryside, Leisure & Sport

We provide a strategic commissioning and co-ordinating role for sport and recreational activity for Kent residents; promote the Explore Kent brand to develop and maintain quality information for outdoor activities in order to improve the health and wellbeing of residents and support the Kent economy; manage 17 Kent Country Parks to protect and improve access to the countryside; coordinate/lead the Countryside Management Partnership Service across Kent & Bexley to link communities and countryside through improvement, access and learning; and oversee the KCC approach to volunteering. Our services are delivered in-house but with significant external funding:

Service	Nature of Funding
Sport and Physical Activity	36% KCC-funded/64% Sport England-funded
Kent Country Parks	72% cost neutral to KCC
Explore Kent	87% cost neutral to KCC
Countryside Management Partnerships	Costs KCC £89k to deliver a turnover of £2.1m

Case Study - Getting Kent Running

The award-winning Run Kent project, launched in February 2012 aims to increase adult participation in recreational running. A network of beginner friendly running groups has so far resulted in the recruitment of 120 Run Leaders, over 80 community-based running groups set up and over 4000 'new runners' joining a registered running group; 1,800 in 2014 alone. The initiative is community focused with a strong social element to the running sessions which are open to all. Runners are able to participate in 25 safe running routes within Country Parks, along sea walls, in forests and parkland or 11 'parkruns' (free weekly timed 5km events) which are supported and promoted by Run Kent.

Case Study - Kent Country Parks

Dennis has worked as volunteer at Shorne Woods for 8 years. Now, aged 85, he comes to the park every day to tend the Sensory Garden which is his pride and joy and greatly admired by our visitors. For the staff at Shorne Woods, he is part of the team, and for Dennis the opportunity to engage in a worthwhile activity while enjoying the company of the staff gives him a purpose he relishes. The contribution that Dennis makes to the park is immense – as well as tending the Sensory Garden, Dennis can often be found washing up in the kitchen or replenishing stocks in the café!

The close relationship between Dennis and the staff came to the fore late last year when Dennis didn't arrive at the park one day, as expected. Staff were so concerned so went to his home after he couldn't be reached on the phone. The Emergency Services had to be called as Dennis had collapsed at home, and needed a spell in hospital. We are delighted to say that Dennis has made a full recovery... we've had to carefully manage his return to work, to ensure he's not over-doing things, but if you want to meet him, you'll find him back in the Sensory Garden at Shorne Woods.

Public Protection

We manage, maintain and develop the Public Rights of Way network. We run the Trading Standards service protecting consumers and legitimate business against rogue trading; protecting public health, preventing dangerous consumer goods entering the market, working to remove substances hazardous to health such as new psychoactive substances, and ensuring the safety of the food chain through monitoring the source, labelling and management of food products. We lead and co-ordinate delivery of stronger and safer communities in Kent, manage the Community Warden

Service and undertake Domestic Homicide Reviews. We support and co-ordinate the Kent and Medway Coroner Service and manage 10 local authority Gypsy and Traveller sites. Through Kent Scientific Services we deliver scientific and calibration services to local authorities, and other customers including port authorities, and private industry. We are responsible for Kent's resilience and are part of an integrated Kent Resilience Team with Kent Fire and Rescue Service and Kent Police.

Case Study - Community Warden Service

Mr F had been drawn in by Scam Mail regarding a lottery win. Working with the bank and Mr F the Community Warden changed his bank account. The warden also changed his telephone number, arranged withheld number, caller display, telephone preference services. The warden also contacted the Mail Preference Service to filter out scam mail and made a referral to the Fraud Squad. Subsequent visits found Mr F involved in other scam activity involving vitamins and pills. Due to health concerns for Mr F, the doctor was contacted and a home visit was carried out to check the pills. A box has been made for all the scam mail to go in to pass on to Trading Standards. The wardens are making continued visits and welfare checks to Mr. F to monitor his situation.

Case Study – Thwarting rogue gardeners

The perennial problem of rogue gardeners preying on vulnerable householders was highlighted by recent convictions for fraud and money laundering following their targeting of victims in East Kent. Trading Standards Officers intervened when the son of one of their victims, aged 93, made contact about the gardening work being carried out. Arrests followed and evidence later showed that rogue traders had defrauded in the order of £20,000 from that victim, as well as similar sums from other victims.

As well as securing the evidence for the conviction, Officers sought to protect the victims from being targeted in the future. The initial victim was put in touch with a Trading Standards approved gardener for his future gardening needs and was also provided with a "Truecall" telephone device to block unwanted telephone sales cold calls. The rogue traders are due to be sentenced at Canterbury Crown Court on 17th April.

Sustainable Business and Communities

We develop, deliver and manage the Kent Environment Strategy, KCC's Environment Policy and ISO14001. Working with public sector partners we help residents, businesses and the public sector be more resource efficient and save money, reduce negative environmental impacts, protect and enhance our natural environment and ensure Kent is resilient to the impacts and make the most of the opportunities from climate change.

Through our KCC Energy Loan Fund and work on transport and travel we help KCC cut the cost of energy use and business mileage as well as meeting our Carbon Reduction Commitment obligation. We support residents, especially the vulnerable to cut their heating and water bills and have warmer homes.

We provide assistance and grants to business in Kent to improve competitiveness and stimulate growth in the low carbon environmental goods and services sector, and support growth in key sectors' supply chains, such as offshore wind. Through our Severe Weather Impacts Monitoring tool (SWIMS) and our work with 'at risk' communities, we support Emergency Planning and the Kent Resilience team to increase resilience of our services, economy and communities to severe weather events and deliver the recommendations of the Winter Floods Cabinet paper.

Case Study - Low Carbon Growth

The Sustainable Business and Communities Team secured EU funding in order to offer local businesses based in Kent and Medway £1 million in grants (worth £1k-£20k each) to enable them to expand and develop in the low carbon sector. Swift Energy UK Ltd, a Sittingbourne business specialising in wood pellet manufacture for wood fuel, was awarded a grant of £20,000 in December 2014 towards the cost of purchasing a delivery vehicle to enable them to deliver the wood fuel to their customers, pneumatically, in a purpose-built vehicle. The company were able to create two extra jobs (fte) as well as increase their GVA by £200,000 per annum. This then put the company in a position to access an additional £750k of funding through the TIGER Regional Growth Fund scheme. Low Carbon Plus has levered in additional private sector match funding in of excess of £1.5m.

Kent Downs Area of Outstanding Natural Beauty

The purpose of the Kent Downs Area of Outstanding Natural Beauty (AONB) is to conserve and enhance the natural beauty of the landscape and the Kent Downs, including the chalk hills of the North Downs and parts of the Greensand Ridge, Lympe escarpment and Romney Marsh. The Kent Downs AONB Unit supports Kent County Council and 11 other Local Authorities to prepare and review the statutory AONB Management Plan and deliver the Action Plan. The Unit secures significant external funding to care for this much valued landscape.

Did you know?

- Each year we process planning applications for around 330 developments including minerals, waste management facilities, schools, care facilities, children's centres and country parks.
- We have provided £1m of grants to low carbon and environmental businesses in the last year
- We manage over 4,400 miles of public rights of way including 2,400 bridges and over 30,000 other assets such as signposts, gates and culverts, with an asset value of c£86million.
- Explore Kent is all about getting active outdoors. This KCC led campaign has the second most influential Twitter account in Kent just behind BBC Kent with 11,000 followers
- 361 runners took part in ParkRun at Shorne Woods Country Parks on January 1st 2015, the highest number of 'Park Runners' ever recorded on a Kent site
- In 2014-15, 902 chronic scam victims were visited, educated about scams and provided with long term support where necessary
- 600,000 consumer searches have been carried out for Trading Standards Approved traders since the launch of our partnership with Check-a-Trade in September 2014. The scheme has 1163 trade members.
- Approx. 46% of the deaths in Kent and Medway are referred to the Coroners Service each year
- In 2014 we recruited and trained a further 70 volunteer Countryside Access Wardens
- The majority of the Wardens' work comes directly from the public but did you know that the community wardens worked with and supported KCC services in approximately 5,000 activities last year, working with Trading Standards, Highways, Education/Schools, Integrated Youth Services, Children's and Adults Social Services, Integrated Youth Service and Libraries

Case Study - Emergency Planning

The Resilience and Emergencies Unit has worked to implement a range of innovative and practical measures to enhance KCC (and Kent's) emergency preparedness to protect residents and businesses. This includes the launch of a 300 strong 'Emergency Reservist' incident response team which has been singled out for praise by the Government as best practice. A new state of the art County Emergency Centre has been installed which is already benefitting planning, training and operational response activities. 160 wardens have been trained for communities at risk from flooding (including 24 KCC Wardens). We also have 49,407 sand bags and flood sacks ready for operational deployment across Kent in the event of flooding or other emergencies.

Highways, Transportation and Waste

Who We Are & What We Do

The Highways, Transportation and Waste division (HTW) delivers services that are used by most if not all residents in Kent and those who travel through it. Our core purpose is:

- Maintain and improve the County's 5,300 miles of roads, 4,000 miles of footways and other assets such as street lights and drains that support their safe use by all, 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.
- Processing and dispose of household waste and recycling collected by the twelve district and borough councils in Kent, to provide a Household Waste Recycling Centre (HWRC) service to residents, encourage the use of waste as a resource to reduce waste to landfill, manage closed landfill sites to prevent pollution and enforce against environmental crime relevant to KCC waste services.

HTW delivers services through six business units and these are set out below:



How We Deliver Highways, Transportation & Waste's Services

Highway Operations

We help everyone to make safe and reliable journeys on Kent's highway network. We achieve this by regularly inspecting all roads and footways, repairing faults and damage quickly, responding to highway emergency situations 24 hours a day / 365 days of the year, including winter gritting and other severe weather response, resolving faults reported by customers, engaging with local communities, Parish and District Councils, managing and coordinating all roadworks to minimise disruption, keep people informed on incidents that may affect their journey.

Service	Provider	Contract Period	Contract Value
Highways Term Maintenance	Contract- Amey PLC	September 2011 to March 2021*	£50m

* subject to performance

Programmed Works

We improve the condition and prolong the life of the highway, by delivering all programmed maintenance and repairs to the roads, footways, structures, street lights, drainage systems, soft landscapes and traffic signals.

Service	Provider	Contract Period	Contract Value
Traffic Signal & Systems	telent	Ends 2016	£1.5m
Road Resurfacing	Eurovia	Ends 2018*	£4m

* subject to performance

Case Study - Drainage

Following the flooding experienced in winter 2013/14, Highways Transportation and Waste secured additional funding to deliver a programme of 120 highway drainage improvement schemes. Recent work in West Kingsdown included a new drainage system installed on London Road; the scheme improved highway safety on a busy main road and protected nearby homes which had previously been flooded by surface water. In Rodmersham a new soak away was installed making a busy lane that was frequently flooded, passable once again for the nearby village residents. Finally, in Swanscombe a new pumping station was installed to resolve a long standing flooding problem that had badly affected local businesses on a busy industrial estate (this is due for completion in March).

Transportation

We plan and improve our highway network to help the Kent economy grow and to ensure that it is as safe and efficient as possible. This includes assisting developers in minimising the impact of their proposals on the travelling public, planning transport to help the Kent economy grow, delivery of major capital improvements and local growth fund schemes, ensuring projects funded by others meet highway standards, casualty reduction, sustainable transport and congestion relief.

Service	Provider	Contract Period	Contract Value
Technical and Environmental Services	Amey PLC	April 2013 to March 2023*	£4m

* subject to performance

Case Study - Road Safety

The cost / benefit to society for saving one fatal road casualty in the South East is estimated by Government at c.£1.8m. The Road Safety Team seeks to influence behaviour through education and delivers messages aimed at specific target groups. Recognising that young people (aged 16-24) make up a quarter of all car occupants killed and seriously injured, we developed the **Speak Up** campaign. Delivered annually, it's designed to influence young driver behaviour through encouraging passengers to Speak Up if they feel unsafe. Evaluation shows 69% of the target group recall the campaign, 80% agreed they would now act in line with the campaign message and, critically, young car occupant KSIs have reduced by 55%, against the base line average from 2004-08.

Unsolicited feedback on the campaign Facebook page includes comments from young passengers who have suffered life changing injuries, like Alaina: 'This is such an important message. I was involved in an RTA, I lost 2 friends and was badly injured. People don't realise how dangerous our roads can be and of course drivers and other drivers. This is such a great campaign, I support it 100%. Even if it saves 1 life it's worth it.'

Public Transport

We enable access to education, health and community services for diverse users across Kent, through the planning, procurement and management of public transport services. This is achieved 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 the Young Person Travel Card, deliver a free bus pass for older and disabled people, support Kent Community Transport and provide information about bus times and routes. We also provide transport-related services to other local councils, transport operators and other businesses.

Service	Provider	Contract Period	Contract Value	
SEN Home to School Transport	Various	All have various contracts end dates aligned with financial years	£20.2m	
Mainstream Home to School Transport	Various	All have various contracts end dates aligned with financial years	£9.3m	
Socially Necessary Local Bus Contracts & Bus Service Operators Grant (BSOG)	Arriva	Various contracts end dates aligned with financial years	£1.3m	£7.6m total
	Stagecoach		£2.2m	
	Chalkwell		£636.1k	
	Go-Coach		£493.7k	
	Regent		£538k	
	Nu-Venture/Invictabus		£874.3k	
	Other operators/ LAs		£1.6m	
Socially Necessary – Kent Karrier/Dial a Ride contracts	Compaid	Various contracts end dates aligned with financial years	£163k	£704k total
	Chalkwell		£286.7k	
	Regent		£185k	
	Others		£69.1k	

Waste Management

We help people to manage their waste and encourage the use of waste as a resource in synergy with economic and housing growth in Kent. This includes partnership working with District Councils in order to plan sustainable growth, to encourage waste prevention, recycling and composting, managing Household Waste Recycling Centres, gaining maximum value of materials to underpin the costs of the service, managing closed landfill sites to prevent pollution, as well as working with other agencies to deter environmental crime.

Service	Provider	Contract Period	Contract Value
Allington Waste to energy	KEL	2006 to July 2030	£30m
Management of 12 Household recycling centres and 3 transfer stations	Biffa	Nov 2014 to Nov 2020 - plus extension of 6 yrs.	£4.4 m
Pepperhill - Household Waste Recycling Centre and Transfer Station	FCC	2008 to 2035	£2.6m
Dartford Heath, Swanley, Tovil - Household Waste Recycling Centre and Transfer Station	John Slattery Ltd	2013 to July 2019	£1m
North Farm and Dunbrik	Commercial Services	New M.O.U. being procured.	£2.6m
Blaise Farm - Green and organic waste	New Earth Solutions	Three contracts end 2020 and 2024 with further extensions possible.	£1.8m
Ridham Docks - Green and organic waste	Countryside	Ends 2020	£1m
Waste to Landfill	Shelford Canterbury: Virodor	New contract being procured potentially £47m contract over 5 years + 2 period	£4.5 m
	Waste to landfill at Redhill: Biffa		£700k
	Waste to landfill at Pitsea: Veolia		£500k

Mystery Shopping in Household Waste Recycling Centres (HWRC)

In late 2014, KCC Waste Management and Biffa (HWRC contractor) procured a Provider, ABa, to undertake a programme of Mystery Shopping across the HWRC network. The main aims were to monitor levels of customer service and enable more effective contract management. Four mystery shops are undertaken at each HWRC every month. Each shop tests several elements of the HWRC service: access standards, operating policy adherence and customer service. There is also an option for assessors to ask an enquiry question to test the knowledge of HWRC site staff concerning a particular topic, e.g. material restrictions.

The results are published on a dedicated website, which can be accessed by both KCC Waste Management staff and KCC's HWRC Contractor. The partnership approach has enabled all parties to use the data to monitor customer service across the sites, identify areas of improvement and celebrate successes; each site manager has access to the data first hand and is able to liaise with ABa to analyse and scrutinise the data in more detail. This information will also be used to set future performance targets for HWRC providers, moving forwards.

Commercial Management

We deliver improvements in all commercial activity and performance across HT&W, (includes bids for additional funding, co-ordinating financial monitoring against targets, contractual compliance, managing the internal and external supply chain, performance management, business risk and continuity plus recovery of income and co-ordination. Our services are provided in-house.

Case Study – Improving the Customer Experience

An on-line fault reporting tool has been developed over the last few years to encourage a ‘digital by design’ approach for customer to report routine problems on the highway. Customers can see if the fault has already been reported or we have works planned and they can track the progress of their fault at key points along the customer journey from our inspection to raising a repair job to completing the work on site. This online tool has grown to now report 40% of all customers’ faults by this very cost effective method of contact. We are working on the next stages of improvement to increase this even higher. We plan to launch this new improved fault reporting tool and other improvements to the HT&W website content during the coming year.

Did You Know?

- We regularly inspect over 5,300 miles of roads and 4,000 miles of footways
- In adverse weather we have 60 vehicles salting 30% of the road network on Kent
- We receive over 200,000 contacts from customers each year to report a fault or request services
- We support over 200 bus routes across the County, issue 30,000 travel passes for young people and 280,000 concessionary travel bus passes for the elderly and disabled.
- We maintain 10 million square metres of grass and 55,000 trees.
- We inspect and repair 2,700 bridges and structures and two road tunnels, 120,000 street lights and over 700 sets of traffic lights
- Each year we manage over 700,000 tonnes of municipal waste
- We help transport 50,000 school children each day
- We look after 18 Household Waste Recycling Centres, with over 3 million visits per year recycling over 70% of the material received

Libraries, Registration and Archives

Who We Are & What We Do

We work with all the people of Kent to deliver library, registration and archive services that support local people throughout their lives. Our services are open to everyone, but also targeted to help those who most need our offer. Through our services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties. We deliver Library and Registration functions as required under statutory regulations.

Case Study - Work Clubs and Career Advice Sessions

Bill in his early 50s had been unemployed for 6 months after being redundant after 11 years with the same employer. He was referred by the local Job Centre Plus and came looking for information on local training courses and current vacancies. He found the library a nice, welcoming environment and the staff and volunteers very knowledgeable. After “struggling for so long on my own,” Bill said “without the support received at the Club, I wouldn’t be attending an interview tomorrow”.

Other users have been equally positive:

“I [learned] how to apply for jobs on computer via online at my local library”

“I feel I have support where before I felt so alone”

I “get support with the computer and develop new skills when using web to search for employment. I will apply for more varied jobs, and be more confident about my abilities”

I am “using the computer skills I have learned to work on my own job searches”

“I learnt more in my first 2 hours here than all of my visits put together at the job centre”

How We Deliver

These services are currently delivered in-house but this may change, as per our Service Redesign plans detailed in Section B.

Case Study - Wellbeing zones in Kent Libraries

Working with KCC Public Health, Libraries, Registration and Archives (LRA) are piloting wellbeing zones in libraries which serve communities with significant health inequalities. Eight locations have been identified- Cheriton, Dover, Ramsgate, Margate, Sittingbourne, Tonbridge, Larkfield and Gravesend. Wellbeing Zones will offer a one-stop shop for health and wellbeing information.

Expected benefits include:

- Opportunity to promote LRA resources to support health and wellbeing and widen public awareness of our services
- Increased footfall as partners will proactively promote Zones
- Increased book issues
- Enhanced offer to the public
- Health prevention and signposting to further information
- Showcasing libraries as venues for delivering community services
- Enhanced partnership with Health and other organisations
- Enabling Public Health to reach people who do not currently engage

Did You Know?

- On average customers borrow over 16,900 books, e-books, audio books and e-audiobooks from our libraries every day.
- We deliver services to the public through 99 libraries, 11 mobile libraries and 6 register offices, some library services for Medway libraries, Prison Library services for 6 Prisons and 1 Immigration Removal Centre and Registration services for the London Borough of Bexley, all under contract.
- Over 4,000 people contact us online every day to book appointments; use our online information sources; look at the library catalogue; renew their loans etc.
- Customers spend over 640,000 hours per year using our free public computers and wifi to access the internet.
- We help local people register over 31,000 births and deaths every year.
- We delivered 17,576 Bookstart packs at birth registration and 23,704 Treasure Packs to children aged between 3 and 4 years through nurseries, reaching 100% of children in Kent to support them and their families with reading and literacy. (2013/14 figures)
- More than 15,800 children took part in the Summer Reading Challenge in 2014 (a 20% increase on 2013) and over 7,900 children completed the six book challenge (a 35% increase on 2013). Children that took part received stickers, and a medal and certificate if they completed the challenge.
- We conduct over 6,000 civil ceremonies (marriages, civil partnerships etc.) every year.
- We will have helped customers' access archive materials by providing over 10,800 documents during 2,500 visits to the Kent History Library Centre and by over 10,000 hits to the History Source website.
- With the support of volunteers we deliver collections of books and audio visual materials to 1,500 home library service customers; and send audio books to over 1,100 blind and partially sighted customers.

Case Study - Dementia Friendly Libraries in Kent

It is proven that reading and reminiscence through books and other materials has a positive effect on people living with dementia and their carers, particularly in stimulating memory and providing enjoyment. We have actively involved people with dementia and their carers to help us to:

- develop a Library Offer welcoming people with dementia and their carers to access LRA services
- provide information and signposting
- train staff and volunteers
- raise awareness in Kent's Communities, KCC Dementia Friendly Communities Team and at national level

Libraries hold collections of the recently launched Reading Well Books on Prescription for dementia scheme which offers recommended reading to improve people's awareness and understanding of dementia in its various forms. The Reading Agency took photos of the Canterbury Library Read Aloud Group for national launch publicity

G. Directorate Organisational Development Priorities

As KCC becomes a strategic commissioning authority, it is important that our Organisational Development priorities reflect the outcomes we need to achieve. As our services become increasingly focused on meeting needs most efficiently, we will depend on outstanding financial, operational and delivery skills so that we can exploit new ways of working through the best use of technology and achieve value for money in everything that we do.

KCC's workforce and organisational development priorities for 2015/16 are set out in the Council's **Organisation Development Plan**. This will help us to plan and develop a workforce that is flexible, adaptable to change and has the mindset, knowledge, skills, behaviours, competencies and capacity to deliver transformation. GET has contributed towards the development of the KCC workforce and organisational development priorities and see these as crucial to delivery.

Organisational Development - Directorate Priorities

The following priorities have been identified for GET through KCC's OD Directors' Group and GET's Organisational Development Group:

1. **Commissioning** – Support managers and staff to embed 10 Commissioning Principles and adopt Commissioning Toolkit.
2. **Programme and project management skills** – Implementation of a KCC competency framework.
3. **Commercial acumen** – defining the skills and developing a private sector mind-set; helping staff to think in a more commercial way and think differently about how they deliver and procure services.
4. **Leadership and Management Development** - Increasing our leadership and management capability. Using evaluation data to inform future decisions, e.g. skills gaps, resourcing priorities, behavioural change, including active support of the Future Managers Programme for eligible GET staff.
5. **Apprenticeships and Graduates** - GET will look to increase the number and type of apprenticeships in the directorate.
6. **Resourcing** – specifically workforce planning and targeted recruitment to address skills shortages and hard to recruit roles, including talent management and succession planning.
7. **Professional development** – ensuring that we continue to have the essential professional training and development for our staff.
8. **Self-Sufficiency** – ensuring that staff and managers are equipped to support KCC's policy of 'doing more for ourselves' and deal positively with change and pressures of delivering continuous improvement in challenging budgetary circumstances by building skills, confidence and flexibility and cultural change.
9. **Organisational Design** – provide managers the methodologies, advice and guidance they need to maximise the benefits of this process for the directorates Service Redesign programmes.
10. **Customer service** – support staff and managers to develop the necessary behaviours and skills to achieve the outcomes of the Customer Service Review and embed Customer Policy principles.
11. **Facilitated sessions and support** for new teams coming together to form new services and in doing things differently.

H. Directorate Risks

GET has identified a hierarchy of risks. Some relate to corporate risks. Some are of relevance and importance GET-wide whilst others are appropriate at the individual Directorate level. Each risk has its own mitigations which are reported to DMT quarterly.

Summary Risk Profile

• Low = 1-6	Medium = 8-15	High =16-25
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Risk Title	Current Risk Rating	Target Risk Rating
Corporate level risks		
Access to resources to aid economic growth and enabling infrastructure	12	8
Civil contingencies and resilience	12	8
Directorate level risks		
Delivery of budgets targets	15	10
Health & Safety considerations	10	10
Partner organisations/contractors not offering the required level of service	6	6
Ash Dieback	12	9
Response and resilience to severe weather incidents	15	8
Skills shortage and capacity issues to apply for funding and manage contracts and projects	12	6
Loss of ICT and telephone systems	tbc	tbc

I. Directorate Performance Indicators

Each Directorate produces a regular report of performance against targets set for Key Performance Indicators and monitoring of activity against expected Upper and Lower thresholds. This is set out in a Directorate Dashboard which is regularly reviewed by the relevant Cabinet Committee. A selection of the Key Performance and Activity Indicators are also reported each quarter in the Council wide Quarterly Performance Report.

The Targets for Key Performance Indicators and Activity Thresholds for 2015/16 for the Growth, Environment & Transport Directorate are outlined below.

We are in the process of developing a suite of indicators that will support the outcomes of our Customer Service Review, particularly our ambition that all appropriate aspects of our services become 'digital by design' which will be reflected in indicators that address take-up of and satisfaction with our services' online facilities.

Performance Indicators relating to Customer Service

Ref	Indicator Description	2014/15 Target	2014/15 Actual ¹	2015/16 Floor ²	2015/16 Target
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	90%	88%	80%	90%
HT04	Customer satisfaction with routine Highways service delivery (100 Call back survey)	75%	83%	60%	75%
HT08	Customer satisfaction with completed local 'schemes'	75%	74%	60%	75%
WM04	Customer satisfaction with Household Waste Recycling Centre Services (on-line and face to face)	90%	<i>tbc</i>	85%	90%
LRA04	Average number of online contacts to Libraries, Registrations and Archives per day	3,500	2,629	2,600	2,800
LRA06	Customer satisfaction with Birth and Death Registration	95%	94%	90%	95%
LRA07	Customer satisfaction with ceremonies	98%	99%	90%	98%
LRA08	Customer satisfaction with Libraries and Archives	93%	94%	90%	93%

¹ 2014/15 figures are provisional at time of printing and are up to December 2014/January 2015. Therefore they will be updated accordingly when full end of year results are available.

² 'Floor standard' is the minimum level of acceptable performance.

The following Performance Indicators will also be included to reflect our Digital by Design agenda, showing the percentage of transactions completed online. Satisfaction indicators relating to them will follow:

Ref	Indicator Description	2014/15 Target	2014/15 Actual	2015/16 Floor	2015/16 Target
HT**	Report a Highways fault	N/A	35%	25%	40%
HT**	Apply for a Young Person's Travel Pass	N/A	70%	60%	75%
HT**	Apply for a Concessionary Bus Pass	N/A	8%	10%	25%
HT**	Highways Licence applications	N/A	35%	30%	40%
HT**	Apply for a HWRC recycling voucher	N/A	85%	80%	85%
HT**	Book a Speed Awareness Course	N/A	72%	65%	75%
EP**	Percentage of PROW faults reported on-line (year to date) NEW	N/A	48%	48%	50%
LRA**	Renew a library book	N/A	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>
LRA**	Book a Birth/Death Registration appointment	N/A	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>

Activity Indicators relating to Customer Service

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2015/16 Expected
HT05	Total number of contacts received from the public for HTW services	Upper	55,000	55,000	65,000	65,000	240,000
		Lower	45,000	45,000	50,000	50,000	
HT06	Number of enquiries raised for action by HT&W	Upper	25,000	25,000	35,000	35,000	120,000
		Lower	20,000	20,000	25,000	25,000	
HT07a	Work in Progress at any point in time (open routine enquiries) for H&T services	Upper	2,500	2,500	3,500	3,500	N/A
		Lower	1,600	1,600	2,100	2,100	
HT07b	Work in Progress at any point in time (non-routine enquiries) for H&T services	Upper	5,800	5,800	6,300	6,300	N/A
		Lower	4,200	4,200	4,800	4,800	

Performance Indicators Relating to Business Activity

Ref	Indicator Description	2014/15 Target	2014/15 Actual	2015/16 Floor	2015/16 Target
HT01	Potholes repaired in 28 calendar days	90%	90%	80%	90%
HT03	Street lights repaired in 28 calendar days	90%	88%	80%	90%
ED**	Jobs: Jobs created/safeguarded through RGF jobs committed numbers NEW This KPI replaces ED01, ED02 and ED03	N/A	1,583	TBC	1,189
ED**	Homes: units brought back to market (through No Use Empty) NEW	N/A	550	500	580
ED**	Businesses: Businesses supported, via any programme (including LiK, Visit Kent, PinK, other KCC programmes) NEW	N/A	tbc	tbc	tbc
ED**	Investment: External investment secured against total external investment sought NEW Replaces ED04	N/A	tbc	tbc	tbc
ED**	Infrastructure: developer contributions secured against total contributions sought NEW	N/A	tbc	tbc	80%
WM01	Municipal waste recycled and composted	46.5%	48.5%	44.5%	49.9%
WM02	Municipal waste converted to energy	39.5%	39.4%	37%	41.7%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRC)	71.8%	71.4%	70.3%	71.8%
EPE02	Rogue traders disrupted by Trading Standards	30	30	20	30
EPE03	Dangerous/hazardous products removed from the market	N/A	250,000	6,000 ³	10,000
EPE04	Businesses provided with advice and support from Regulatory Services	1,250	1,700	850	tbc
EPE05	Average PROW fault resolution time (days) – rolling 12 month	50	54	60	50
EPE06	KSS external income	690k	£666.3k	£620k	£690k
EPE07	Income generated by Kent Country Parks	£0.97m	£1.065m	£1.032m	£1.057m

³ EPE 03 2015/16 Floor Standard and Target excludes goods seized at Dover Docks

Ref	Indicator Description	2014/15 Target	2014/15 Actual	2015/16 Floor	2015/16 Target
EPE08	Volunteer Hours deployed in Kent Country Parks	13,000	13,900	9,000	11,000 ⁴
EPE09	Sport and Physical Activity Income levered into county	£2.5m	£2.593m	£1.5m	£2.75m
EPE10	Participation of young people aged 11-25 in programmes coordinated by Sport and Physical Activity Service	2,417	2,417	2,000	2,743
EPE**	KCC investment/spend ration generated on projects delivered by Countryside Management Partnerships NEW	N/A	<i>In development</i>		
EPE**	Indicator on Climate Change to be developed	N/A	<i>In development</i>		
LRA03	Average number of eBooks issued per day	250	313	300	340
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	5,300	5,446	4,500	6,000

Activity Indicators Relating to Business Activity

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2015/16 Expected
WM05	Waste tonnage collected by District Councils	Upper	tbc				N/A
		Lower	tbc				N/A
WM06	Waste Tonnage collected at KCC Household Waste Recycling Centre	Upper	tbc				N/A
		Lower	tbc				N/A
LRA01	Number of visits to libraries (including mobile libraries) - 000's	Upper	1,340	1,440	1,260	1,155	5195
		Lower	1,210	1,310	1,140	1,045	4705
LRA02	Number of books issued (includes eBooks and audio books) – 000's	Upper	1,207	1,480	1,260	1,260	5207
		Lower	1,090	1,340	1,140	1,140	4710

⁴ The 15/16 target is lower this year because the 'Randall Manor Project' will not be running this summer.

APPENDIX A

Local Growth Fund Priority Schemes for Kent and Medway from 2015/16

Project	LGF allocation (£m)
Round 1: Committed	
M20 Junction 10a	19.70
A289 Four Elms Rbt to Medway Tunnel JTI	11.10
Strood Town Centre JTI & Accessibility	9.00
Kent and Medway Growth Hub	6.00
West Kent LSTF	4.89
Kent Strategic Congestion Management programme	4.80
Maidstone Gyratory Bypass	4.56
Kent Thameside LSTF	4.51
A226 London Rd/ B255 St Clements Way	4.20
Rathmore Road Link, Gravesend	4.10
Chatham Town Centre place making and public realm	4.00
Kent Sustainable Interventions programme	3.00
Sittingbourne Town Centre Regeneration	2.50
Medway Cycling Action Plan	2.50
Tonbridge Town Centre Regeneration	2.37
M20 Junction 4 Eastern Overbridge	2.19
Medway City Estate connectivity improvements	2.00
Maidstone sustainable access to employment areas	2.00
A26 London Rd/ Speldhurst Rd/ Yew Tree Rd, Tun Wells	1.75
Kent Rights of Way improvement plan	0.90
Folkestone Seafront	0.50
North Deal transport improvements	0.75
A28 Sturry Road integrated transport package	0.25
Round 1: Provisional	
A28 Chart Road	10.20
Maidstone Integrated Transport	8.90
Sturry Link Road	5.90
Thanet Parkway	10.00
Round 2: Provisional	
Dover Western Docks	5.00
Folkestone Seafront	5.00
Rochester Airport	4.40
Westenhanger Lorry Park	3.00
Ashford Spurs	2.00
<u>Total Round 1</u>	<u>132.57</u>
<u>Total Round 2</u>	<u>19.40</u>
<u>Total all projects</u>	<u>151.97</u>

From: Matthew Balfour, Cabinet Member for Environment & Transport
 Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 9th April 2015

Subject: **Risk Management - Strategic Risk Register**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Environment & Transport Committee, in addition to a risk featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner'. The paper also explains the management process for review of key risks.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented.

1. Introduction

- 1.1 Directorate business plans are reported to Cabinet Committees each March / April as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.
- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions

across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.

- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for Growth, Environment & Transport directorate is designated 'Risk Owner' for several corporate risks, one of which (CRR 4 – civil contingencies & resilience) is of relevance to this Committee and is presented for comment in appendix 1.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

2. Financial Implications

- 2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

3. Strategic Priorities and Policy Framework

- 3.1 Risks highlighted in the risk registers relate to strategic priorities of the *Facing the Challenge* KCC transformation agenda and achievement of outcomes in KCC's Strategic Statement, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

4. Risks relating to the Growth, Environment & Transport directorate

- 4.1 There are currently seven directorate risks featured on the Growth, Environment & Transport directorate risk register (appendix 2), none of which are rated as 'High'. One risk is currently being assessed relating to dependencies on ICT that affect key systems across the directorate. Many of

the risks highlighted on the register are discussed implicitly as part of regular items to Cabinet Committees.

- 4.2 Since last reported to Cabinet Committee in July 2014, two risks have been assessed as increasing in severity (GET 03 – partner organisations / contractors not offering the required service and GET 05 – response and resilience to severe weather incidents). New risks have been added relating to skills shortage and capacity issues to manage contracts and projects; and dependencies on ICT.
- 4.3 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.
- 4.4 Monitoring & Review – risk registers should be regarded as ‘living’ documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:
- Are the key risks still relevant?
 - Have some risks become issues?
 - Has anything occurred which could impact upon them?
 - Has the risk appetite or tolerance levels changed?
 - Are related performance / early warning indicators appropriate?
 - Are the controls in place effective?
 - Has the current risk level changed and if so is it decreasing or increasing?
 - Has the “target” level of risk been achieved?
 - If risk profiles are increasing what further actions might be needed?
 - If risk profiles are decreasing can controls be relaxed?
 - Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

5. Recommendation

Recommendation:

The Environment & Transport Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risk outlined in appendices 1 and 2.

6. Background Documents

6.1 KCC Risk Management Policy and guidance on KNet intranet site.

7. Contact details

Report Author

- Mark Scrivener
- Tel: 03000 416660
- Mark.scrivener@kent.gov.uk

Relevant Corporate Director:

- Barbara Cooper
- Tel: 03000 415981
- Barbara.cooper@kent.gov.uk



KCC Corporate Risk Register

CORPORATE RISKS LED BY OFFICERS IN THE GROWTH ENVIRONMENT & TRANSPORT DIRECTORATE

**Corporate Risks led by Officers in the Growth Environment & Transport Directorate
Summary Risk Profile**

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

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating
CRR 4	Civil contingencies and resilience	12	8

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR4	Risk Title	Civil Contingencies and Resilience				
		<p>Source / Cause of Risk</p> <p>The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies and severe / extreme weather conditions.</p>	<p>Risk Event</p> <p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p>	<p>Consequence</p> <p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>Risk Owner</p> <p>On behalf of CMT</p> <p>Barbara Cooper, Corporate Director Growth, Environment & Transport</p> <p>Responsible Cabinet Member(s):</p> <p>Mike Hill, Community Services</p>	<p>Current Likelihood</p> <p>Possible (3)</p>	<p>Current Impact</p> <p>Serious (4)</p>
					<p>Target Residual Likelihood</p> <p>Unlikely (2)</p>	<p>Target Residual Impact</p> <p>Serious (4)</p>	
Control Title					Control Owner		
<p>Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Key roles of group include:</p> <ul style="list-style-type: none"> • Intelligence gathering and forecasting; • Regular training exercises and tests; • Task & Finish groups addressing key issues. • Plan writing • Capability building 					<p>Mike Overbeke, Head of Public Protection (for Kent Resilience Team activity) / Ann Carruthers, Head of Strategic Planning & Policy (for KCC Resilience and Emergencies Unit Corporate Resilience Programme)</p>		
<p>Critical functions identified across KCC as a basis for effective Business Continuity Management (BCM).</p>					<p>Ann Carruthers, Head of Strategic Planning & Policy</p>		
<p>Management of financial impact to include Bellwin scheme</p>					<p>Dave Shipton, Head of Financial</p>		

	Strategy
Maintenance & delivery of emergency procedures, plans and capabilities in place to respond to a broad range of challenges.	Mike Overbeke, Head of Public Protection / Ann Carruthers, Head of Strategic Planning & Policy
System in place for ongoing monitoring of severe weather events (SWIMS)	Carolyn McKenzie, Head of Sustainable Business and Communities
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Mike Overbeke, Head of Public Protection
Winter Resilience Planning Group & action plan in place.	Mike Overbeke, Head of Public Protection
ICT resilience improvements made to underlying data storage, data centre capability and network resilience.	Paul Day, Interim Director ICT
Business Continuity Management Plan in place to improve overall resilience for Contact Point	Christopher Smith, Operations Manager Contact Point
On-going programme of review relating to Disaster Recovery and Business Continuity	Paul Day, Interim Director ICT
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively.	Paul Crick, Director Environment Planning & Enforcement
KCC Community Wardens trained as Incident Liaison Officers	Mike Overbeke, Head of Public Protection
Pan-Kent Flood Group established to oversee implementation of multi-agency recommendations arising from lessons learnt from Christmas and New Year floods 2013/14	Paul Crick, Director Environment Planning & Enforcement
KCC and local Kent Resilience Forum partners have tested preparedness for Ebola outbreak in line with national requirements. The Director of Public Health has additionally sought and gained assurance from the local Public Health England office and the NHS on preparedness and maintaining business continuity.	Andrew Scott-Clark, Director of Public Health
'Introduction to Emergency Planning' e-learning package available to all staff	Ann Carruthers, Head of Strategic Planning & Policy
Emergency planning training rolled out at strategic, tactical and operational levels	Ann Carruthers, Head of Strategic

		Planning & Policy
Operations Loki, Hawk and Ragnarok exercises conducted in March 2015 testing different elements of KCC emergency and business continuity arrangements		Tony Harwood, Resilience & Emergencies Manager
Senior Management on-call rota devised and agreed		Ann Carruthers, Head of Strategic Planning & Policy
Upgraded / enhanced automated call distribution system introduced offering improved resilience		Paul Day, Interim Director ICT / Jane Kendal Head of Service – Customer Relationships
Action Title	Action Owner	Planned Completion Date
Continue to conduct regular exercises and rehearsals of plans.	Tony Harwood, Resilience & Emergencies Manager (lead role)	March 2016(review)
Implement recommendations from internal and external debriefs into the Christmas/New Year 2013 -14 storms and floods and other recent emergencies.	Paul Crick, Director Environment Planning & Enforcement	March 2016 (review)
Recruitment of additional emergency reservists to aid emergency responses	Paul Crick, Director Environment Planning & Enforcement	March 2016



GROWTH, ENVIRONMENT AND TRANSPORT DIRECTORATE RISK REGISTER

MARCH 2015

Summary Risk Profile

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

Risk No.*	Risk Title	Current Risk Rating	Change since July 2014	Target Risk Rating
GET 01	Delivery of budgets targets	15	↔	10
GET 02	Health & Safety considerations	10	↔	10
GET 03	Partner organisations/contractors not offering the required level of service	9	↑	6
GET 04	Ash Dieback	12	↔	9
GET 05	Response and resilience to severe weather incidents	15	↔	8
GET 08	Skills shortage and capacity issues to manage contracts and projects	12	NEW	6
GET 09 (DRAFT)	Loss of ICT systems	TBC	NEW	TBC

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	GET 01	Risk Title	Delivery of budget targets 2015/16			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Financial challenges facing services across the directorate. For example a number of services across the directorate rely on significant external funding, grants and partner contributions in order to provide their services. Demand for some services can also fluctuate.	There is a risk that budget targets are not met, including the risk of greater than planned for reduction or cessation of external funding and grants, or reduced funding.	Insufficient budget or an overspend. Lack of funding to deliver key transport and waste improvements. Reputational damage. Overspend could impact on other parts of the Authority.	GET Directorate Management Team	Possible (3)	Major (5)	
				Target Residual Likelihood	Target Residual Impact	
				Unlikely (2)	Major (5)	
Control Title			Control Owner			
Regular monitoring of fees through budget process.			GET Directorate Management Team			
Financial forecasting and intelligence analysis through pre-application liaison and operator discussions by the planning applications group to gauge possible income levels.			Sharon Thompson, Head of Planning Applications			
External funding team in place to support KCC officers in identifying and accessing external funding in line with strategic outcomes.			Katie Stewart, Deputy Director, Economic Devt / Ron Moyes, Head of International Affairs			
A 3-5 year forecast to incorporate future contracts and accepted various waste tonnage scenarios has been completed.			Roger Wilkin, Interim Director of Highways, Transportation & Waste			
KCC Officers regularly review progress of cases and monitor fee expenditure relating to major projects			John Farmer, Major Projects Manager			
Collaborative Planning is used for financial monitoring within services. DMT receive regular financial monitoring updates			GET Directorate Management Team			
Full participation in KCC Medium Term Financial Plan and financial monitoring processes.			GET Directorate Management Team			
Innovative financial models investigated to pay for key projects transport infrastructure			Paul Crick, Director Environment, Planning & Enforcement			
Action Title		Action Owner		Planned Completion Date		
Service redesign being planned and delivered across the directorate.		GET Directorate Management		31 st March 2016		

	Team	
Transport Review – consideration of business case	Phil Lightowler, Head of Public Transport	October 2015
Libraries Registration & Archives Trust proposal – outcome of public consultation	Angela Slaven, Interim Head Libraries, Registration & Archives	June 2015
Ensure robust scrutiny of Waste contract	Roger Wilkin, Interim Director Highways, Transportation & Waste	October 2015 (review)

Risk ID	GET 02	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, where KCC fails to take all reasonable steps to prevent such an incident.	Distress to families concerned, possible legal action against the authority and reputational damage.	GET Directorate Management Team	Unlikely (2)	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.				Roger Wilkin, Interim Director, Highways, Transportation & Waste		
Staff to follow Health and Safety legislation and guidance				GET Directorate Management Team		
Regular reporting of accident data and H&S updates to Senior managers.				GET Directorate Management Team		
Regular risk assessments of all Directorate sites and hazards				GET Directorate Management Team		
Lone working system operated by contact centre staff				Christopher Smith, Head of Contact Centre/GET Directorate Management Team		
EPE Divisional Health and Safety group in place and meets quarterly and reports to Divisional Management Team.				EPE Divisional Management Team		
Systems in place in Highways division to facilitate the agreed joint procedures through the CaRe and Kent Police partnerships				Tim Read, Head of Transportation		
Killed and Seriously injured (KSI) on roads data regularly analysed by the Highways Team and Education. Publicity and training campaigns delivered.				Tim Read, Head of Transportation		
Highways - Crash remedial sites are identified and rectified.				Tim Read, Head of Transportation		
Regular testing for hazards e.g. tree surveys.				GET Directorate Management Team		
To ensure recommendations of the independent Health and Safety review are monitored and improved as required***				Roger Wilkin, Interim Director Highways, Transportation & Waste		

Action Title	Action Owner	Planned Completion Date
Health & Safety audit commissioned to incorporate all waste sites run by new contractor	Roger Wilkin, Interim Director Highways, Transportation & Waste	June 2015
Ensure Health & Safety records from waste contractors are captured.	Roger Wilkin, Interim Director Highways, Transportation & Waste	June 2015
Further H&S training planned through the Kent Resource Partnership (KRP)	Roger Wilkin, Interim Director Highways, Transportation & Waste	31 st March 2015

Risk ID	GET 03	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 - including services across the GET directorate, work 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 provided.	GET Directorate Management Team	Possible (3)	Significant (3)
					Target Residual Likelihood	Target Residual Impact
					Unlikely (2)	Significant (3)
Control Title				Control Owner		
Waste management - robust contract management and client function.				Roger Wilkin, Interim Director Highways, Transportation & Waste		
Waste Management - Rigorous programme of pre-qualification checks on potential contractors to assure ability to deliver.				Roger Wilkin, Interim Director Highways, Transportation & Waste		
Service Level Agreements are put in place where services are provided by a third party.				David Beaver, Commercial Manager		
Amey to produce a monthly performance report showing QPM results.				Roger Wilkin, Interim Director Highways, Transportation & Waste		
Partners have business continuity plans, risk registers, performance management and governance arrangements in place				Roger Wilkin, Interim Director Highways, Transportation & Waste		
Monitoring of outcomes from Regional Growth Fund loans.				David Smith, Director Economic Development		
Transport Integration - risk analysis conducted as part of individual contract arrangements with third parties				Stephen Pay, Transport Integration Manager		
Action Title		Action Owner		Planned Completion Date		
Ensure robust monitoring and enforcement of improvement plan with highways contractor		Roger Wilkin, Interim Director of Highways, Transportation & Waste		June 2015 (review)		
Strengthen approach to managing contracts across the directorate		Growth, Environment & Transport Directorate Management Team		March 2016 (review)		

Risk ID	GET 04	Risk Title	Ash Dieback			
Source / Cause of risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
Instances of Ash Dieback (Hymenoscyphus fraxineus) disease have been discovered within the county. The outbreak is not widespread and research during the last 12 months indicates that although it is still prevalent in the east of the County, the disease is not spreading at a rate that was anticipated.		There is a risk that significant numbers of ash trees may be affected by this disease in Kent. Ash is the most widespread tree species in Kent.	Large areas of woodland and individual trees may become infected, but as the rate of spread is much slower than anticipated the impact on budgets and services is likely to be much less severe than originally anticipated.	Paul Crick, Director Environment Planning & Enforcement	Likely (4)	Significant (3)
					Target Residual Likelihood	Target Residual Impact
					Possible (3)	Significant (3)
Control Title				Control Owner		
Local Strategic Co-ordinating Group established.				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
Interim bio-security precautions established and ratified by UK Chief Plant Health Officer				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
Interim Hymenoscyphus fraxineus control Plan published by DEFRA				Mike Overbeke, Head of Public Protection		
Multi-agency "Gold" strategy developed to manage the response in Kent, agreed by all parties and published.				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
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.				Mike Overbeke, Head of Public Protection / Paul Crick, Director Environment Planning & Enforcement		
Ash Dieback summit held in Kent, featuring national and International experts and other interested parties.				Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment Planning & Enforcement		
Local multi-agency plan developed to implement the key actions in the local gold strategy and the Defra interim				Mike Overbeke, Head of Public		

Hymenoscyphus fraxineus Control Plan	Protection / Paul Crick, Director Environment Planning & Enforcement	
Communication Strategy presented to Strategic Co-ordination Group and published. In line with National Plan.	Mike Overbeke, Head of Public Protection / Paul Crick, Director Environment, Planning & Enforcement	
"Managing Chalara Ash Dieback in Kent" guidance published and circulated/made available in web based format.	Tony Harwood, Resilience & Emergencies Manager	
Briefings provided to CMT, Cabinet re the current position of spread and risk to KCC services	Ann Carruthers, Head of Strategic Planning & Policy / Paul Crick, Director Environment, Planning & Enforcement	
Dynamic monitoring of Forestry Commission outbreak mapping taking place	Tony Harwood, Resilience & Emergencies Manager	
Public Rights of Way staff and their network of Countryside Partnerships, Country Parks and Access Wardens to look out for outbreaks across Kent	Kate Phillips, Countryside Partnerships Manager	
Action Title	Action Owner	Planned Completion Date
Further briefings anticipated to be delivered to Senior Management and Members during 2015	Tony Harwood, Resilience & Emergencies Manager	31 st October 2015

Risk ID	GET 05	Risk Title	Response and Resilience to Severe Weather incidents			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. A number of services within the directorate play an important role in planning for, and responding to, these events.	Failure by key services to deliver suitable planning measures, respond to and manage these events when they occur.	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 the directorate and reputational damage for KCC if responses are judged to be inadequate.	Paul Crick, Director Environment Planning & Enforcement John Burr, Director Highways, Transportation & Waste	Very Likely (5)	Significant (3)	
				Target Residual Likelihood	Target Residual Impact	
				Likely (4)	Moderate (2)	
Control Title			Control Owner			
Winter Policy in place each year			Andrew Loosemore, Head of Highways Operations			
Support gained from the local community who undertake snow ploughing			Andrew Loosemore, Head of Highways Operations			
Priority salting routes agreed and published and plan to ensure salt bins are provided and filled			Andrew Loosemore, Head of Highways Operations			
Local Emergency Plans agreed and published with districts/borough councils.			Andrew Loosemore, Head of Highways Operations			
Carry out a lessons learnt review after each winter			Andrew Loosemore Andrew Loosemore, Head of Highways Operations			
Growth, Environment and Transport services are involved in the recovery efforts relating to the Christmas and New Year floods. The multi-agency Tactical Coordinating Group that oversees the management of recovery operations is chaired by the Flood Recovery Manager.			Paul Crick, Director Environment, Planning & Enforcement			
Training is available and being rolled out at strategic, tactical and operational level			Tony Harwood, Resilience & Emergencies Manager / Ann Carruthers, Head of Strategic Planning & Policy			

Business Continuity Plans are kept under constant review	Tony Harwood, Resilience & Emergencies Manager / Ann Carruthers, Head of Strategic Planning & Policy	
Emergency Conditions reserve has been replenished due to receipt of Government funding	Mike Overbeke, Head of Public Protection	
Local Flood Risk Strategy delivered and Flood Risk Management Plan in place	Tony Harwood, Resilience & Emergencies Manager	
Senior Management on-call rota devised and now in place	Paul Crick, Director Environment Planning & Enforcement	
Severe Weather Impacts Monitoring System (SWIMS) now in use to support the Authority with its response to extreme events	Carolyn McKenzie, Head of Sustainable Business and Communities	
Operations Loki, Hawk and Ragnarok exercises conducted in March 2015 testing different elements of KCC emergency and business continuity arrangements	Tony Harwood, Resilience & Emergencies Manager	
Action Title	Action Owner	Planned Completion Date
Recommendations from the Winter Flooding Plan to be delivered	Mike Overbeke, Head of Public Protection / Sarah Anderson, Flood Risk and Natural Environment Manager	31 st March 2016
Conduct regular exercises and rehearsal of BC plans – where there would be significant impact on welfare or business reputation	Tony Harwood, Resilience & Emergencies Manager	31 st March 2016

Risk ID	GET 08	Risk Title	Skills shortage and capacity issues to manage contracts and projects			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Funding has been received to deliver major infrastructure projects. The funding is being administered by Essex CC (on behalf of the South East Local Enterprise Partnership), and detailed business cases are required to be completed to obtain the funding through Essex CC.	There is a risk that KCC will be unable to satisfactorily submit suitable business cases and manage the projects due to a shortage of staff with the appropriate skill set within KCC. In addition it is possible that the Authority will be unable to attract suitably trained project managers as the private sector remains competitive in this area.	Funding may not be forthcoming if suitable business cases are not presented, however, even when the funding has been received, the major projects may not be managed appropriately leading to possible delays or difficulties with the funding arrangements. This could impact on the Authority's reputation and even lead to the Authority having to return some of the funding to Central Government.	GET Directorate Management Team	Likely (4)	Significant (3)	
				Target Residual Likelihood	Target Residual Impact	
				Unlikely (2)	Significant (3)	
Control Title			Control Owner			
An Organisational Development Plan has been prepared in order to develop talents within the Authority and to deliver suitable training to staff			GET Directorate Management Team			
Growth, Environment & Transport Portfolio Board established to monitor key risks and issues			Barbara Cooper, Corporate Director Growth, Environment & Transport			
Local Growth Fund Project and Steering Group established			Mary Gillett, Major Projects Planning Manager			
Workforce planning exercise conducted with Highways, Transportation & Waste division to identify gaps in relation to critical roles and recommendations for action and next steps			Roger Wilkin, Interim Director Highways, Transportation & Waste			
Action Title		Action Owner	Planned Completion Date			
Consultation is taking place with Amey to establish if they have sufficient suitably trained staff to take on project management roles		Roger Wilkin, Interim Director Highways, Transportation & Waste	30 th June 2015			
Deliver an Institute of Civil Engineers (ICE) –accredited civil engineering graduate scheme.		Roger Wilkin, Interim Director Highways, Transportation & Waste	30 th September 2015			
Incorporate workforce planning issues into the Enforcement, Planning &		Paul Crick, Director Environment, Planning	30 th September 2015			

Risk ID	GET09 (DRAFT)	Risk Title	Loss of ICT systems (risk assessment in progress)				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
In order to improve the efficiency of the services within the Directorate a number of ICT systems have been developed that in time have become critical to the delivery of the services. Systems such as WAMS, SWIMS, Citrix, Atrium, Spydus, CaRa, RON, CALM and CAMS all rely on KCC or external partners. In addition the new telephone system is reliant upon having a working internet system in order to operate.	There is a risk that an incident may take place that will impact on the operation of one or more of our critical systems causing a disruption or suspension of the services affected.	Depending upon the nature of the disruption it is possible that the public of Kent will be affected and it would result in a delay in our service delivery. This would have an impact on the reputation of the Authority and in an extreme example could impact on the safety of the public.	Barbara Cooper, Corporate Director GET GET Directorate Management Team	TBC	TBC	TBC	TBC
Control Title				Control Owner			
Business Continuity Plans are in place and highlight critical systems				GET Directorate Management Team			
Information backed up daily by ICT and back-ups held off-site				GET Directorate Management Team			
Action Title		Action Owner		Planned Completion Date			
Discussions with ICT around the options to ensure that Atrium can continue to run on PAB machines		Sharon Thompson, Head of Planning Applications		31 st March 2015			
Make revisions to Business Continuity Plans to reflect changes to Divisional Management Team		Paul Crick, Director Environment Planning & Enforcement		31 st March 2015			

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From: Matthew Balfour, Cabinet Member for Environment and Transport,
Bryan Sweetland, Cabinet Member for Commercial and Traded
Services,
Mike Hill, Cabinet Member for Community Services,
Barbara Cooper, Corporate Director for Growth, Environment and
Transport

To: Environment and Transport Cabinet Committee – 9 April 2015

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE the report.

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the third report for this financial year to this Committee.

2. Performance Dashboard

- 2.1. The current Environment and Transport Performance Dashboard is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Strategic Priority Statement.
- 2.3. The current Dashboard provides results up to the end of January for monthly indicators and December for Quarterly indicators.
- 2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.5. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

3. Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE this report.

4. Background Documents

The Council's Strategic Priority Statements

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/strategic-priority-statements>

5. Contact details

Report Author: Richard Fitzgerald
Performance Manager
Business Intelligence
03000 416091
richard.fitzgerald@kent.gov.uk

Growth, Environment and Transport Performance Dashboard

Financial Year 2014/15

Results up to December 2014/January 2015

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Produced by Business Intelligence

Publication Date: 19th March 2015



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Guidance Notes

Data is provided with monthly frequency except for Waste Management where indicators are reported with quarterly frequency and on the basis of rolling 12 month figures, to remove seasonality.

RAG RATINGS

GREEN	Performance has met or exceeded the current target
AMBER	Performance is below the target but above the floor standard
RED	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Strategic Priority Statements and represent levels of performance where management action should be taken.

DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has fallen in the latest month/quarter
↔	Performance is unchanged this month/quarter

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **High** or **Low**.

Service Area	Director	Cabinet Member
Highways & Transportation	Roger Wilkin (interim)	Matthew Balfour

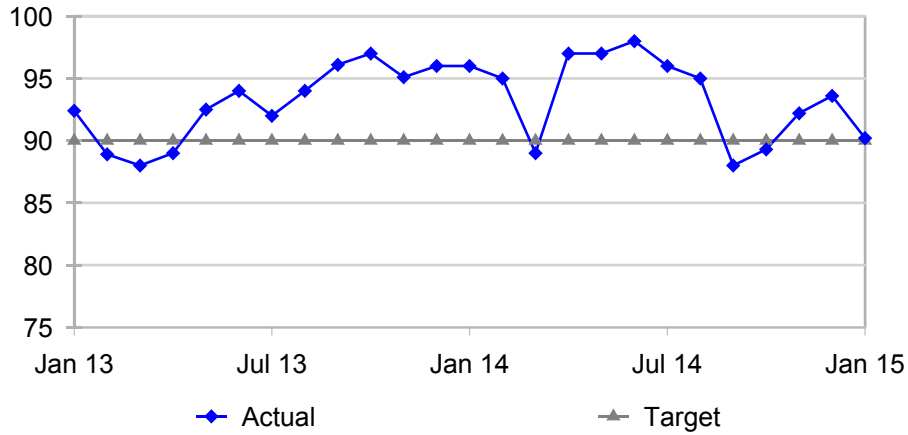
Results are up to January 2015. There has been some temporary disruption caused by system changes by the maintenance contractor which has impacted on some indicators. An Improvement Plan has been agreed with resources allocated by the contractor and recovery to expected levels of performance is forecast by the financial year end.

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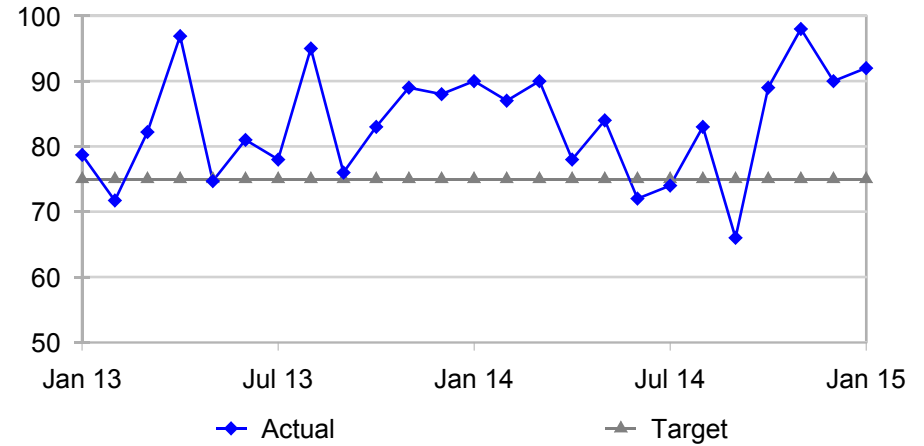
Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target	Floor	Previous Year
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	90%	GREEN	↓	94%	GREEN	90%	80%	92.9%
HT02	Faults reported by the public completed in 28 calendar days	81%	AMBER	↑	88%	AMBER	90%	80%	91.7%
HT03	Streetlights repaired in 28 calendar days	73%	RED	↓	88%	AMBER	90%	80%	89.7%
HT04	Customer satisfaction with service delivery (100 Call Back)	92%	GREEN	↑	83%	GREEN	75%	60%	85.8%
HT08	Resident satisfaction with Highways schemes	89%	GREEN	↑	74%	AMBER	75%	60%	80%

Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Prev. Yr YTD
				Upper	Lower	
HT06	Number of new enquiries requiring further action	91,003	High	90,000	73,000	86,696
HT07	Work in Progress	8,846	Yes	9,150	6,850	6,027
HT01d	Potholes repaired (as routine works and not programmed)	10,629	Yes	12,842	9,492	10,200
HT02d	Routine faults reported by the public completed	47,238	Yes	52,517	38,817	44,330
HT03d	Streetlights repaired	17,511	Low	27,217	20,117	21,070

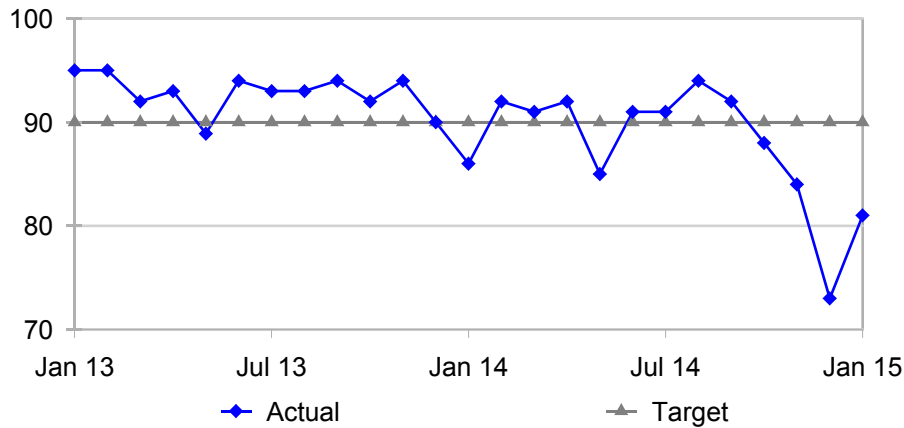
HT01 - Percentage of potholes repaired in 28 calendar days



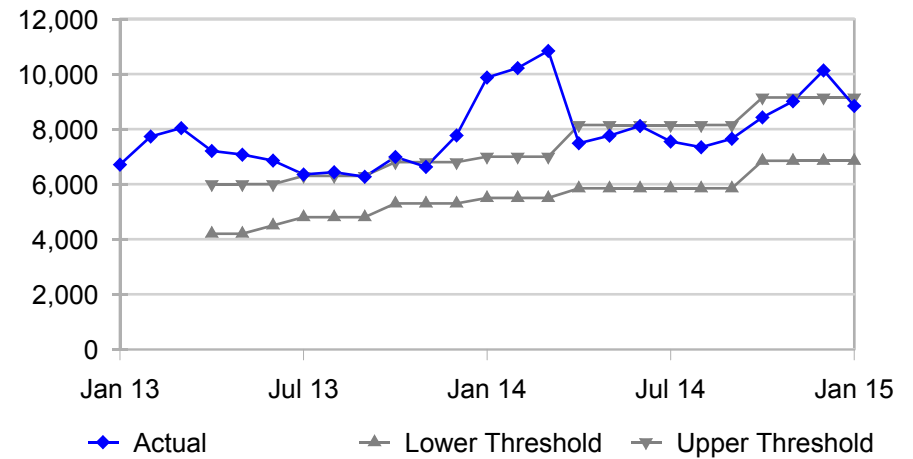
HT04 - Customer satisfaction with service delivery (100 Call Back)



HT02 - Percentage of faults reported by the public completed in 28 calendar days



HT07 - Work in Progress



Service Area	Director	Cabinet Member
Waste Management	Roger Wilkin (interim)	Matthew Balfour

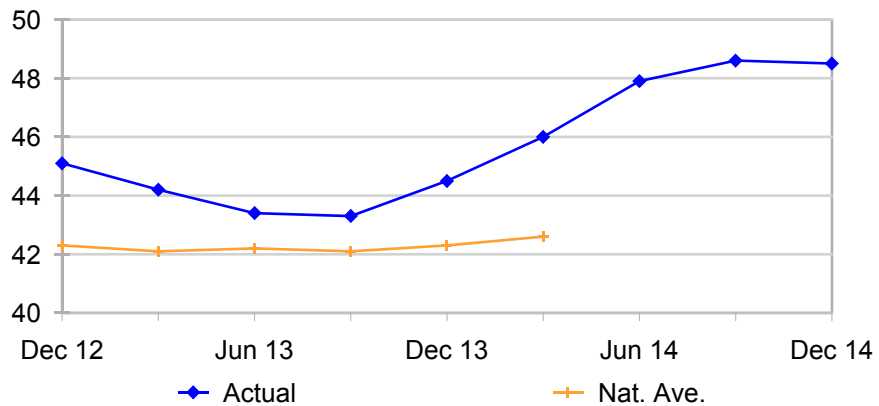
The latest Quarter results for this Service Area are actual results for the rolling 12 months to December 2014.

Ref	Performance Indicators	Latest Quarter	RAG	DOT	Previous Quarter	Target	Floor	Previous Year
WM01	Municipal waste recycled and composted	48.5%	GREEN	↓	48.6%	46.4%	44.4%	46.0%
WM02	Municipal waste converted to energy	39.4%	GREEN	↑	39.1%	38.7%	36.2%	36.6%
01+02	Municipal waste diverted from landfill	87.9%	GREEN	↑	87.7%	85.1%	82.6%	82.5%
WM03	Waste recycled and composted at HWRCs	71.4%	AMBER	↓	71.8%	71.8%	70.3%	72.1%

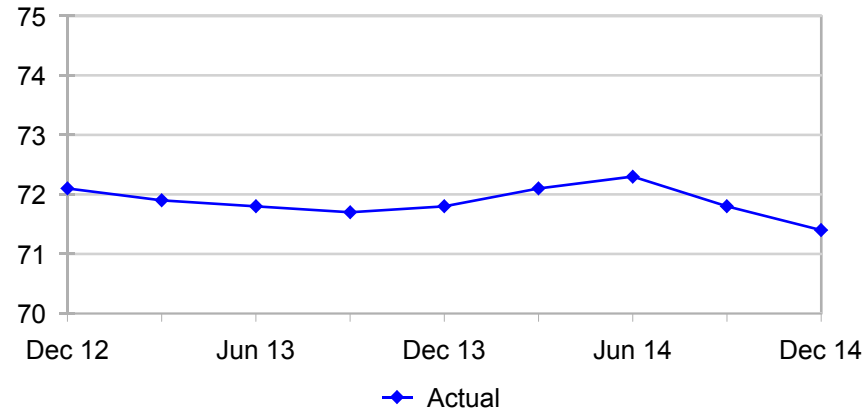
Overall recycling rates for the county were 2.5% higher in the 12 months to December 2014 than in the 12 months to March 2014. More recycling is now being achieved through kerbside collection and as a result we have seen a slight reduction in recycling at HWRCs.

Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Previous Year
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	544,000	High	537,000	507,000	534,000
WM06	Waste tonnage collected at HWRCs	175,000	High	163,000	143,000	163,000
05+06	Total waste tonnage collected	719,000	High	690,000	660,000	697,000

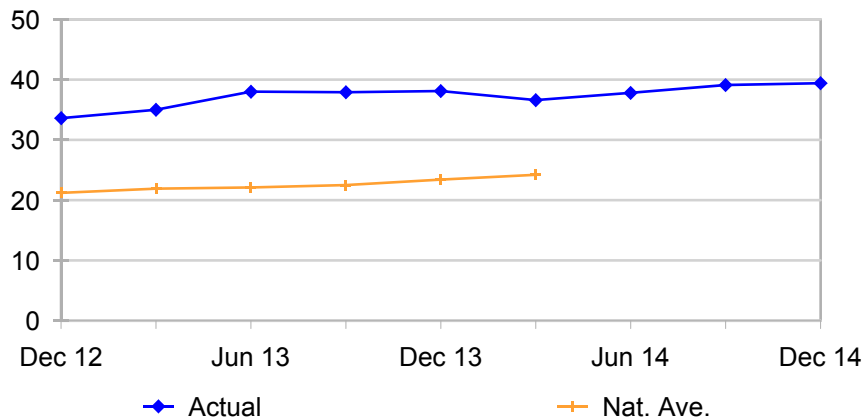
WM01 - Percentage of municipal waste recycled and composted (rolling 12 months)



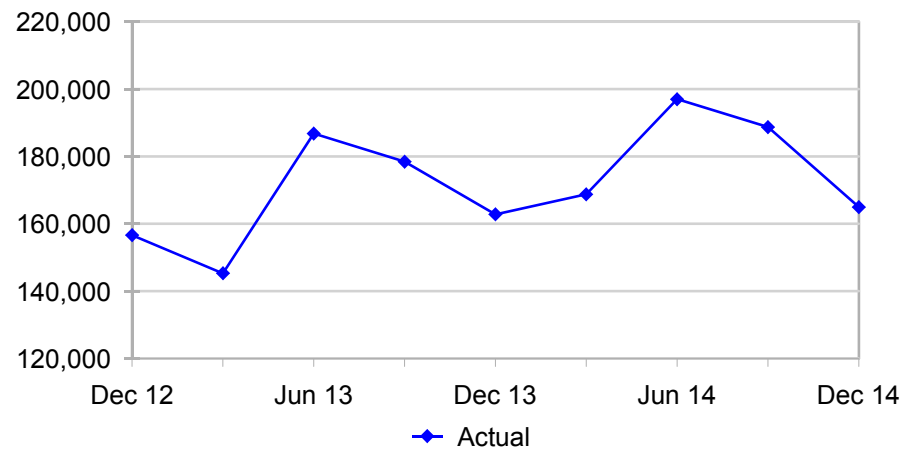
WM03 - Percentage of waste recycled and composted at HWRCs (Rolling 12 months)



WM02 - Percentage of municipal waste converted to energy (Rolling 12 months)



WM05+06 - Total waste tonnage collected (Quarterly totals)



Division	Director	Cabinet Member
Environment, Planning and Enforcement	Paul Crick	Matthew Balfour

Results are up to January 2015. Although results were behind target in the month, the year to date positions are ahead of target for two indicators. PROW fault response times have shown a slight decrease due to higher levels of faults reported

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE05	PROW – average fault resolution time in days (rolling 12 months)	53	AMBER	↓	53	AMBER	50	60	50
EPE07	Country Parks - Income generated (£000s)	73.2	AMBER	↑	882.4	GREEN	821.3	739.2	855.5
EPE08	Country Parks - Volunteer hours	611	AMBER	↑	12,142	GREEN	11,360	7,864	13,909

EPE05 - PROW = Public Rights of Way

The following indicator is reported a quarter in arrears so data shown below relates to the quarter ending September 2014.

Ref	Performance Indicators	Latest Quarter	Quarter RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE01	Business mileage per FTE member of staff – whole of KCC	370	GREEN	↔	740	GREEN	740	750	720

The latest figure for EPE01 is provisional and may be adjusted subject to late claims being submitted.

Division	Director	Cabinet Member
Environment, Planning and Enforcement	Paul Crick	Mike Hill

Results are up to January 2015.

Ref	Performance Indicators	Year to Date	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
EPE02	Trading Standards - Rogue traders disrupted	23	AMBER	25	17	21
EPE03	Trading Standards - Hazardous products removed from market	192,740		New indicator		New indicator
EPE04	Trading Standards - Businesses provided with advice/support	1,422	GREEN	1,042	625	1,367

EPE03 – This is reported as number of individual items, and not number of product types or number of instances of a product being removed. This is to show the number of potential consumers who might have been impacted.

Division	Director	Cabinet Member
Environment, Planning and Enforcement	Paul Crick	Bryan Sweetland

Results are up to January 2015

Ref	Performance Indicators	Latest Month	Month RAG	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE06	Kent Scientific Services - External income (£000s)	57.5	GREEN	524.5	AMBER	575	516.7	679.3

KSS income has shown a good increase in recent months, after being below the Floor earlier in the year.

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From: Matthew Balfour Cabinet Member Environment and Transport
Barbara Cooper Corporate Director Growth, Environment and Transport

To: Environment and Transport Cabinet Committee 9 April 2015

Subject: Process for Reviewing the Kent Environment Strategy

For Information

Classification: **Unrestricted**

Electoral Division: Kent Wide

Summary:

This paper is for information and outlines the process, timescale and subsequent consultation for the review of the Kent Environment Strategy, including opportunities for Members to engage and provide feedback.

Recommendation:

Members are asked to consider and endorse the proposed process, timescale and consultation for the review of the Kent Environment Strategy.

1. Introduction

1.1 This paper sets out the process, timescale and consultation for reviewing the Kent Environment Strategy including opportunities for Members to engage and provide feedback.

2. Financial Implications

2.1 The review of the Kent Environment Strategy will have no direct impact on the Council's spending plans. Projects related to the delivery of the Kent Environment Strategy where they have any financial impact will be the subject of future papers where appropriate.

3. Policy Framework

3.1 The current Kent Environment Strategy 'Growing the Garden of England – A Strategy for Environment and Economy 2011' delivered Priority 5 of Bold Steps for Kent. The revised version will deliver several aspects of all three of the outcomes of the new Strategic Statement 2015-2020 and specifically 'Kent Communities feel the benefit of economic growth by being in-work, health and enjoying a good quality of life.' In addition, the Kent Environment Strategy is a cross cutting strategic priority of the Growth, Environment and Transport Business Plan.

4. Process for the review of the Kent Environment Strategy

4.1 The current Kent Environment Strategy was agreed in 2011. Since then there have been a number of policy changes nationally and locally as well as wide spread recession and significant reductions in public spending.

These changes, together with the recognition of strong synergies between health and the environment which are not accounted for in the existing strategy, clearly indicate the need for the Strategy to be reviewed to ensure it is fit for purpose.

4.2 The review of the Kent Environment Strategy is being undertaken in three stages outlined below:

- Stage 1: Completed end Feb 2015: Evidence and data review, covering progress to date linked to key indicators, an activity review and a gap analysis. The results of this initial review, including working with key partners is informing the identification of future priorities. Findings will be documented in the Kent State of the Environment Report which is currently in draft.
- Stage 2: March – July 2015: Development of priorities, strategic actions and drafting of the Strategy, including a KCC Member Briefing.
- Stage 3: 21st July Sept 30th: Consultation

It is proposed that the Draft Strategy be brought back to the Environment and Transport Cabinet Committee on the 21st July for discussion and approval to consult with the aim of gaining agreement for the revised Strategy in autumn.

4.3 Member engagement in the development of the Strategy is welcomed. A Member briefing is planned for July and Members are invited to make contact if they would like to discuss further. For more information please contact Carolyn.mckenzie@kent.gov.uk

5. Recommendation

Members are asked to consider and endorse the proposed process, timescale and consultation for the review of the Kent Environment Strategy.

6. Background Documents

The Kent Environment Strategy: Growing the Garden of England – A Strategy for Environment and Economy ([hyperlink](#))

Kent State of the Environment Report (when complete)

7. Contact details

Report Author:

Carolyn McKenzie
07740 185 287
carolyn.mckenzie@kent.gov.uk

Relevant Director:

Paul Crick
Director Environment, Planning and Enforcement
paul.crick@kent.gov.uk

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