

**ENVIRONMENT & TRANSPORT
CABINET COMMITTEE**

Friday, 4th December, 2015

10.00 am

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



AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Friday, 4 December 2015 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Christine Singh**
Telephone: **03000 416687**

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

Membership (14)

- Conservative (8): Mrs P A V Stockell (Chairman), Mr C R Pearman (Vice-Chairman), Mr A H T Bowles, Mr P J Homewood, Mr J M Ozog, Mr C Simkins, Mrs C J Waters 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

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UNRESTRICTED ITEMS

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

A - Committee Business

A1 Introduction/Webcast announcement

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 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.

A4 Minutes of the meeting held on 16 September 2015 (Pages 7 - 20)

To consider and approve the minutes as a correct record

A5 Meeting dates for 2016/17

The Environment and Transport Cabinet Committee is asked to note future meeting dates for 2016/17 as follows:

2016

Wednesday, 13 January

Friday, 11 March

Wednesday, 4 May

Friday, 8 July

Wednesday, 7 September

Thursday, 17 November

2017

Thursday, 12 January

Monday, 13 March

A6 Verbal updates (Pages 21 - 22)

To receive verbal updates from the relevant Cabinet Members for the Environment & Transport Cabinet Committee portfolio and the Corporate Director for Growth, Environment & Transport.

B - Key or Significant Cabinet/Cabinet Member Decisions for Recommendation or Endorsement

B1 Kent Environment Strategy (Pages 23 - 74)

To receive a report by the Cabinet Member for Environment and Transport and Corporate Director of Growth, Environment and Transport to consider and endorse or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to adopt the refreshed Kent Environment Strategy.

B2 Proposed extension to Resurfacing Contract, currently let to Eurovia Infrastructure Limited (Pages 75 - 88)

To receive a report by the relevant Cabinet Members and Corporate Director Growth, Environment and Transport that sets out

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

C1 Completion of Sandwich Town Tidal Defence Scheme (Pages 89 - 98)

To receive a report by the Cabinet Member for Environment and Transport and Corporate Director for Growth, Environment and Transport on the successful conclusion of the Sandwich Town Tidal Defence scheme, delivered in partnership by KCC, the Environment Agency and Pfizer.

C2 Highway Operations Anti-litter (Pages 99 - 104)

To receive the report by the Cabinet Member for Environment and Transport and Interim Director of Highways, Transportation and Waste on how Highway Operations

has been working with the Kent Resource Partnership and the KRP Street Scene Project Group (a sub-group of KRP) on three key joint anti-litter projects; fly-tipping, high speed road litter clearance, and a county wide anti-litter campaign.

C3 Kent County Council Highways, Transportation & Waste Soft Landscape Works - Service Review 2018/19 (Pages 105 - 112)

To receive a report by the relevant Cabinet Members and Corporate Director Growth, Environment and Transport that seeks approval to engage an Member Task and Finish Group to review and identify the priority outcomes for the service.

C4 Killed and Seriously Injured (Pages 113 - 126)

To receive a report by the relevant Cabinet Members and Corporate Director Growth, Environment and Transport on the road casualty trends and the actions being undertaken to improve road safety in line with the Kent Casualty Reduction Strategy approved by this Cabinet Committee in 2014.

C5 Commissioning of Domestic Abuse Support Services (Pages 127 - 156)

To receive a report by the Cabinet Member for Adult Social Care and Public Health, Cabinet Member for Community Services and the Corporate Director of Social Care, Health and Wellbeing that seeks approval to commence procurement of the proposed integrated model of domestic abuse support across Kent.

C6 Work Programme 2016 (Pages 157 - 162)

To receive a report by the Head of Democratic Services on the Cabinet Committee's proposed Work Programme 2015/16.

D - Monitoring of Performance

D1 Performance Dashboard (Pages 163 - 172)

To receive a report by the relevant Cabinet Members and Corporate Director for Growth, Environment and Transport that shows progress made against targets set for Key Performance Indicators.

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
03000 416647

Thursday, 26 November 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.

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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, 16 September 2015.

PRESENT: Mrs P A V Stockell (Chairman), Mr C R Pearman (Vice-Chairman), Mr M J Angell (Substitute), Mr M Baldock, Mr C W Caller, Mr I S Chittenden, Dr M R Eddy, Mr B E MacDowall, Mr R A Marsh (Substitute), Mr C Simkins, Mrs C J Waters, Mr M E Whybrow and Mr M A Wickham

ALSO PRESENT: Mr M A C Balfour

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr R Wilkin (Interim Director of Highways, Transformation and Waste), Butler (Intelligent Transport Systems Manager), Mr R Fitzgerald (Performance Manager), M D Beaver (Head of Network Management and Performance), Ms M Gillett (Major Projects Manager), Mrs C Valentine (Highway Manager), Ms B Buntine (Sustainable Drainage Engineer), Ms A Carruthers (Head of Strategic Planning and Policy), Mr M Tant (Flood Risk Manager) and Mr P Lightowler (Head of Public Transport), Mrs L Whitaker (Democratic Services Manager (Executive)) and Mr A Saul (Democratic Services Officer)

UNRESTRICTED ITEMS**105. Apologies and Substitutes**
(Item A1)

The Chairman welcomed those present including those registered to speak as part of the meeting. It was agreed that item C1, Solutions to Operation Stack: Freight Fluidity for the UK's Gateway to Europe, be pulled forward to accommodate the BBC South East camera team who would be in attendance as part of their coverage of the Operation Stack agenda item.

Apologies were received from Mr Hill. Apologies were also received from Mr Bowles and Mr Homewood who were represented by Mr Marsh and Mr Angell.

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

No declarations of interest were received.

107. Minutes of the meeting held on 21 July 2015
(Item A3)

Mr Caller suggested minor corrections to the second resolution at item 96, referred to in the minutes as Section 3. Mr Caller also requested the reason why he withdrew his first recommendation be captured.

It was RESOLVED that the minutes be agreed subject to the requested amendments.

108. Verbal updates
(Item A4)

The Cabinet Member for Environment and Transport, Mr Balfour, made the following comments and announcements:

- a) Gratitude was expressed for the hard work of Kent County Council officers who had successfully carried out the work at Willington Street despite being delayed by Operation Stack.
- b) An update was given on the Find and Fix pothole campaign. In April 2015 the council identified an additional £2 million to deliver this scheme. Another successful 'Find and Fix' programme had been delivered over the summer months, with only a small number of jobs to be finalised. The works were delivered by local Kent companies who are part of the Amey supply chain for highways maintenance.
- c) Following a review of the Young Person's Travel Pass scheme, the subsidy was reduced for this school year, resulting in an increase in the cost of the pass from £200 to £250 per year. It was emphasised this pass still represented excellent value for money for the home to school journey, and this was reflected in the take-up, which had not substantially reduced. However, the start of the application process was delayed this year, and applications continue to be received. All passes for on-time applications, plus many for late applications, had been delivered to schools for the start of term.
- d) The Discovery Bus ticket was launched in Kent at an event at County Hall on 5 September. Officers from the Public Transport team have brokered the arrangements with operators and with neighbouring local authorities, and this has enabled the scheme, which already existed in East and West Sussex, Surrey and East Hampshire to be rolled out across Kent and Medway. The Discovery tickets offers travel on any bus across the South East region for a cost of £8.50 for an adult or £7.00 for a child. Mr Balfour hoped this would increase the numbers of those visiting Kent.
- e) The North Farm highway improvement scheme in Tunbridge Wells, which aimed to ease the very significant congestion around the North Farm retail area, was programmed to be substantially complete by 24 September, although there would be some minor works to do plus design alterations on the Knights Park roundabout surfacing during late September/early October. An official opening ceremony was being planned with Rt. Hon. Greg Clark MP attending, and invitations would be going out shortly to key stakeholders and businesses. The new Landscaping Contract was due to commence on the 2 November to introduce new planting throughout the scheme area (various grass mixes, trees and low level shrubs).

The following comments were made by the Cabinet Member and officers in response to questions raised by members of the committee:

1. In regards to the changes in bus routes Mr Balfour confirmed that protecting buses for scholars had been ensured. Philip Lightowler, Head of Public Transport, also explained that changes in bus routes addressed the issue of the commercial timetable being insufficient and the demand from Upchurch not being great enough. These changes reflected demand and were designed to make them more reliable. Mr Lightowler also stated there were Kent carriers in the area for vulnerable persons.
2. In response to a concern raised that there had been no mention in the verbal updates of the recent statistics on road fatalities Mr Balfour also stated that Kent County Council would be doing everything in its power to reduce fatalities on the roads.
3. It was also confirmed by Mr Balfour that further discussion on changes to the bus services would be welcomed.
4. Andrew Loosemore, Deputy Director Highways, Transportation and Waste, said pot holes were edge sealed to prevent water ingress and this was part of the specification given to Amey and other sub-contractors. Overbanding pot holes was discretionary and was not done in all cases as it could be a hazard to cyclists and motorcyclists. An email providing further details would be circulated to all members of the committee.
5. In regards to a plea for more funding for road safety Mr Balfour suggested, with the Director's approval, that a report would come to the Environment and Transport Cabinet Committee to discuss exactly what they could do.
6. Roger Wilkin, Interim Director of Highways, Transportation and Waste, explained that Kent County Council is part of a much larger picture with many other agencies working to decrease fatalities on our roads.
7. A view was expressed that the take up of the 11-16 young person's pass after 4 years would be of interest to the committee as would information relating to risk assessments and statements from insurance companies for points of accidents. Mr Balfour confirmed the statistics on the take up of the 11-16 young person's pass after 4 years would be provided to all members of the committee.
8. Mr Balfour confirmed that he would report the results of the pilot schemes in Hythe and Tunbridge Wells to a future meeting of the committee. He also confirmed that he would be raise the 'Speed Watch' initiative with Kent Police and the process for the introduction of 20mph.
9. In regards to concerns raised about pot holes on pavements in the Romney Marsh area Mr Balfour said he would investigate the laws relating to pot holes on pavements.

109. "Give Canterbury its Buses back" - Petition Scheme Debate
(Item A5)

The Chairman invited Ms Debbie Barwick, the petition organiser who represents Canterbury Independent Traders Alliance, to address the committee on the above petition. Ms Barwick presented the petition statement, which had been published with the agenda for the meeting, and gave a speech supporting the statement. The petition asked KCC to ensure Stagecoach ran buses through the Westgate Towers or to get a bus provider that will.

The Chairman then invited the committee to debate the petition. During debate the following concerns were raised and views expressed:

- i. Mr Caller explained on behalf of a local Canterbury Councillor that he had been contacted by elderly constituents on this subject including a 95 year old resident of Canterbury who feels he no longer has access to the St Dunstons area without this bus service.
- ii. A view was expressed that the altered bus route favoured the Whitefriars area as opposed to supporting local businesses in the St Dunstons area.
- iii. A view was expressed that Stagecoach had a monopoly over bus services in Canterbury and that Kent County Council should look into tendering for a bus company that would provide the service the petition requests.
- iv. A question was raised in regards to what Kent County Council could do to encourage other bus operators. It was also suggested that members of the committee look at West Sussex County Council's website as a good example of offering alternative bus services.
- v. A question was raised as to whether a different size of bus would be possible to make using Westgate more feasible.

Phil Lightowler, Head of Public Transport, was in attendance and provided the following information:

1. That Stagecoach buses that pass through Westgate Towers would be required to stop while passing through the towers and have the driver exit the vehicle to pull its mirrors in to continue.
2. It was confirmed that Westgate Towers was a Scheduled Listed monument and, as such, damage to the building was a criminal offence. Mr Lightowler stated that Stagecoach had been very firm on their position, continuing to take their buses through Westgate Towers had not passed the appropriate risk assessment. They were unwilling to risk damaging Westgate Towers or to undertake the manoeuvre in passing through.
3. By the end of 2016 all single decker buses would have to be wide enough to enable wheelchair access to be DDA compliant, as set out in law by the UK Government. The same would apply to double decker buses by 2017.

Mr Balfour, Cabinet Member for Environment and Transport, responded to questions raised and comments made by members by confirming the following:

1. That although he would want more competition, as it stood Kent County Council had no regulatory function over the bus market and was not in a position to break a Stagecoach monopoly in Canterbury.
2. That he would look into improving Kent County Council's webpage on bus services to give more comprehensive information to the public.
3. It was suggested that should the committee wish to reorder the bus network to help particular places they should make recommendations to that effect at the appropriate budget setting meeting.

A recommendation was made by Mr Marsh, and seconded by Mr Baldock, that Kent County Council re-examine the service requirements of the current bus network in Canterbury.

It was RESOLVED that after consideration of the action taken by the petitioners that the recommendation made by Mr Marsh be agreed.

110. Winter Services Policy for 2015/16

(Item B1)

Carol Valentine, Highway Manager, introduced the report which asked the committee to endorse or make recommendations to the Cabinet Member for Environment and Transport, on proposed changes to the Winter Service Policy for 2015/16.

She referred in particular to the following:

- i. The past two years Kent has seen an average winter with no snow days.
- ii. Kent Officers were trialling liquid de-icer and would monitor the results of this trial.
- iii. The current weather forecast service expired in May 2015. A procurement process is being undertaken to find a new supplier. The contract was put to tender on 13 July.
- iv. Ms Valentine emphasised that the Highway Operations winter service team had a good working relationship with Highways England.

Andrew Loosemore, Deputy Director Highways, Transportation and Waste, was also in attendance and stated he was happy with the content of the report and thanked Ms Valentine and the team for all of their hard work on the Winter Service Policy for 2015/2016.

In response to comments made and questions raised by members, Ms Valentine confirmed the following:

- i. The allocated budget had been based on an average winter.
- ii. Roads on new developments that need to be included on the primary network for the purpose of salting runs will be added to the primary route maps once those roads had been formally adopted by the County Council. That parish councils would be contacted early to discuss their areas requirements for salt bags
- iii. That five new vehicles had been acquired for the purpose of salting narrow roads.
- iv. The Winter Service webpage on Kent County Council's website would advise on the Winter Service Policy and a link to this webpage would be provided to Committee members after the meeting.

Mr Balfour, Cabinet Member for Environment and Transport, clarified that the routes used for salting runs will be looked at regularly and there would be appropriate prioritisation when determining these routes. This would take into account new housing developments.

It was RESOLVED that the changes to the Winter Service Policy for 2015/16 be endorsed.

111. Solutions to Operation Stack: Freight Fluidity for the UK's Gateway to Europe

(Item C1)

This item was brought forward for discussion by the Chairman as agreed at the start of the meeting.

Ann Carruthers, Head of Strategic Planning and Policy, introduced the report updating members on progress in finding a solution to Operation Stack. Ms Carruthers provided the following information;

- i. That in 2015 Operation Stack had been in force for a total of 32 days.
- ii. That the European Gateway Strategic Delivery Group had been trying to identify both short term and long term measures.
- iii. The disruption in the June/July period has at least brought Operation Stack to the Government's attention as a national issue, as opposed to a Kentish issue or an East Kent issue.
- iv. It was confirmed that the relevant agencies through the Strategic Co-ordination Group have agreed with Government that, should Stage 2 of Operation Stack be needed, Dover bound HGVs will be diverted to the former Manston Airport site.
- v. It was emphasised the use of the Manston Airport site was only a temporary short term measure.
- vi. Ms Carruthers also brought the committee's attention to paragraph 2.4 which listed the on and off highway measures presented to COBR.
- vii. That Kent County Council would of course continue to work towards a long term solution to Operation Stack.

Mr Balfour, Cabinet Member for Environment and Transport, also spoke on this item and gave the following information;

- i. That the international impact of Operation Stack was finally being recognised after its severity in 2015. Thanks were given to the media in their role in giving Operation Stack the attention it requires.
- ii. That other lorry parks across the country were still considered the most suitable long term solution to Operation Stack.
- iii. In regards to the use of lorry parks and ticketing Mr Balfour confirmed that he was pushing for the whole question to be taken more seriously.
- iv. That it was critical Kent County Council, the Strategic Co-ordination Group and the European Gateway Strategic Delivery Group keep pushing this item to the top of Kent County Council's and the Government's agenda.
- v. It was emphasised that Mr Balfour was grateful for the round-the-clock work of Kent County Council officers in mitigating issues in East Kent that came about while Operation Stack was in effect.

In response to comments made and questions raised by members during discussion on this item Mr Balfour confirmed the following:

- i. That overnight lorry parking as an issue would be addressed separately.
- ii. That although money had been promised towards a solution to Operation Stack a guarantee of money towards it was still sought after.
- iii. That solutions that can be put into effect as quickly as possible were being sought after.
- iv. That Kent County Council had been assured that use of the Manston Airport site as a temporary solution would cease should it be considered to have made matters worse.
- v. In regards to a query as to why Maidstone Borough Council (MBC) were not included in the Steering Group being established Mr Balfour explained that MBC were active members in other groups in regards to the management of Operation Stack and were not required as a part of the Steering Group for the delivery of long term solutions.

- vi. That potential sites for lorry parks were being considered. Which sites were being considered could not yet be discussed, because of this Westenhanger could not be ruled out as an option.

It was suggested and agreed that the following be included in the recommendation; "The Environment and Transport Cabinet Committee note and acknowledge the problems that potentially could be caused by using the Manston Airport site as a short term solution to Operation Stack."

It was RESOLVED that the recommendation with the agreed addition be noted.

Ms Carruthers was given thanks by the Cabinet Member and committee for all of her hard work in this area.

112. Drainage and Planning Policy Statement *(Item B2)*

The committee received a report seeking endorsement of, or recommendations to the Cabinet Member of Environment and Transport on the proposed decision to adopt the Drainage and Planning Policy as attached at Appendix A of the report.

Max Tant, Flood Risk Manager, introduced the report and explained that Kent County Council has become a new statutory consultee for surface water in major planning applications in April this year. In response to this Kent County Council has prepared the draft Drainage and Planning Policy detailed in its entirety in the report. Bronwyn Buntine, Sustainable Drainage Engineer, was also in attendance to discuss the item.

In response to comments made and questions raised by members Mr Tant and Ms Buntine gave the following information:

- i. It was estimated that an excess of 500 major planning applications would be received a year prior to this commencing. From the consultation requests received so far this year, they were expecting closer to 600 major planning applications by the end of the year.
- ii. 2 full time members of staff have been employed to give pre-planning advice and consultation responses.
- iii. It was emphasised that there were currently no concerns that 2 members of staff would not be sufficient in achieving this, but it would be kept under review.

It was RESOLVED that the proposed decision to adopt the Drainage and Planning Policy as found in the report be endorsed.

113. Contracts for the provision of Reception, Bulking and Transport of Residual Waste (Canterbury and Thanet Area) for final disposal at the Allington Waste to Energy Facility or other nominated facilities *(Item B3)*

Roger Wilkin, Interim Director of Highways, Transportation and Waste, introduced the report which asked the Committee to consider and endorse or make recommendations to the Cabinet Member for Environment and Transport on the

proposed to decision to delegate the award of contracts for the Bulking, Transportation and Residual Waste, and any subsequent extensions, to serve Canterbury City Council (CCC) and Thanet District Council (TDC.) Mr Wilkin explained this would be needed for Kent County Council to continue to fulfil its statutory obligations as a waste disposal authority. Mr Wilkin also confirmed that the use of landfill would be avoided as much as possible.

David Beaver, Head of Commercial Management and Waste Services, was in attendance to speak on this item. Mr Beaver emphasised that this report only concerns the administrative areas of CCC and TDC. He gave the following information:

- i. At this time a single third party operates both contracts for reception, bulking and transport of residual waste in both Canterbury and Thanet.
- ii. This single third party operates from Thanet.
- iii. During the commissioning process it was decided the most efficient way of undertaking the tendering process was to let both contracts at the same time.
- iv. Tenders will be received and evaluated in September/October.
- v. The estimated value of these contracts is £5m, which is within the existing revenue budget of Waste Management service.

In response to concerns from members Mr Balfour, Cabinet Member for Environment and Transport, confirmed the Environment and Transport Cabinet Committee and other committees would be would be consulted on during stage of this process.

The recommendations in the report were put to vote and it was RESOLVED that the recommendations within the report be agreed;

Carried, 11 votes to 2.

114. A28/A291 Sturry Link Road, Canterbury
(Item B4)

Mary Gillett, Major Projects Planning Manager, introduced the report which asked the committee to endorse or make recommendations to the Cabinet Member for Environment and Transport, on taking the A81/A291 Sturry Link Road highway improvement scheme through the next stages of development. She brought the committee's attention to the map included with the report and gave the following information;

- i. That development of the A28/A291 Sturry Link Road would be critical in supporting new housing developments in the area that are included in Canterbury City Council's emerging District Local Plan.
- ii. That work had been started to secure funding for this project.
- iii. That Kent County Council has been allocated part funding for this project from the Local Growth Fund, subject to a transport business case.
- iv. A Compulsory Purchase Order may be required to acquire some of the land required should voluntary negotiation not be successful.

Mr Marsh recommended, and Mr Baldock seconded, that the proposed record of decision and recommendation be amended to read;

“As Cabinet Member for Environment & Transport, I agree, subject to being invited to give further specific authorities as necessary and with prior reversion to the Environment and Transport Cabinet Committee on matters of significance, to:”

And with the inclusion of the word **firm** in part v as follows;

“v) give approval for Legal Services to enter into **firm** land and funding Agreements associated with the developments contributing to the Link Road;”

In response to concerns raised and comments made by members Ms Gillett confirmed the following;

- i. That potential bus routes down the new Link Road would be looked into.
- ii. That this infrastructure is a priority to support the new development.
- iii. That all of these items are included in the recommendation at this time to support the deliverability statement that is required for the transport business case to secure the Local Growth Fund.
- iv. That she would revert to the Committee on issues of significance during the development of the project.

It was RESOLVED that including the addition of Mr Marsh’s recommendation taking the A28/A291 Sturry Link Road highway improvement scheme through the next stages of development be endorsed.

115. Exclusion of the Public

After brief discussion on the content of item B5 the Chairman proposed that the press and public be excluded from the meeting so that the exempt information could be discussed, this was put to the vote;

Carried, 10 votes to 3.

Resolved that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

116. Tender and Award of a Contract for the Maintenance of Traffic Signals *(Item B5)*

Roger Wilkin, Interim Director of Highways, Transportation and Waste, introduced the report which asked the Committee to consider and endorse the proposed to decision to agree the award and issue of the Traffic Signals Maintenance contract for an initial period of five years. The content of exempt appendix E1 was also discussed alongside this item.

Toby Butler, Intelligent Transport Systems Manager, was in attendance to also respond to questions on the report.

In response to concerns made and questions raised Mr Wilkin and Mr Butler provided the following information:

- i. That a new contract was being sought as a replacement of the existing contract which was extended to its maximum permitted time and will expire on 31 March 2016.
- ii. No preference in supplier had yet been observed and as the law stands UK suppliers could not be given special preference.

It was RESOLVED that the proposed decision to agree the award and issue of the contract for an initial period of five years and, subject performance and demonstration of value for money, delegate authority to officers to issue a five year extension be endorsed.

117. Proposed extension to the Highways Term Maintenance Contract currently let to Enterprise AOL (now Amey)
(Item B6)

The committee received a report seeking endorsement of, or recommendations to the Cabinet Member of Environment and Transport on the proposed extension from September 2016 – 2018 of the Highways Term Maintenance that is currently let to Enterprise AOL (now Amey.) The content of exempt appendix E2 was also discussed alongside this item.

Roger Wilkin, Interim Director of Highways, Transportation and Waste, introduced the report and provided the following further information in response to comments made and questions raised by members:

- i. That member engagement will be weaved into a truly strategic commissioning process.
- ii. Reassurance was given that activity on the next commissioning process will be accelerated.
- iii. It was emphasised in response to concerns about the current contract that Amey had underperformed in only two areas. This has been dealt with and these two areas have since seen improvement.
- iv. That due to these past issues with underperformance the extension is only for two years as opposed to a full five.
- v. That although a five year contract would cost less per year the two year contract was considered a better decision due to the previous concerns with underperformance. Mr Wilkin clarified performance would continue to be monitored.

David Beaver, Head of Commercial Management and Waste Services, was also in attendance to discuss the item and gave the following information;

- i. The current contract was tendered and let in August 2011.
- ii. As some of the SE7 authorities are tendering in the next two years it would not be the best time for re-tendering. Mr Butler was concerned the best of the market would not be available at this time.
- iii. Legally Kent County Council could extend the contract to a maximum of five years.

Mr Balfour, Cabinet Member for Environment and Transport, explained to the committee that to ensure the internal needs of KCC are met appropriate time must be

given to undertake a detailed commission process. This would allow an appropriate commission to be achieved for a more outcome focussed contract.

It was RESOLVED that that the proposed decision for the Cabinet Member to agree the proposed two year extension to the Highways Term Maintenance contract and that Highways, Transportation and Waste undertake a full review in line with the recently published Commissioning Framework.

118. Exclusion of the Public - Ended

The meeting returned to being open to the press and public.

119. Waste Strategy *(Item C2)*

Roger Wilkin, Interim Director of Highways, Transportation and Waste, introduced the report which asked the Committee to approve the approach to developing a Waste Strategy as detailed in the report. Mr Wilkin also explained that a Task and Finish Group would be established for members to remain informed of strategy development.

It was RESOLVED that the approach to developing a Waste Strategy and establishing a Task and Finish Group be approved.

120. Waste Regulations 2011 assessment *(Item C3)*

Roger Wilkin, Interim Director of Highways, Transportation and Waste, introduced the report which asked the Committee to note KCC's level of compliance with Waste Regulations TEEP Assessment requirement and that further service enhancements will be considered through the waste strategy development.

It was RESOLVED that the Waste Regulations 2011 assessment be noted.

121. Ashford District Deal *(Item C4)*

The committee received a report that set out an overview of the proposed District Deal model and asks the Cabinet Committee they recommend the Leader of the Council, and relevant Cabinet Members sign the District Deal with Ashford Borough Council (ABC) when it is all finalised.

In response to comments made and questions raised Barbara Cooper, Corporate Director of Growth, Environment and Transport, gave the following information:

- i. The ABC District Deal is proposed as the first and other District Deals will vary depending on what each District would like to emphasise.
- ii. In response to a concern raised there was a lack of mention of rural infrastructure in the ABC District Deal report Ms Cooper confirmed ABC are keen to look into and discuss any further suggestions or alternatives.

- iii. Other Districts were aware of this initiative. Both Tonbridge and Malling Borough Council (TMBC) and Tunbridge Wells Borough Council (TWBC) had shown interest in establishing a District Deal with Kent County Council.
- iv. That included within the proposed ABC District Deal was details on how Kent County Council would be working closely with ABC on the Chilmington Green development.

The recommendations in the report were put to vote and it was RESOLVED that the recommendations within the report be agreed;

Carried, 9 votes to 3.

122. Environment and Transport Cabinet Committee Draft Programme of Work
(Item C5)

The Chairman introduced a report that asks the committee to consider and agree the proposed Work Programme for the Environment and Transport Cabinet Committee.

Concerns were raised by members that due to the length of the meeting and the agenda that some items were not being thoroughly discussed.

It was RESOLVED that the Work Programme be agreed but the length of future meetings and their agenda be given greater consideration so as to avoid items being not properly discussed.

123. Performance Dashboard
(Item D1)

The Cabinet Committee received a report setting out the Environment and Transport Performance Dashboard, which showed progress made against targets set for Key Performance Indicators up to May 2015.

Richard Fitzgerald, Performance Manager, was in attendance to introduce the report.

Concerns were raised and comments made by members as follows:

- i. A view was expressed that where the RAG ratings levels were set needed to be reassessed.
- ii. That the targets for Trading Standards were not stretching far enough.
- iii. That in regards to Country Parks, on page 201 of the agenda, there had been a significant increase in parking charges.

Barbara Cooper, Corporate Director for Growth, Environment and Transport, commented in regards to Country Parks that the Performance Dashboard did not address money from Kent County Council towards Country Parks.

It was RESOLVED that the report be noted.

124. Annual Equalities and Diversity Report
(Item D2)

Karla Phillips, Strategic Business Adviser, introduced a report which brings together work the Growth, Environment and Transport Directorate has undertaken to meet KCC Equality objectives for 2014/15. The committee was asked to note the current performance and agree to receive this report annually.

A concern was raised that the report was lacking details of the impact on the elderly, the disabled and single parents. In response to this Mr Balfour, Cabinet Member for Environment and Transport, confirmed that this information would all be coming before the committee in a future report.

It was RESOLVED that the report be noted and that the Growth, Environment and Transport Directorate Equality and Diversity report come before them annually.

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By: Mr M Balfour, Cabinet Member for Environment and Transport
Mr P M Hill, OBE, Cabinet Member for Community Services
Mr B Sweetland, Cabinet Member for Commercial and Traded Services
Mrs B Cooper, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 4 December 2015

Subject: Verbal updates by the Cabinet Members and Corporate Director for the Environment and Transport portfolio

Classification: Unrestricted

The Environment and Transport Cabinet Committee is invited to receive verbal updates on the following issues:-

Cabinet Member for Environment and Transport

- Active Travel Strategy
- Feedback from Allington (EfW) visit
- Ashford Spurs
- Kent Environment Strategy Member Group
- Airspace Review
- Operation Stack
- North Farm
- Growth and Infrastructure Framework Launch
- Highways England: A21 Speed Checks

Cabinet Member for Community Services

- Community Safety Conference – 3 November 2015
- Domestic Homicide Review Seminar – 18 November 2015
- Public Protection Annual Reports

Cabinet Member for Commercial and Traded Services

- No items at time of publication

Corporate Director for Growth, Environment and Transport

- No items at time of publication

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

To: Environment and Transport Cabinet Committee Meeting - 4 December 2015

Subject: Kent Environment Strategy: A strategy for environment, economy and health

Key Decision: 15/00087 (affects more than 2 electoral divisions)

Classification: **Unrestricted**

Past Pathway of Paper: Environment and Transport Cabinet Committee – 21 July 2015

Future Pathway of Paper: Cabinet – 25 January 2016, County Council March 2016

Electoral Division: Kent Wide

Summary:

The *Kent Environment Strategy: A strategy for environment, health and economy* was subject to public consultation from 27 July to 25 September 2015, as agreed at the Environment and Transport Cabinet Committee meeting on 21 July 2015. Following the consultation, the strategy has been updated to reflect feedback and this paper seeks endorsement of the final strategy and the proposal to adopt it at Cabinet on 25 January 2016.

Recommendations:

1. The Cabinet Committee is asked to review the key consultation feedback outlined in this report and agree the amendments proposed in the final draft of the Kent Environment Strategy (Annex 1)
2. 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 adopt the refreshed Kent Environment Strategy: A strategy for environment, health and economy at Cabinet in January 2016, is attached at Annex 5.

1 Introduction

- 1.1 The previous *Kent Environment Strategy* ran from 2011 to 2015 and delivered multiple partnership projects and outcomes, which are detailed through the Kent Environment Strategy monitoring and Climate Local Kent reports on our KCC website¹. Highlights include:

¹ [Kent Environment Strategy Progress Report 2014](#)

- £5.5m in savings to Kent residents through retrofitting of energy efficiency measures for the most vulnerable;
 - the development of our Low Carbon Kent network, providing support to over 1,700 businesses in resource efficiency and business continuity;
 - grants provided to low carbon businesses to support growth and expansion, unlocking private sector investment;
 - public sector partners have undertaken a range of energy efficiency and generation schemes, with KCC alone investing £3.9m to realise £12.9m in lifetime savings through energy efficiency measures; and
 - working in partnership, evidence and data have been strengthened around water management, energy efficiency and generation, the value of the natural environment and the financial impacts of severe weather, supporting commissioning, business planning and decision making.
- 1.2 In light of the strategy coming to an end and with significant changes in Central Government, both at Ministerial and policy level, a refresh has been undertaken with our partners, resulting in the development of the ***Kent Environment Strategy: A strategy for environment, health and economy (Annex 1)***. This iteration of the strategy has sought to strengthen links across sectors and partner strategies with a particular focus on the integration of environmental, health and economic outcomes. The strategy therefore looks to maximise opportunities in a time of decreasing resources, minimising duplication and identifying where partners can benefit from improved joined up approaches to delivery of positive outcomes for Kent and Medway.
- 1.3 The 10 strategic priorities identified by stakeholders and partners seeks to support:
- a competitive and resilient economy, with business innovation in the rural economy and low carbon and environmental services sector driving economic growth;
 - communities and businesses in saving money through resource efficiency, whilst preparing for severe weather and its impacts through an increased awareness of environmental risks and opportunities;
 - residents to have a high quality of life, saving money in warmer, healthier homes and benefitting from the many services provided through natural and historic assets, both within communities and across the county; and
 - public sector partners in saving money through evidence-based commissioning, strong partnership working, resource efficiency and avoiding future costs through increased resilience to environmental change.
- 1.4 A summary of the structure of the strategy and priorities is given in **Annex 2**. Delivery of the Kent Environment Strategy (KES) priorities directly aligns to a

number of KCC's strategic outcomes and a summary of these is given in **Annex 3**.

1.5 As a strategy for environment, economy and health, the priorities within the KES cut across Directorates within KCC and partner organisations, with all having a role in developing and delivering activities both internally and across the county.

1.6 The proposed reporting and governance for KCC's responsibilities in relation to the strategy are **Figure 1**. It is proposed that Cabinet hold responsibility for the oversight of delivery of the strategy, supported by Corporate Management Team and the Kent Environment Board. The Kent Environment Board is made up of KCC Directors with responsibility for environmental outcomes, providing operational steer and challenge for the strategy internally within KCC. Regular reports on progress will be provided to the Environment and Transport Cabinet Committee and, in addition, support and challenge will be provided through KES Member Advisory Group established by Matthew Balfour, Cabinet Member for Environment and Transport.

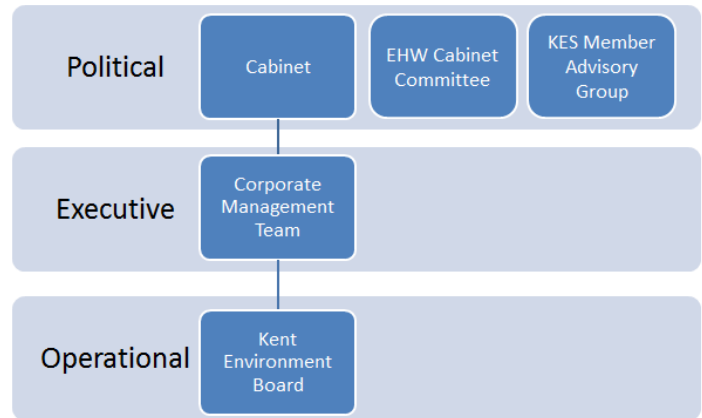


Figure 1: Overview of governance for the KES within KCC

1.7 The wider partnership governance structure for the KES is **Annex 4**. This structure represents the wide variety of groups, networks and organisations that have a role to play in oversight, challenge, steer and delivery of the KES. The KES Steering Group, comprising representatives of the main delivery and oversight bodies, will have responsibility for strategic direction and delivery. It is proposed that the main reporting line is to Kent Leaders and Kent Chief Executives to ensure that delivery of the strategy maintains the strong alignment to local authority priorities and outcomes, reflecting local circumstances

2. Consultation on the Kent Environment Strategy

2.1 The draft strategy was open for public consultation between 27 July and 25 September. The consultation was promoted through a press release, social media accounts (KCC's corporate and Explore Kent's Twitter accounts) and targeted emails to key networks and stakeholders. Parallel to the consultation, the strategy has been presented to senior management teams across all Districts and Boroughs and many key stakeholder groups. All documents were made available through www.kent.gov.uk/kesconsultation

2.2 Just over 100 responses were received - 51 from individuals and the remainder from organisations representing public, private and voluntary sectors including the Environment Agency, National Farmers Union, Country Land and Business

Association, NHS, Kent Wildlife Trust, Kent Nature Partnership and Kent Association of Local Councils (as well as seven Districts and Boroughs).

- 2.4 From those who completed the online questionnaire, the majority of respondents “strongly agreed” or “agreed” with the priorities identified for each theme (ranging from 78% to 81% of respondents).
- 2.5 The responses from the consultation have provided a wealth of further information that we had not previously had access to for integration into the strategy, evidence base and implementation plan. Feedback has been incorporated into this final draft of the strategy and a full report on the consultation will be made available to all respondents and on the website from November 2015. Some areas that were raised across respondents and requiring particular attention include:

2.5.1 Balance of priorities in relation to development: This is the most strongly and frequently made concern that was raised across respondent types, primarily in relation to the pressures of increased housing growth on infrastructure, and in particular, on transport networks, water and energy resources, natural environment and landscape. There was significant concern around the risk of “growth at any cost”, which was perceived in light of current targets for growth and development, but at the same time, concerns were raised that the strategy “can’t be a barrier to meeting housing targets”. In the final draft of the strategy, greater emphasis will be given to how improved joint working and locally appropriate evidence and guidance can support healthy, resilient communities as places of choice for businesses and residents. The strategy seeks to provide mechanisms to support planning decisions, recognising the need for sustainable growth in Kent and Medway. (Page 4)

2.5.2 Influencing national Government and bodies: There is widespread concern that national policy is not providing sufficient incentives or resources for delivery of the priorities identified by the KES. Many respondents expressed concern that, in some cases, Government policy is moving away from effectively supporting energy efficiency and generation, low carbon development and long term resilience to severe weather and climate change, despite their benefits for the economy, health and resilience of communities and businesses. A priority for Theme 1 is to influence national and local policy and strategy, and through the implementation plan, we will seek to establish a mechanism for this, including a KES Member Advisory Group proposed by Matthew Balfour, Cabinet Member for Environment and Transport. (Page 15)

2.5.3 Agriculture, forestry, viticulture and horticulture: Multiple respondents felt that the growing importance of these sectors and their role in our economy and the health and resilience of the county is not fully realised. We have received significant amounts of data and information to support the update of the strategy but in addition, through development of the implementation plan, Economic Development will play a major role in ensuring that opportunities and risks to the sector are addressed in shaping future work programmes. Development of activities for the implementation plan will also

need to integrate, and work, with those of the Kent Rural Board.(Page 30 and Priority 10.2 page 32)

2.5.4 Sustainable Transport options: A conflict was seen by respondents between priorities to reduce car travel and what is perceived as a lack of investment in affordable public transport options, particularly in rural areas. It was also felt that the targets and indicators in this area are weak. We will work across the relevant teams in development of the KES implementation plan to ensure that activities are SMART; that the KES influences and link to other strategies such as the Local Transport Plan 4 and the emerging Active Travel Strategy; and that the targets and indicators for this area are strengthened through the activities included in the implementation plan.

2.5.5 Noise pollution: The issues and impacts surrounding noise pollution are an omission in the current draft of the strategy and this was raised by a number of respondents, with a particular focus from those in the area impacted by air traffic for Gatwick Airport. Further research on the impacts of noise pollution will be integrated into Theme 1 of the strategy with associated activities integrated into Theme 2. Links to Kent County Council (KCC) and District and Borough policy in this area will be more clearly defined in the strategy and implementation plan. (Page 17)

2.5.6 Links between strategies, plans and partner roles: There was significant feedback requesting clarification on how links will be made between strategies, local plans and where the Kent Environment Strategy fits into these. In addition, respondents were keen to see how they could play a role in delivery of the priorities. To address this point, the strategy will be updated to further refine strategic links and governance building on discussions across partner organisations and KCC Policy Team. Development of the implementation plan will be carried out in partnership with stakeholders to ensure clear roles, resourcing and timelines are identified. (Page 10 and 11)

3. Next steps

- 25 January: Final draft to be taken to Cabinet for proposed adoption
- February: Finalisation of the partnership Implementation Plan underpinning the strategy (currently in development with partners)
- March: Adoption of the KES by all partners and launch

4. Recommendations:

- 4.1. The Cabinet Committee is asked to review the key consultation feedback outlined in this report and agree the amendments proposed in the final draft of the Kent Environment Strategy (Annex 1)
- 4.2 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 adopt the refreshed Kent Environment Strategy: A strategy for environment, health and economy at Cabinet in January 2016, is attached at Annex 5.

5. Background Documents

- All consultation documents available at www.kent.gov.uk/kesconsultation
- Environment and Transport Cabinet Committee paper - KES consultation 21 July 2015

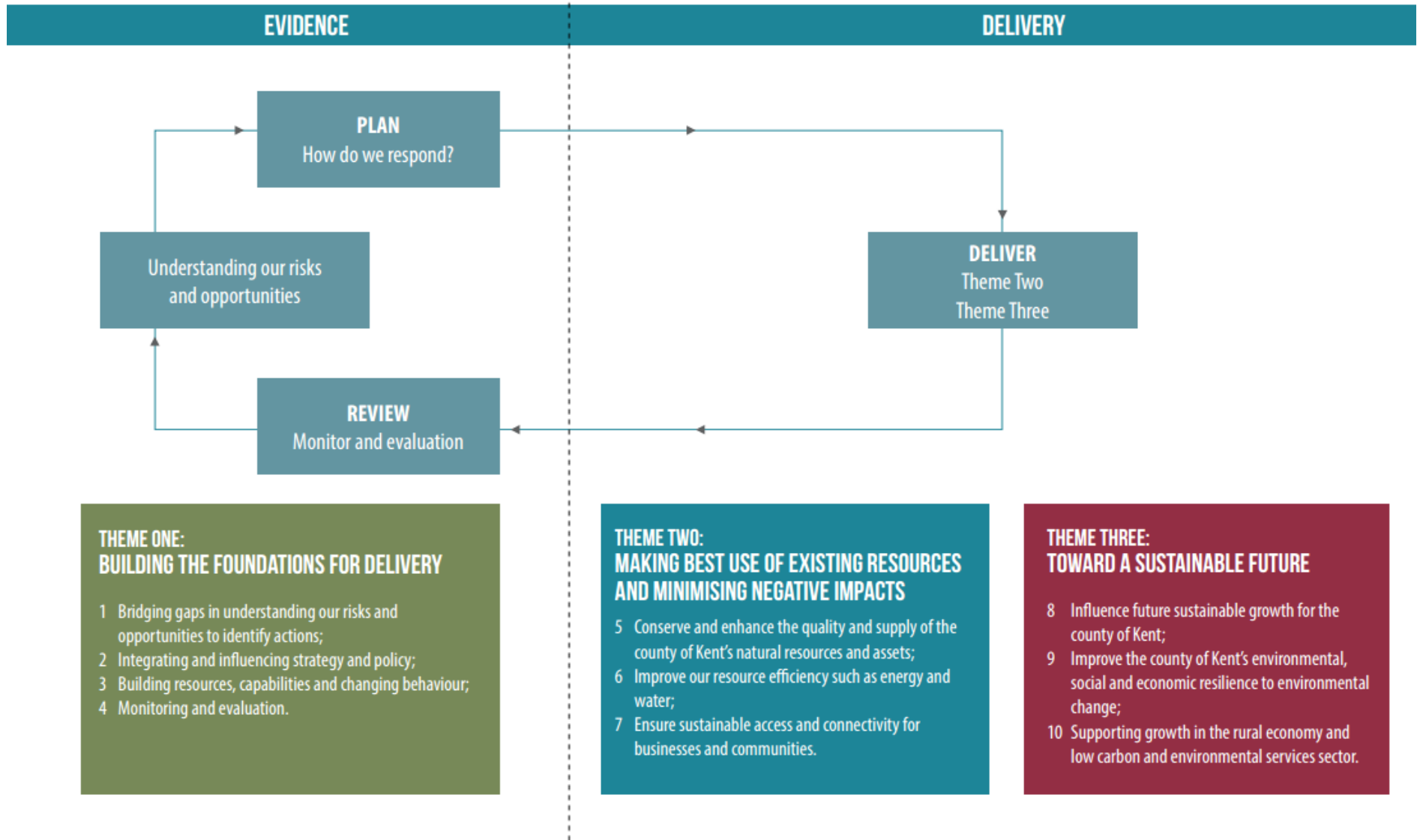
6. Contact details

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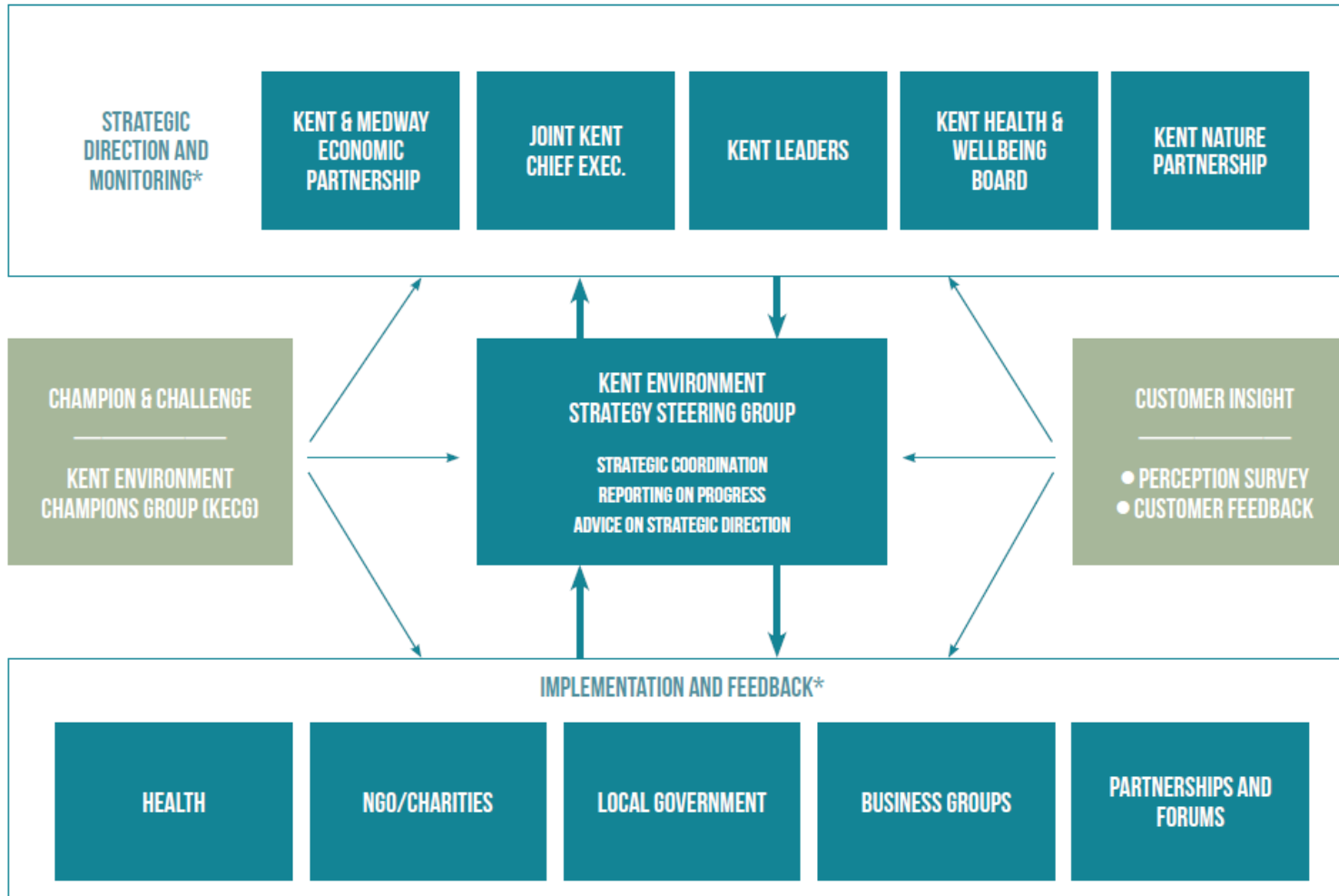
Annex 2: Summary of priorities and structure of the Kent Environment Strategy



Annex 3: Alignment of KES priorities to KCC's strategic outcomes

KCC's strategic outcome	Kent Environment Strategy priority
Children and young people in Kent get the best start in life	Priority 9: Improve the county of Kent's environmental, social and economic resilience to environmental change (sub-priority 9.1: Increase awareness of the impacts of severe weather and environmental change and empower businesses and communities to build resilience)
	Priority 10: Supporting growth in the rural economy and low carbon and environmental services sector (sub-priority 10.3: Support skills development to facilitate growth)
Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life	Priority 1: Bridging gaps in understanding our risks and opportunities to identify actions
	Priority 5: Conserve and enhance the quality and supply of the county of Kent's natural and historical resources and assets
	Priority 6: Improve our resource efficiency, including energy and water
	Priority 7: Ensure sustainable access and connectivity for businesses and communities
	Priority 8: Influence future sustainable growth for the county of Kent
	Priority 9: Improve the county of Kent's environmental, social and economic resilience to environmental change
Older and vulnerable residents are safe and supported with choices to live independently	Priority 6: Improve our resource efficiency, including energy and water (sub-priority 6.2: Improve the resource efficiency of our homes through delivery of retrofitting programmes, reducing costs and improving health outcomes for the most vulnerable).

Annex 4: Partnership governance of the Kent Environment Strategy



*Representatives sit on the Kent Environment Strategy Steering Group
The main reporting line will be to Kent Leaders and Joint Chief Execs

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KENT ENVIRONMENT STRATEGY

A STRATEGY FOR ENVIRONMENT, HEALTH & ECONOMY - MARCH 2016

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FOREWORD

The uniqueness and beauty of our county and its high quality landscapes, resources and assets are greatly valued by residents, businesses and visitors alike. In 2011, Kent partners agreed an ambitious and forward looking strategy to ensure that the county's many environmental and associated economic opportunities were recognised. There have been significant achievements to celebrate from the last four years, many of which are highlighted here. However, we are not complacent, and we are clear that there is still much to do.

Kent faces unprecedented growth and change over the coming decades. Kent Environment Strategy 2015: A strategy for environment, health and economy recognises and addresses the challenges and opportunities that this will bring. It is essential that growth is managed intelligently, providing much needed economic benefits, whilst still protecting and enhancing our natural and historic environment to create and sustain communities that are vibrant, healthy and resilient.

Working together, our task is to continue to harness the many opportunities to create positive environmental, health and economic outcomes, ensuring Kent remains a place of choice to live, work and visit.



Chair of Kent Leaders and Leader of Kent County Council



VISION

The county of Kent is benefitting from a competitive, innovative and resilient economy, with our natural and historic assets enhanced and protected for their unique value and positive impact on our society, economy, health and wellbeing.

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INTRODUCTION

Kent's unique, rich and diverse environment provides significant benefits to the county's economy and the health and wellbeing of its residents. It is one of the most wildlife-rich counties in the UK; a result of its varied geology, 350 mile coastline, landscape history, southerly location and proximity to the continent. Its high quality, diverse landscapes, seascapes, resources and assets are valued by residents, business and visitors alike. Protecting and enhancing these assets supports the visitor economy and attracts inward investment, supporting sustainable growth and developing new markets whilst improving the health and wellbeing of residents (and society as a whole).

Through the previous strategy our partners, businesses and communities have gone a long way to enhance and make the most of Kent's environmental benefits. This strategy seeks to build on these successes and learn from our experiences; evaluating progress, bridging gaps in our knowledge and delivering activities that we know have positive benefits for our environment, our health and our economy. In times of tightening resources, by taking a robust, evidence-based approach we can ensure that we are prioritising and delivering the right activities for the county of Kent.

Over the coming decades Kent faces unprecedented levels of growth and the pressures this will bring and the decisions we make to

address it will directly impact our environment, economy and wellbeing. We will need to take an intelligent, sensitive and balanced approach, supporting healthy, resilient communities, protecting and enhancing the intrinsic value of our natural assets and continuing to grow and support the Kent economy. This strategy and associated implementation plan seeks to provide support to decision makers in ensuring that the county of Kent remains the highly desirable location of choice for visitors, residents and businesses.

Delivery of the strategy will support a competitive and resilient economy, with business innovation in low carbon and environmental services driving economic growth. Our communities and businesses will be resource efficient and prepared for severe weather and its impacts through an increased awareness of environmental risks and opportunities. Our residents will have a high quality of life, saving money in warmer, healthier homes and benefitting from the many services provided through natural and historic assets both within their communities and across the county.

Our businesses, residents and visitors already value Kent's environment and this strategy seeks to ensure that it is enhanced and protected in its own right as well as for the services it provides for our economy, resilience, health and wellbeing.

ASSETS AND ACHIEVEMENTS

In a recent survey, 70% of residents rated the Kent countryside as very important to them, with almost four in five using the natural environment for leisure or recreational purposes at least once a fortnight

We have 116 sites of national and international importance for nature conservation and the Kent Downs and High Weald AONBs, cover about 32% of the county

Since 2005 Kent is estimated to have reduced its CO₂ emissions by 21%, equivalent to 2,831 kilotons CO₂, a significant step towards our target of 34% by 2020



The Low Carbon and Environmental Goods and Services (LCEGS) sector indirectly or directly employs more than 55,000 people in the county, around 10% of Kent's working population



Currently 18% of household waste goes to landfill across Kent which has reduced from 75% in 2005

Tourism contributes £2.5bn to the Kent economy and Kent's attractive countryside is a key motivator for people choosing to visit, with 47% of visitors stating it was one of the main reasons why they came



Kent and Medway generate over 640GWh of renewable energy annually (including offshore wind this figure increases to over 4,000GWh). There were 1,370 installations registered in 2013-14 alone

Severe weather events cost the county of Kent an average of around £4m per year. Kent now has nearly 56,000 people registered with Floodline Warnings Direct and volunteer flood warden training has been rolling out across the county

85% of land in Kent is classified as rural; it contains some of the UK's most productive agricultural land, accounting for two-thirds of national tree growing fruit production and about a third of strawberry production

Over the last two years through Warm Homes and Winter Warmth over 1,400 homes have been retrofitted with energy efficiency measures, saving money and delivering warmer homes for residents

Over 14,000 volunteer hours have been spent in Kent County Council's Country Parks and 6,000 volunteer days have supported Countryside Management Partnerships



OUR CHALLENGES

Despite the many successes and opportunities, the county of Kent faces significant challenges now and into the future, which will need to be addressed to deliver our vision. The State of the Environment report (2015) provides an evaluation of these and identifies a number of key issues:

- **Air quality:** It has been estimated that poor air quality contributes to approximately five percent of deaths per year and possibly contributes to more mortality and morbidity than passive smoking. Kent's unique position between London and the continent brings significant challenges in relation to air pollution through cross-channel freight and traffic. In addition, easterly winds can bring pollution from the continent and westerly winds bring it from London. There are currently 40 air quality management areas in the county where air pollutants have been known to exceed objectives set by Government.
- **Transport:** The county of Kent is currently facing increased congestion on both road and rail, impacting Kent's economy, health and environment. Major routes such as the M20 and A2/M2 form important local and strategic links that when congested result in delay on the wider local network. With increasing congestion in the major town centres such as Ashford, Canterbury and Maidstone, growth across the county will be constrained without investment in increasing capacity.

A shift to active travel, such as walking and cycling, and an increase in use of public transport can help alleviate congestion pressures, improve air quality and extend the capacity of our transport infrastructure over a longer timeframe.



- **Water:** Kent is one of the driest regions in England and Wales and our water resources are under continued pressure requiring careful management and planning. In Kent 73% of our public water supply is taken from groundwater with the remainder from rivers or storage reservoirs. In Kent we are already using most of the capacity in the county and in some places already exceeding it. This water stress will be exacerbated by a growing population and climate change. In addition, the quality of our water affects our health, our economy and our natural environment but is under increasing pressure from pollution, reduced river flows and physical modifications to water bodies.

Despite these pressures, Kent's household water use is above the national average (154 litres per person per day compared with 141 litres nationally).

- **Severe weather, heat and flooding:** Severe weather events impact infrastructure, homes, communities and the delivery of services, to the detriment of Kent partners, residents and businesses across rural and urban areas. The winter flooding of 2013-14 resulted in direct costs to partners of over £4m with further investment, such as repairs to Highways, increasing this to over £11m. An Association of British Insurers study revealed that 80% of businesses do not recover from a major incident such as a flood. Kent has the highest risk of local flooding of all local authorities in England and surface water flooding is estimated to affect 76,000 properties in Kent, of which approximately 60,000 are residential. Kent is also currently estimated to have approximately 64,000 properties at risk of river and coastal flooding, of which approximately 46,000 are residential.

Our health is also impacted by severe weather. For example daily mortality in South East England increases at temperatures above 27°C and heat-related mortality is projected to increase steeply in the UK in the 21st century. This increase is estimated to be approximately 70% in the 2020s and 260% in the 2050s compared with a baseline of around 2,000 premature deaths in the 2000s.

- **Land-use change:** The county of Kent is expected to accommodate significant housing and economic growth over the 20 year period to 2031. 158,300 additional dwellings are expected with an associated population increase of 293,500 people (an increase of 17%). Our increasing population, housing development, transport links, industry and agriculture all require space and resources, putting pressure on the county's landscapes and changing how we use the land. This also has an impact on the quality of our soils and their ability to sustain life, reduce carbon emissions and support resilience to climate change and its impacts such as flooding. The way land is used in communities and development also has a significant impact on population health and wellbeing, affecting mortality and morbidity risk and leading to direct implications for health and social care services. Evidence shows that people living closest to parks are less likely to be overweight or obese and those with close access to green space live longer. The decisions we make in how growth is delivered for Kent will be vital to maintain the assets our residents value.



- **Energy consumption and generation:** Kent is committed to reducing greenhouse gas emissions by 34% by 2020 and 60% by 2030 from a 2005 baseline (our current progress is a 21% reduction since 2005). In the context of planned growth of our population and housing development across Kent, additional low carbon and appropriate renewable energy infrastructure, as well as an increase in uptake of energy efficiency initiatives will be needed to ensure we meet our targets and benefit from the opportunities for innovation in these sectors. Some 80% of the housing stock we will use over the next few decades is already in place and so opportunities to retrofit energy technologies and support a change to low carbon lifestyles will be key to supporting residents in reducing costs and improving energy security.
- **Resourcing activity:** Since the last strategy, environmental policies at both national and local levels have changed substantially, and are continuing to do so, requiring regular reviews and prioritisation of resources. Public sector finances continue to be constrained and across the county, we will need to work more efficiently with the resources that we have. This means identifying opportunities to deliver across outcomes, working in partnership and accessing external funding wherever possible to deliver our priorities. Supporting and delivering the environment strategy will require input and drive at all levels and across individuals and organisations, from residents and voluntary groups to government and businesses.



image c/o Bloomsbury's Biddenden

Development of the strategy provides a framework to ensure that resources are utilised to greatest impact

Our challenges, learning and opportunities together underpin the priorities we have identified in the themes of the strategy.

THEME ONE: Building the Foundations for Delivery

Outcome: Our policies, actions and decisions are based on a clear evidence base and resources are in place for delivery.

THEME TWO: Making best use of existing resources, avoiding or minimising negative impacts

Outcome: All sectors are aware of their impact on the environment and how to avoid or reduce this through evidence based decision making, reducing resource usage and wasting less.

THEME THREE: Toward a sustainable future

Outcome: Kent is actively addressing the risks, impacts and opportunities from environmental and climate change, whilst delivering wider economic and health opportunities.

REFRESHING THE KENT ENVIRONMENT STRATEGY

Although many priorities remain from the previous strategy, we have seen significant change nationally and locally and so a full review has been undertaken. Underpinning this review was the Kent State of the Environment report, which provides an evidence base and baseline in terms of Kent’s environment and related economic, social and health performance indicators.

Central to this evaluation phase has been stakeholder engagement through workshops and consultations, including a public perception survey to ensure that our priorities address the interests and concerns of Kent’s residents. A summary of the review process is shown in Figure 2.

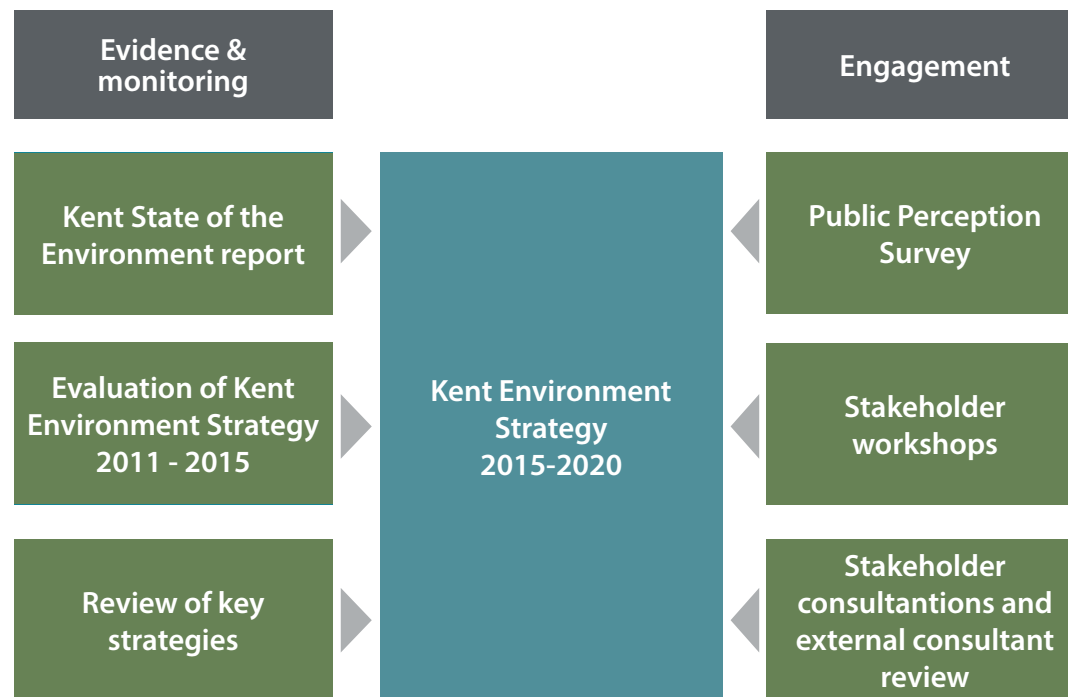


Figure 2: The review process of the Kent Environment Strategy

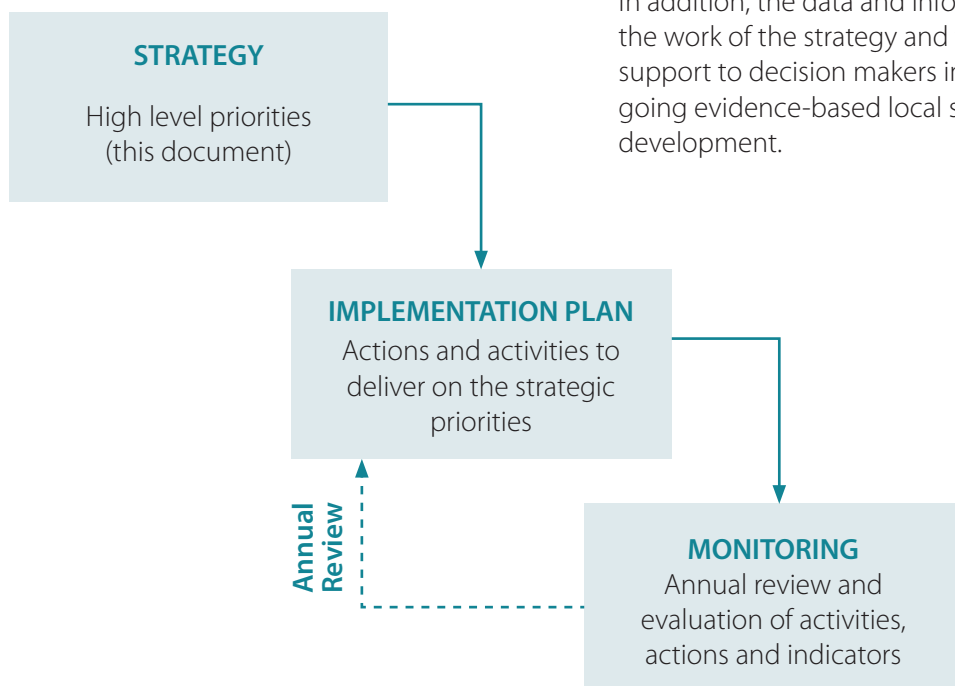
HOW WE WILL DELIVER THE STRATEGY

The strategy represents the high level priorities for Kent in terms of environment and related health and economic outcomes. The delivery of those priorities will be met through the implementation plan and the actions and activities detailed within it. Monitoring of the implementation plan through associated indicators will take place annually.

The Kent Environment Strategy does not stand alone, it is one of a suite of documents detailing priorities for the county of Kent, a number of which are highlighted below (although this by no means represents the breadth of activity across partner organisations). These strategies are interlinking and delivery of the Environment Strategy will link to these, plans and organisations as appropriate to prevent duplication and maximise use of resources.

In addition, the data and information gathered through the work of the strategy and the priorities will provide support to decision makers in development of on-going evidence-based local strategy, policy and plan development.

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Planning and Infrastructure:

- District and Borough Local Plans
- Growth and Infrastructure Framework
- Kent Housing Strategy
- Minerals and Waste Development Plan

Economic:

- Growth strategies at Local Enterprise Partnership (LEP) and local level

Health:

- Health and Wellbeing Strategy
- Joint Strategic Needs Assessment (JSNA)
- Living Well

Transport and Accessibility:

- Local Transport Plan 4
- Active Travel Strategy
- Countryside Access and Improvement Plan

Social:

- Child Poverty Strategy
- Fuel Poverty Strategy

Natural Environment:

- Kent Nature Partnership Action Plan
- AONB Management Plans

Rural:

- SE LEP Rural Strategy

Resilience:

- Local Flood Risk Strategy
- Kent Resilience Forum

There are multiple organisations and partners involved in delivery of the KES who are represented on the following groups and networks. These include, amongst others, all Local Authorities in Kent, Defra, Natural England, the Environment Agency, Kent Wildlife Trust, Kent Downs AONB, High Weald AONB, Kent and Medway Sustainable Energy Partnership, Kent Rural Board, Kent Fire and Rescue Service, Kent Police, NHS, Clinical Commissioning Groups, Local Health and Wellbeing Boards, Chamber of Commerce and other business networks and voluntary groups.

Coordination of the strategy and implementation plan is directly through the Kent Environment Strategy Steering Group, with strategic direction through a number of partnerships. These groups provide specific expertise and delivery. Through this approach we will ensure that broad representation is brought to the delivery of the strategy, championing success and raising awareness across sectors and with our residents.

The roles of the groups and networks are further detailed in the implementation plan that sits alongside this strategy.

Kent Leaders is a high-level strategic group made up of the democratic Leaders of Kent County Council, the 12 District Councils in Kent and Medway Council.

The **Joint Kent Chiefs** focus on many of the same strategic themes as the Kent Council Leaders but also looks more into the core business of the public agencies present, overseeing joint pieces of work, and identifying tangible opportunities to work more closely together and raising and tackling issues significant to Kent.

The **Kent and Medway Economic Partnership** (KMEP) is an economic partnership which aims to drive forward growth and prosperity throughout the region. It was set up in 2013 and is one of the four federated partnerships which comprise the South East Local Enterprise Partnership. KMEP is governed by a Board and chaired by the private sector, with membership drawn from business, local government, further and higher education.

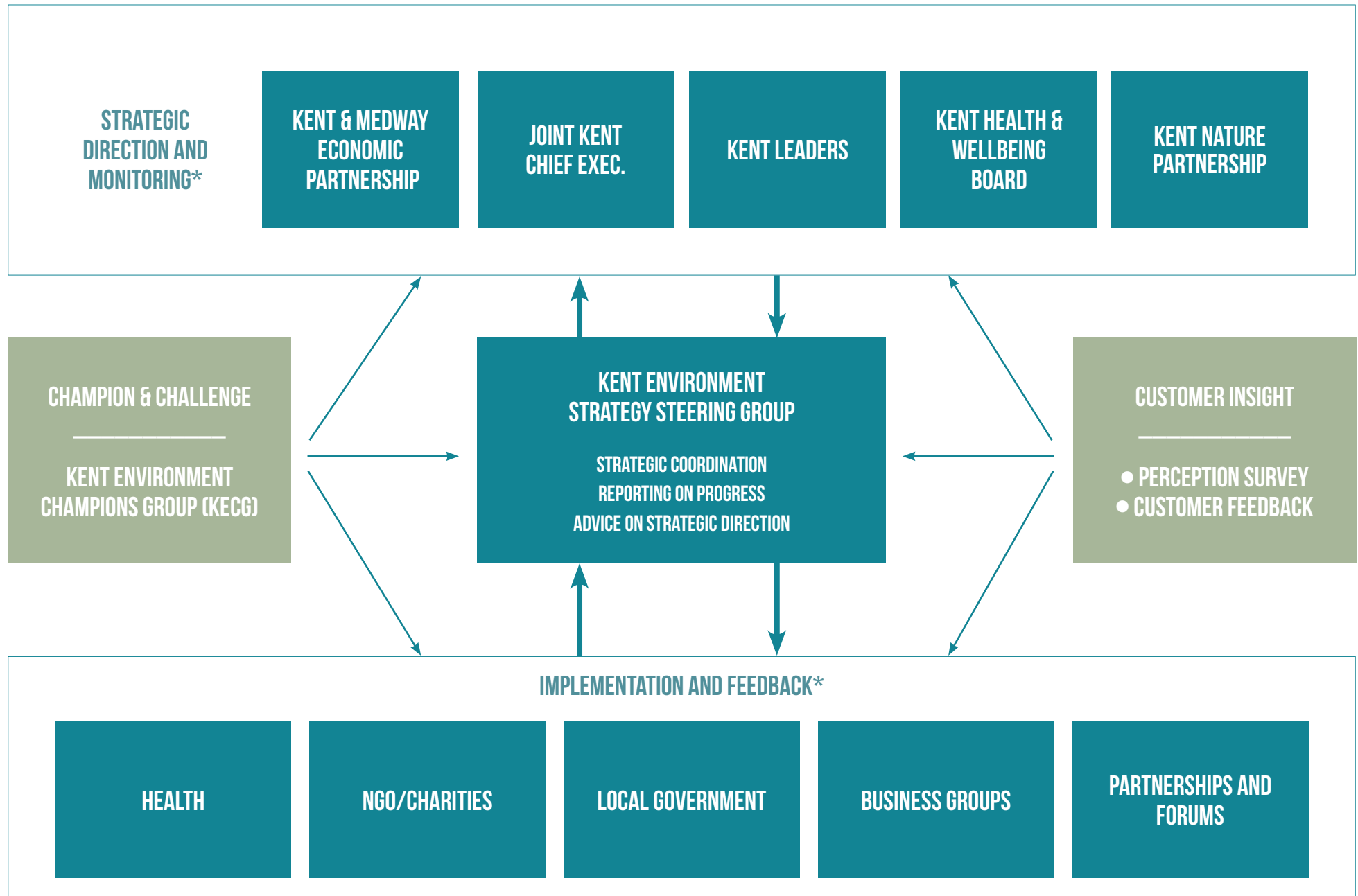
The **Kent Health and Wellbeing Board** was established by the Health and Social Care Act 2012. The Board leads and advises on work to improve the health and wellbeing of the people of Kent through joined up commissioning across the NHS, social care, public health and other services.

The **Kent Nature Partnership** was awarded Local Nature Partnership (LNP) status by the government in July 2012 to drive positive change in the local natural environment. The Partnership is led by a Project Board, supported by a Management Working Group and three delivery groups focussed on the priorities of the Partnership; Habitat Improvement, Health & Wellbeing and Rural & Green Economy.

The **Kent Environment Champions' Group** (KECG) provides a championing role for the environment with strategic membership from statutory and third sector organisations, business, Kent Leaders and Chief Executives.

The **KES Steering Group** (KES SG) consists of representation from across the strategic and delivery groups identified, ensuring the strategy is delivered and evaluated effectively and maximising opportunities to deliver across outcomes.

Figure 3: Relationships of partner groups in the delivery of the Kent Environment Strategy



*Representatives sit on the Kent Environment Strategy Steering Group
The main reporting line will be to Kent Leaders and Joint Chief Execs

OUR PRIORITIES

The priorities presented in this revised strategy reflect that whilst some challenges remain the same for the county of Kent, there are new opportunities for innovation, jobs, growth and partnership working. The way partners respond to those opportunities must be through an evidence-based approach, developing credible and pragmatic actions that enable the county to manage current and future risks and opportunities for our environment and the services it provides. A key message from the review has been that partnership co-delivery of priorities is fundamental to the success of the strategy, maximising our resources and increasing capabilities.

The 2015 draft strategy has adopted an integrated approach where it is informed by, but does not duplicate, priorities and actions from other strategies in key areas of environment, growth, economy and health across partner organisations. The focus of this strategy is to draw together priorities which we need to address in partnership and not in isolation. Underpinning the strategy is the Kent Environment Strategy Implementation Plan, which provides the detailed actions for delivering on our priorities. These actions have been identified through stakeholder engagement, workshops and reviews.

The strategy is split into three themes; the overall structure of the strategy is shown in Figure 4.

THEME ONE: Building the foundations for delivery establishes priorities that provide an evidenced understanding of risks and opportunities from environmental change, and the relationship to our communities, health and wellbeing, and economy. It also includes priorities that establish how we can develop actions, as a partnership, to respond to those changes now and into the future.

THEME TWO: Making best use of existing resources and minimising negative impacts focuses on minimising the impacts of current activities through reducing resource usage across all sectors.

THEME THREE: Toward a sustainable future is about ensuring that the county's communities, businesses, environment and services are resilient to environmental change, managing future risks and acting on opportunities.

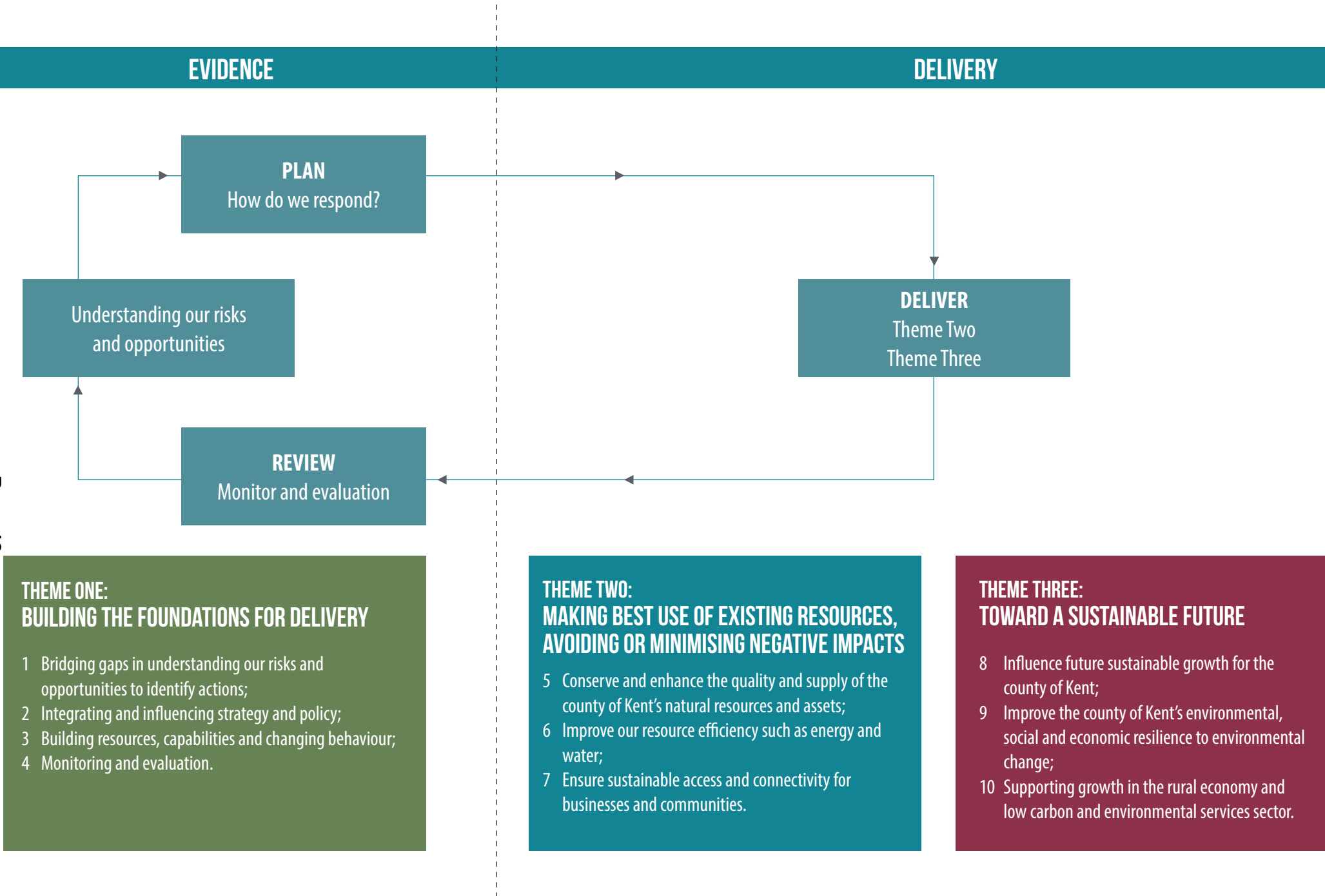


Figure 4: The overall structure of the 2015 Kent Environment Strategy and the relation of the themes.

1

THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

AIM: Decision makers will have an evidence-based understanding of our risks and opportunities and are incorporating these into appropriate strategies, plans and actions. The intrinsic value of our environment is understood and the benefits to our economy, health and wellbeing are widely communicated with partners building resources and capabilities to support action on the ground.



OUTCOME: Our policies, actions and decisions are based on a clear evidence base and resources are in place for delivery.

RATIONALE: Theme One addresses our challenges and opportunities through building the foundations for delivery of activities. Priorities in this theme seek to strengthen our understanding of how we can support sustainable, good growth and address the changes we anticipate over the coming decades. The priorities look to maintain and develop local and national networks and partnerships, identifying opportunities for the co-delivery of outcomes and influencing local and national policy to support and drive delivery.

To ensure that our priorities and actions are focussed and pragmatic, we need to ensure that we take an evidenced based approach and engage with a range of stakeholders across the public, private and community sectors. Through delivery of the Kent Environment Strategy 2011-2015, we have taken this forward through studies and assessments in a number of priority areas, such as water scarcity, flood risk, biodiversity and economic opportunities in the Low Carbon and Environmental Goods and Services sector (LCEGS). However, there remain gaps in our knowledge where we need to do more, such as valuing our natural assets, understanding our energy and water resources, identifying the financial and social implications of severe weather and climate change, and developing our understanding of air and noise quality impacts on health. These provide the focus for **priority 1: Bridging gaps in understanding our risks and opportunities to identify actions.**

Kent's natural environment is our primary infrastructure. The ability for it to perform well and be of high quality is important in helping to support biodiversity, improve water quality, reduce air pollution quality, reduce air pollution and protect against severe weather and flooding. The way in which Kent's natural and historic assets feature across the landscape creates an attractive, characterful identity that draws in residents, employers and visitors. It is also important in provision of goods and services such as food, timber and space for recreation. These all have direct impacts on health and wellbeing and the economy of the county.

The risks and opportunities for Kent from environmental changes and the impacts those have on our wider economic and social wellbeing are not always addressed in our current processes and decision making. To successfully manage these risks and realise opportunities, the public sector, policy makers, businesses and residents need to continue work together to influence policy, deliver activity and change behaviour across all sectors, age and socio-economic groups, tailoring and targeting communications as appropriate. These provide the focus for **priority 2 and priority 3: Influencing strategy and policy, and Building resources, capabilities and changing behaviour.**

To ensure that the activities we deliver remain effective, it is essential that we monitor and evaluate progress, learning from our mistakes and our successes to remain on track for delivery of our priorities. In order to do this, we need clearly defined and measurable indicators, many of which will need further development over the lifetime of this strategy as data is currently unavailable. National monitoring has reduced substantially, along with the associated resource, and so we will need to establish locally measurable alternatives wherever possible. Risks and opportunities will continue to develop, for example on-going changes in our political landscape and policies, which will directly impact delivery. This on-going assessment forms the focus of **priority 4: Monitoring and evaluation.**



THEME 1 BUILDING THE FOUNDATIONS FOR DELIVERY

PRIORITIES

1	2	3	4
BRIDGING GAPS IN UNDERSTANDING OUR RISKS AND OPPORTUNITIES TO IDENTIFY ACTIONS	INFLUENCING STRATEGY AND POLICY	BUILDING RESOURCES, CAPABILITIES AND CHANGING BEHAVIOUR	MONITORING AND EVALUATION

SUB-PRIORITIES

<p>1.1</p> <p>Strengthen our understanding of the health, social and economic value of our natural and historical assets</p>	<p>2.1</p> <p>To support decision makers, work with partners to establish a central evidence base addressing Kent Environment Strategy priorities</p>	<p>3.1</p> <p>Develop knowledge networks, sharing best practice and training to build capacity for informed decision making</p>	<p>4.1</p> <p>Establish and monitor key performance indicators</p>
<p>1.2</p> <p>Continue to assess the economic, health and social impacts of climate change on our businesses, services and residents and take action as appropriate.</p>	<p>2.2</p> <p>Use our evidence bases to influence local, national and EU strategy and policy as appropriate</p>	<p>3.2</p> <p>Establish a coordinated approach to identifying and maximising funding opportunities, establishing mechanisms for co-delivery as appropriate</p>	<p>4.2</p> <p>Evaluate progress and identify future risks, opportunities and actions aligned to the Kent Environment Strategy priorities to inform current and future actions</p>
<p>1.3</p> <p>Identify economic sectors with significant opportunities in relation to environmental change</p>	<p>2.3</p> <p>Review national and local strategic priorities to identify local policy gaps and implications on delivery of our priorities</p>	<p>3.3</p> <p>Develop an environmental communications and engagement strategy, improving awareness of priorities and supporting behaviour change</p>	
<p>1.4</p> <p>Improve our understanding of risks and opportunities related to specific resource constraints such as water, energy and land</p>			
<p>1.5</p> <p>Build our understanding of air quality and noise impacts and associated health outcomes to determine targeted actions</p>			

Delivery of activity against these priorities along with associated leads and timelines will be detailed in the Implementation Plan

SUPPORTING OUTCOMES AND INDICATORS:





EVIDENCE TO ACTION: THEME ONE CASE STUDIES

EVIDENCE BASE

CASE STUDY

KENT HEALTH AND WELLBEING STRATEGY

The combined effects of a growing and ageing population, and a changing society and climate change, are placing new challenges on our health and social care needs.

As part of a Joint Strategic Needs Assessment (JSNA), the impacts to health and wellbeing across planning, housing, transport, air quality, climate, workplace and natural environment were considered. It is a cross-partnership assessment in Kent including: public health, Planning and Environment Division, NHS, Kent and Medway Air Quality Partnership, Local Nature Partnership and Kent Environment Strategy Executive Officers Group.

The JSNA highlighted a number of gaps, risks, and recommendations. These have informed the outcomes for a Joint Health and Wellbeing Strategy for Kent partners.

The strategy set out the direction for the NHS, social care and public health services across the county. It is informed by the JSNA and the strategic direction of partners, and is produced by the Health and Wellbeing Board on behalf of all local authorities and NHS Clinical Commissioning Groups in Kent.

Reference: <http://www.kpho.org.uk/joint-strategic-needs-assessment/jsna-service-provision/jsna-sustainability>

ACTIONS/ACTIVITIES

CASE STUDY

LOCAL FLOOD RISK

Surface water flooding is estimated to affect 76,000 properties across Kent, 60,000 of which are residential. The risk of flooding is likely to rise with the increased frequency of severe weather events.



A Local Flood Risk Management Strategy has been developed from a collaboration of Kent County Council, district and borough authorities, Internal Drainage Board members, and the Kent Flood Partnership.

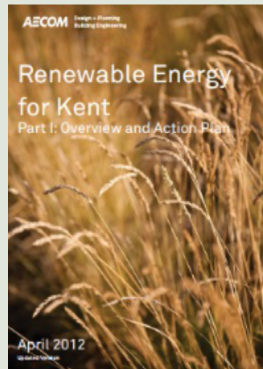
The strategy sets out a county-wide framework for managing the risk of local flooding; it supports authorities and communities in working together to manage flood risk.

Reference: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/flooding-and-drainage-policies/kent-flood-risk-management-plan>

CASE STUDY

RENEWABLE ENERGY OPPORTUNITIES

AECOM was commissioned to undertake a study into the current and future capacity of renewable energy in Kent. This supports our commitment to reduce CO₂ emissions and an ambition to develop a resilient and secure energy mix for all sectors.



The AECOM study was used to underpin the development of the Kent Renewable Energy Action Plan along with partners and key stakeholders across Kent.

The plan sets out key activities for the delivery of low carbon and renewable energy across: public sector, skills and training, planning and development, communities and business, and innovation.

Reference: <http://www.kpho.org.uk/joint-strategic-needs-assessment/jsna-service-provision/jsna-sustainability>



CASE STUDY

BUILDING RESOURCES AND CAPABILITIES

The Water Framework Directive (WFD) sets out priorities for managing the quality of our rivers, lakes, coastal waters and ground water. A Catchment Based Approach has been adopted in Kent and Medway where collaborative working is taking place at a river catchment level. This approach is delivering practical and cost effective delivery with multiple benefits; these include not only water quality but also enhanced biodiversity, reduced flood risk, resilience to climate change and greater community engagement with our local rivers. Partnerships provide a catalyst to attract additional funds, raise awareness and champion the water environment.

The organisations engaged in this work include the Environment Agency, NGOs, Water Companies, Local Authorities and businesses, Government Agencies and rural interest groups, academia and community partnerships.



2

THEME 2

MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

AIM: Existing infrastructure, assets and resources across public, private and domestic sectors are being managed to improve efficiency and deliver net benefits, build resilience and provide best value for our organisations and residents.



OUTCOME: All sectors are aware of their impact on the environment and how to avoid or reduce this through evidence based decision making, reducing resource usage and wasting less.

RATIONALE: Kent's infrastructure, resources and assets work to support and benefit 1.5 million residents and 59,500 businesses. This includes facilities for education, health, housing, food production, utilities and highways and railways as well as the resources provided through our natural environment. How these assets are managed impacts our environment, economy, health and wellbeing. The priorities within theme two have been identified to make best use of our resources through efficient, resilient and innovative use, saving money whilst reducing negative impacts on our environment and health. Theme two focusses on our **current** assets, whilst theme three looks to future use.

Our natural resources and assets

Kent's rural economy employs more than 46,000 people and is a rich mix of arable farming, animal husbandry, horticulture, viticulture, forestry, top and soft fruit production, and diversification initiatives (open farms and holiday accommodation etc.). In addition, our rural areas make up 85% of the county, with more than a third of Kent businesses having a rural location. As such, a quality natural environment is important to Kent's economy either directly or through attractiveness of location drawing business to the county

The natural environment as a whole is highly valued by Kent's residents, as is its role in ensuring the quality of water, air and land spaces. As evidenced in the Joint Strategic Needs Assessment (JSNA) for Kent and Medway, access to quality outdoor spaces is important to mental and physical health, through both physical exercise and improved social wellbeing, such as through volunteering or active leisure. On a much broader scale, Kent's natural environment is an important factor in regulating air and water quality and reducing risks from climate change. Ensuring that green infrastructure is maintained and enhanced can therefore deliver across multiple outcomes

Kent's marine habitats are nationally important for their biodiversity and have significant economic importance, as a tourism resource and for the fishing

FUTURE WATER RISKS

The Kent Spatial Risk Assessment for Water looked at risks and opportunities to the water environment across Kent and Medway. It highlighted concerns over availability of water for agriculture and horticulture; primarily a result of the projected decreases in summer rainfall.

The outputs of the work are informing the activities of the Kent Rural Board Water Task Group, which is working with the irrigation sector and water companies on water efficiency and new technologies.

industry. Activities are needed to ensure healthy seas, and the long term success of the fishing industry with the establishment of a coherent network of Marine Conservation Zones.

Kent's water resources comprise coastal, estuarine, freshwater (rivers and lakes) and groundwater sources that stretch across the county's coastal and inland areas. The quality and quantity of those water resources influence the way they are used for recreational purposes and commercial activities such as fishing, irrigation of crops and supply of drinking water as well as the health of the wide variety of habitats that they support. Compared to the rest of England and Wales, there are already significant stresses on our water resources from land use practices and population. As evidenced in the Kent Spatial Risk Assessment for Water, without considerable improvements in water use efficiency, water storage and wastewater treatment, climate change is likely to add to these stresses, ultimately impacting on the availability and cost of water to residents and businesses and the quality of our water environment and resources. The study highlighted that some of the key concerns for the county relate to availability of non-mains water during summer, impacts on agricultural and industrial users, and costs of mains water.

2015 marks the International Year of Soils. Functional and healthy soils are vital to our biodiversity, food security and sustainable growth. They play a key role in supply of clean water, resilience to flood and droughts, carbon cycle and consequently adaption to climate change, and form the basis for our food

production. It is crucial that we promote sustainable soil and land management practices that enhance and preserve good quality soils.

The county of Kent's natural and historical resources and assets provides focus for **priority 5: Conserve and enhance the quality and supply of the county of Kent's natural and historical resources and assets.**

Energy use and emissions

To address national and local drivers and legislation, Kent has committed to reducing county wide CO₂ emissions by 34% from a 2005 baseline by 2020. Reducing our carbon emissions can be tackled through reducing the demand for energy from non-renewable sources and using what we do need more efficiently e.g. through insulating buildings and using energy efficient equipment.

The domestic sector comprises a third of Kent's carbon emissions. Retrofitting homes with energy efficiency measures and changing behaviours can therefore help reduce the emissions associated with wasted heat. These measures also help to lower household energy bills, support our drive to help those in fuel poverty, and can have health benefits. The work of the Kent and Medway Sustainable Energy Partnership and the Warm Homes and Winter Warmth programmes have supported the reduction in the number of homes in fuel poverty from 13% to 10% since 2010.

However, funding for retrofitting measures is complex and has recently been significantly reduced. This uncertainty has led to a marked decrease in

retrofitting with subsequent impacts on residents and local businesses supplying energy efficiency measures. Future programmes developed through this strategy will need to investigate opportunities to improve consistency in policy and funding and in 2016, a Fuel Poverty Strategy will be launched to address some of the key issues and steps to address them.

The public sector has already been investing in energy and water efficiencies, putting in place renewable energy solutions, and transforming the way services are delivered to make better use of resources. Through this programme of sustainable investment, valuable costs savings have been made alongside contributions towards reducing the county's CO₂ emissions. Reducing utility costs and minimising the environmental impacts of estates and travel are two ongoing focus areas for the Kent public sector.

36% of Kent's CO₂ emissions are attributable to the industrial and commercial sector. There continue to be opportunities to work with Kent and Medway businesses to help them save money whilst reducing CO₂ emissions. Work is already underway through the Steps to Environmental Management scheme (STEM) for example, to date 525 businesses have been supported to reduce costs through better energy and resource use. The STEM accreditation is recognised across Kent from working toward Kent Healthy Business Awards to providing the basis for going for further environmental accreditations such as ISO14001 and BS8555.

Reducing the usage of resources and wasting less provides the focus for **priority 6: Improve our resource efficiency such as energy and water.**

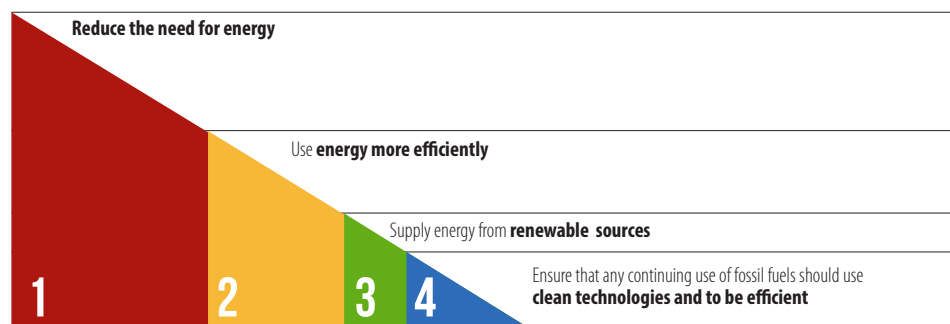


Figure 5: The energy hierarchy highlights the need to first reduce the need for energy and to then implement resource efficiency measures

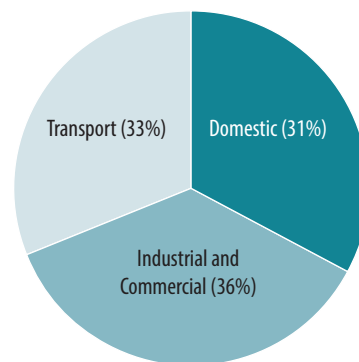


Figure 6: Proportion of CO₂ emissions per sector across the county; source: the Department of Energy and Climate Change (DECC)

Transport and accessibility

Transport has both positive and negative impacts on people's health and the environment. It is vital for providing access to facilities and services, connecting businesses and communities and reducing social isolation. However, road transport contributes to a third of Kent's CO₂ emissions and pollutants have negative effects on air quality in addition to noise, and consequently on human health and the natural environment.

Kent and Medway are facing increased congestion on both rail and road links that could have impacts on the wider transport network. To address these

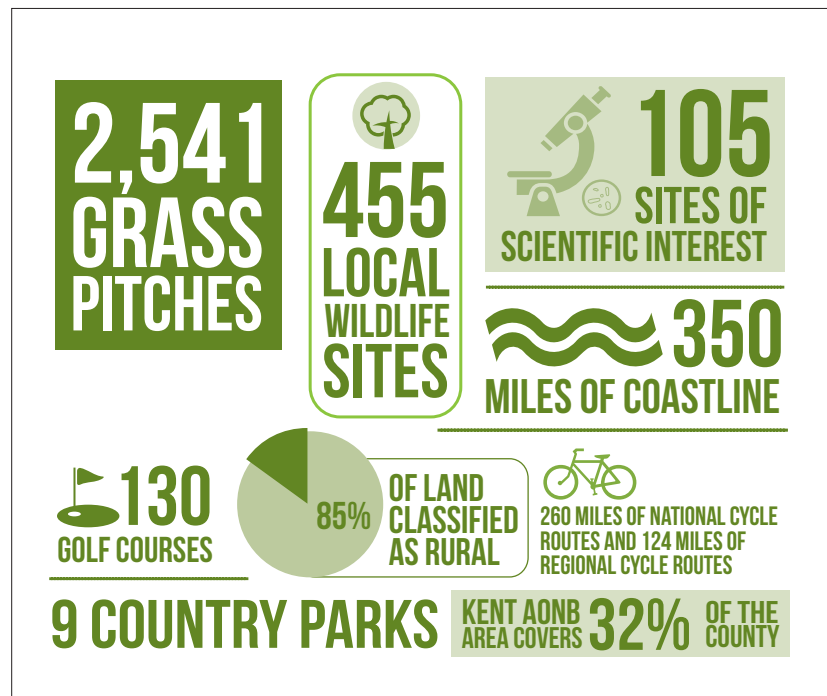
issues, the statutory Local Transport Plan (LTP4 due 2016) and other plans and strategies, such as the Countryside and Access Improvement Plan and the emerging Active Travel Strategy include a number of options for reducing congestion and the negative impacts of traffic through sustainable and active travel options. Explore Kent for example is one initiative that aims to increase active recreation in Kent's natural environment.

Kent is fortunate to have a vast network of Public Rights of Way and open green space, including an array of country parks, open access land, Kent Downs Area of Outstanding Natural Beauty (AONB) as well as some of the High Weald AONB. The

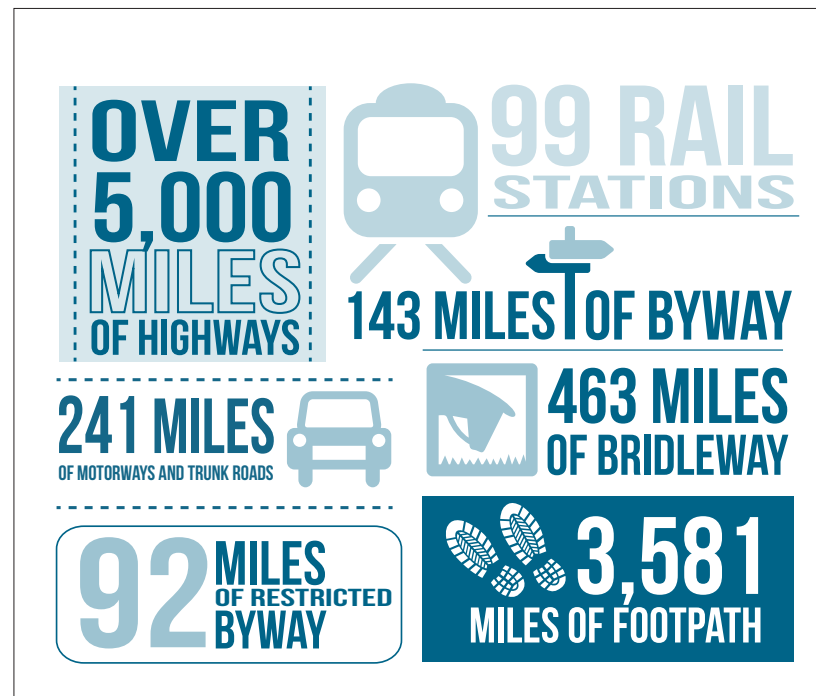
continued protection and enhancement of these assets and supporting plans, such as the statutory AONB Management Plans, ensures our communities and businesses continue to benefit from the many resources and opportunities provided. There is also a network of national and regional cycle routes across Kent, some 270 miles of which is promoted through Explore Kent. These networks are in addition to those along roadsides.

The way residents, business and public sector of Kent travel to, provide and access services forms the focus for **priority 7: Ensure sustainable access and connectivity for businesses and communities**

GREEN INFRASTRUCTURE ACROSS THE COUNTY



TRANSPORT ROUTES ACROSS THE COUNTY



THEME 2 MAKING BEST USE OF EXISTING RESOURCES, AVOIDING OR MINIMISING NEGATIVE IMPACTS

PRIORITIES

5 CONSERVE AND ENHANCE THE QUALITY AND SUPPLY OF THE COUNTY OF KENT'S NATURAL AND HISTORICAL RESOURCES AND ASSETS	6 IMPROVE OUR RESOURCE EFFICIENCY SUCH AS ENERGY, WATER AND LAND	7 SUPPORT SUSTAINABLE ACCESS AND CONNECTIVITY FOR BUSINESSES AND COMMUNITIES
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SUB-PRIORITIES

5.1 Establish a coherent, landscape-led approach to decision making through identification of the natural and historic features that underpin landscape character and a strategic approach to assessment of character and trends in landscape condition	6.1 Reduce negative impacts and maximise the resource efficiency of public sector services, setting out our public commitments for energy, waste and water use reduction	7.1 Develop an integrated approach to sustainable access to our countryside, heritage and coast, supporting Kent's economy and improving health outcomes through outdoor sport and leisure opportunities
5.2 Improve and increase functional habitat networks on land and in the sea, identifying opportunities and protecting and enhancing our natural and historic environment and landscape character through planning and decision making	6.2 Improve the resource efficiency of our homes, reducing costs, tackling fuel poverty and improving health outcomes	7.2 Support our residents, businesses and communities in being well connected to services, with sustainable and active travel options
5.3 Identify and take forward opportunities for sustainable water management to improve quality and quantity of our water environment and resources	6.3 Work with businesses to reduce costs and negative impacts through improving compliance, efficiency, resilience and innovation in the use of resources	7.3 Promote smarter working practices to improve efficiency and deliver health and economic benefits through reduced travel
5.4 Establish land-use management approaches that create, preserve and enhance healthy, viable soils and respect landscape character	Delivery of activity against these priorities along with associated leads and timelines will be detailed in the Implementation Plan	
5.5 Develop heritage strategies to improve understanding and management of the historic environment		

SUPPORTING OUTCOMES AND INDICATORS:



EVIDENCE TO ACTION: THEME TWO CASE STUDIES

CASE STUDY

ADDRESSING FUEL POVERTY

Being unable to afford to adequately heat a home increases the risk of ill health for families and children and is a contributing factor of some excess winter deaths. Wasted heat from homes contributes to a third of the county's domestic CO₂ emissions. An estimated 8.8% and 9.8% of households in Kent and Medway are in fuel poverty. An estimated 8.8% of households in Kent and 9.8% of those in Medway are in fuel poverty. Both areas have rising levels of fuel poverty meaning those residents will find it difficult to afford to heat their homes*.

The Kent and Medway Sustainable Energy Partnership is a countywide strategic group composed of local authorities and housing providers. Their objective is to drive the retrofitting agenda: lower household bills and tackling fuel poverty; reduce CO₂ emissions through energy efficiency; and supporting businesses to make the most of this sector.

The partnership is delivering the Warm Homes programme using Energy Company Obligation funds to make retrofitting measures available to those most vulnerable residents. Since 2013 1,458 insulation measures have been installed in over 1,400 homes.

Reference:

www.kent.gov.uk/warmhomes



These estimates are based on the Low Income High Cost (LIHC) model
* These estimates are based on the Low Income High Cost (LIHC) model

CASE STUDY

JAMBUSTERS

There are almost 600 schools and 60,000 businesses in Kent; contributing to peak hour congestion, increasing emissions and negatively impacting on health, and on Kent's growth.

Travel plan management, and promotion of alternative modes of travel can help reduce congestion and associated impacts. It can however be staff intensive to support every school and business with travel plans and encourage sustainable travel use.



Jambusters has been developed to provide support to schools through a one-stop-shop for access to online travel plan templates, annual review forms, grants and further guidance and advice to help achieve their targets. Schools are able to apply for capital grants which are used to deliver infrastructure linked to encouraging sustainable travel to their site.

Registration has been increasing annually and in 2014 capital grants were offered to 37 schools to introduce measures which reduce car use and improve uptake of active travel, such as walking and cycling. The service is now being rolled out to include businesses.

Reference: <http://jambusterstpms.co.uk/x.jsp?ano=1>

CASE STUDY

OUR LAND

Kent's natural and heritage assets are a key attraction for visitors to the county. It is therefore important to ensure that tourism is developed sensitively, to conserve and enhance the landscape and generate local economic benefit, while integrating sustainable tourism activity into daily business practices.

Our Land is a sustainable tourism initiative. It is collaboration between protected landscapes and the private sector, providing a national platform for marketing and for protected landscapes to contribute, share best practice, collaborate and come together on responsible tourism issues, now and into the future.

Reference: <http://www.our-land.co.uk/>



CASE STUDY

BUSINESS SAVING MONEY, SAVING CARBON

There are more than 60,000 registered businesses in Kent, the vast majority being SMEs. With a growing low carbon and environmental services sector, there are many opportunities for these businesses to make the most of identified opportunities in innovative business practices, new markets and to improve their credentials and competitiveness.

Supporting businesses to be more energy and resource efficient means they are saving money and reducing their CO₂ emissions. However, official accreditation schemes can be costly and staff intensive for businesses.

Steps to Environmental Management (STEM) is a Kent and Medway recognised accreditation. The free workshops bring SMEs together and provide the knowledge on how they can save money by saving energy, reducing waste and resources. STEM also helps businesses comply with environmental legislation and support them in achieving standards like ISO14001.

Over 500 SMEs have achieved accreditation. On average annual savings are over £2,000 and 3.9 tonnes of CO₂ per business. STEM is Kent-wide and has been run by many local authorities to share the benefits of environmental management with their supply chains and local SMEs.

Reference: <https://www.lowcarbonkent.com/>



3

THEME 3 TOWARD A SUSTAINABLE FUTURE

AIM: Kent's communities, businesses, environment and services are resilient to environmental change whilst making the most of the economic and health opportunities this brings. Our communities are well designed and sustainable, improving prosperity, health outcomes and social wellbeing. Innovation in low carbon, resource and environmental business sectors is delivering economic growth in the county.



OUTCOME: Kent is actively addressing the risks, impacts and opportunities from environmental and climate change, whilst delivering wider economic and health opportunities.

RATIONALE: Where theme two focussed on the resource efficiency and resilience of our current resources and assets, theme three seeks to ensure that the decisions and plans we make for the future, support residents, businesses and communities in addressing the challenges and opportunities we are likely to face.

Sustainable growth

In the context of planned growth across the county, as set out in the 'Kent and Medway Growth and Infrastructure Framework', there is a need and an opportunity to integrate measures that will ensure that infrastructure and asset development will be more sustainable without significant detrimental economic, social and environmental impacts. We have commitments to carbon reduction and renewable energy generation, and incentives and legislation to manage air quality; this will require additional low carbon and renewable energy infrastructure, smarter business and travel choices along with the increased uptake of energy demand reduction initiatives. Decisions on development and infrastructure need to consider and integrate such requirements.

The natural environment has an important role to play in those cross-cutting priorities and while the enhancement of existing green spaces will be required (as described in Theme Two), new multifunctional green infrastructure will also be required. Green infrastructure encompasses the range of Kent's high quality natural and semi-natural spaces such as parks, amenity spaces, verges and rivers. Benefits of green infrastructure include regulating air and water quality; reducing the impact of development on the landscape character; and delivering natural approaches to managing environmental risks, such as flooding.

Growth will need to be met with careful management of our resources, which also includes farmland and local food production, in order to ensure the quantity and quality of supply of water, energy and other raw materials. The risks to the future water environment have been identified through the Kent Water Spatial Risk assessment as being excess surface water during increased downpours and drought during hotter temperatures.

Ensuring that future decisions on services, development and planning are integrating understanding of environmental change and wider health and economic benefits forms the focus of **priority 8: Influence future sustainable growth for the county of Kent and priority 9: Improve the county of Kent's environmental, social and economic resilience to environmental change.**

Economic growth and circular economy

The Low Carbon and Environmental Goods and Services (LCEGS) sector forms an important element of Kent's economy. It is estimated to employ more than 55,000 people and is an important resource for skills and expertise that can support the county's sustainable growth requirements. The sector incorporates a range of businesses that either directly or indirectly support the decarbonising of the energy sector; improving resource efficiency; or preserving and enhancing the natural environment. Sectors in retrofitting, low carbon new builds, offshore wind, waste management and recycling are highlighted as particular growth areas, but support will need to continue through funding, business advice and guidance. Similarly, there is a need and opportunity to support the development of a low carbon and sustainable rural economy through building resilience to environmental change, sustainable intensification of food production, and supporting the diversification of our sources of energy. It is an important sector for the county not only in terms of employment, with an estimated 14,000 people directly employed in agriculture and horticulture, but in the positive benefits it affords to the health of Kent's residents, communities and environment through production and supply of food and natural resources and recreational access.

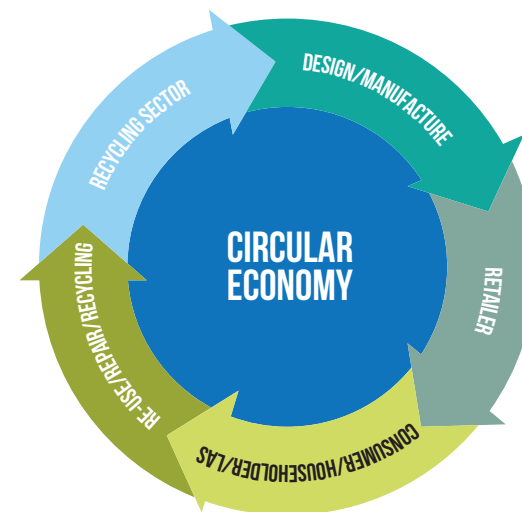
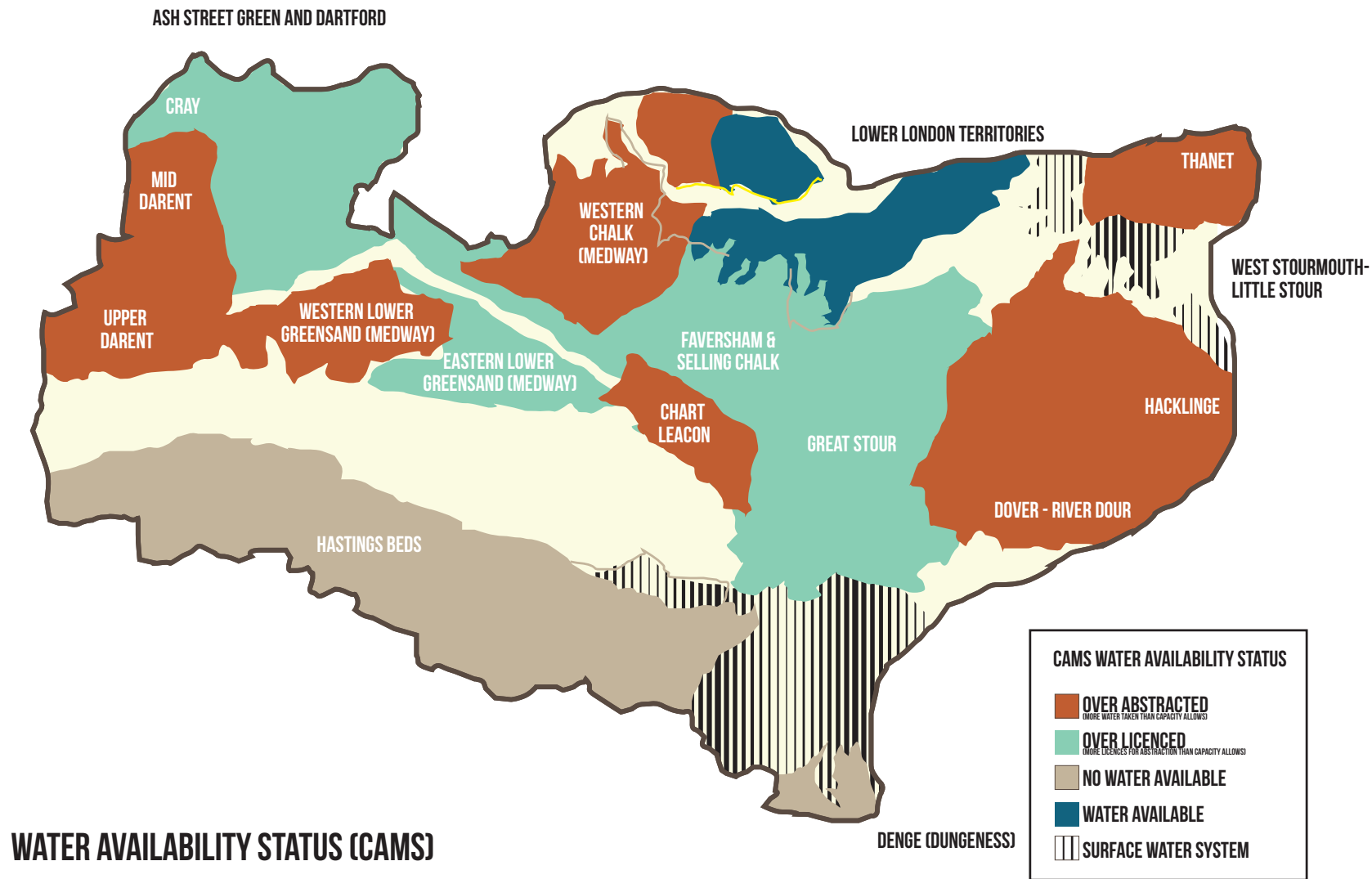


Figure 7: Availability of ground and surface water varies across the county with some areas already at capacity.
 Source: Catchment Abstraction Management Strategies (CAMS) water availability map: The state of water in Kent, 2012



Competition for resources like water is increasing due to population growth, changing consumer habits and technology trends. Concentration of some resources outside of the UK and Europe, particularly critical raw materials, makes our industries and society dependent on imports and increasingly vulnerable to high prices, market volatility, and the political situation in supplying countries. At the same time, this demand for raw materials is causing environmental degradation which threatens to damage ecosystems and the valuable services they provide. Through adoption of circular economic principles those challenges can be met by keeping the value of the materials and energy used in products for as long as possible, minimising waste and resource use. At the same time, this promotes competitiveness, contributes to growth and job creation, and protects our environment. It can also provide consumers with longer-lasting and innovative products that save them money and improve their quality of life. These opportunities and benefits have been recognised by the UK Central Government³ and the European Commission's roadmap toward a resource efficient Europe⁴. Supporting growth of this sector and development of the circular economy form the focus of **priority 10: Supporting growth in the rural economy and low carbon and environmental services sector.**

Building resilience to the impacts of environmental change

Kent's geographical location and long coastline means that it is likely to suffer from some of the severest impacts of climate change in the UK. This will have repercussions for our communities, businesses, services, agriculture and infrastructure but preparing for these changes can drive innovation and support growth as well as improving the health and wellbeing of our residents and businesses. Through the Joint Strategic Needs Assessment, a review of the impacts of climate change and severe weather on health and social care was undertaken. This highlighted the implications on mortality and morbidity and impacts on health and social care service delivery. With an ageing population, vulnerability to severe weather increases leading to a greater demand for services at a time of decreasing resources. Ensuring we plan accordingly will reduce risks and identify opportunities for improved working across organisations. Kent's Adaptation Action Plan took a risk based approach to identifying those risks and developing appropriate actions. To ensure we are prepared for environmental changes now and into the future priorities have been reviewed and integrated into this strategy. These aspects form the focus of **priority 9: Improve the county of Kent's environmental, social and economic resilience to environmental change.**

MONITORING THE IMPACTS OF SEVERE WEATHER ON KENT

The Severe Weather Impacts Monitoring System (SWIMS) provides a system of data collection on how services provided by Kent partners are affected during severe weather events. The data is important for future planning for these events.

Over the winter of 2013/14 Kent was impacted by five severe weather events which impacted over 3,000 properties and over 150 services, costing services providers over £4million.

A survey of 984 Kent businesses revealed that 68% have been affected by severe weather events causing a range of disruption to day-to-day operations.

³www.gov.uk/government/uploads/system/uploads/attachment_data/file/265022/pb14091-waste-prevention-20131211.pdf

⁴http://ec.europa.eu/environment/circular-economy/index_en.htm

Figure 9: illustrating the possible effects of temperature changes across sectors; using the latest UK Climate Projections by 2050 Kent and Medway are likely to see winter temperatures to be warmer by 2.0°C, summers by 2.8°C; winter rainfall is likely to increase by 14% and summer rainfall likely to decrease by 24%.



THEME 3 TOWARD A SUSTAINABLE FUTURE

PRIORITIES

<p>8</p> <p>INFLUENCE FUTURE SUSTAINABLE GROWTH FOR THE COUNTY OF KENT</p>	<p>9</p> <p>IMPROVE THE COUNTY OF KENT'S ENVIRONMENTAL, SOCIAL AND ECONOMIC RESILIENCE TO ENVIRONMENTAL CHANGE</p>	<p>10</p> <p>SUPPORTING GROWTH IN THE ECONOMY WITH A FOCUS ON LOW CARBON, ENVIRONMENTAL SERVICES AND RURAL SECTORS</p>
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SUB-PRIORITIES

<p>8.1</p> <p>Ensure that key environmental risks such as flooding, water scarcity and heat are informing policy decisions and development</p>	<p>9.1</p> <p>Increase awareness of the impacts of severe weather and environmental change and empower businesses and communities to build resilience</p>	<p>10.1</p> <p>Support business innovation, smart technologies and development of the circular economy to deliver economic growth</p>
<p>8.2</p> <p>Mitigate the impacts and address the ambitions identified through the Growth and Infrastructure Framework and local plans, such as sustainable and alternative transport options, green infrastructure, energy, water and flooding</p>	<p>9.2</p> <p>Ensure that public sector services have assessed key environment and severe weather risks and opportunities and are taking action accordingly</p>	<p>10.2</p> <p>Support rural sector businesses to grow and develop sustainably, promoting low carbon technologies and practices, supporting products benefitting landscape quality and building resilience to environmental change</p>
<p>8.3</p> <p>Develop guidance and support to enable sustainable growth protecting the county of Kent's environmental and historic assets, and supporting healthy, prosperous communities</p>	<p>9.3</p> <p>Improve water management and build flood resilience, maximising opportunities to deliver multiple benefits for our environment and residents into the future</p>	<p>10.3</p> <p>Support skills development to facilitate growth</p>
	<p>9.4</p> <p>Build resilience to the impacts of environmental change, disease and invasive species on plant and animal health</p>	<p>10.4</p> <p>Widely promote the county of Kent as the place for low carbon and environmental businesses</p>

Delivery of activity against these priorities along with associated leads and timelines will be detailed in the Implementation Plan

SUPPORTING OUTCOMES AND INDICATORS:



EVIDENCE TO ACTION: THEME THREE CASE STUDIES

EVIDENCE BASE

CASE STUDY

HEALTH AND SUSTAINABILITY IN PLANNING DECISIONS

As part of a Joint Strategic Needs Assessment (JSNA), the impacts to health and wellbeing across planning, housing, transport, air quality, climate, workplace and natural environment were considered. It is a cross partnership assessment in Kent including: public health, Planning and Environment Division, NHS, Kent and Medway Air Quality Partnership, Local Nature Partnership and Kent Environment Strategy Executive Officers Group.

As part of that assessment a key recommendation was to integrate sustainability and health into the planning system with partners through an online toolkit.

An online resource has been developed to help planners make informed decisions in support of healthcare and sustainability, while working within the National Planning Policy Framework in a locally appropriate way. It also facilitates and supports joined up working between planning, health and sustainability officers across the county in order to deliver across multiple outcomes more efficiently.

Reference: <http://healthsustainabilityplanning.co.uk/>

ACTIONS/ACTIVITIES

CASE STUDY

MASTER PLANNING GUIDE FOR SUSTAINABLE DRAINAGE

New development has the potential to significantly impact its surrounding environment, given the changes which occur with increased impermeable surfaces, increased population and traffic management. More impermeable surfaces result in increased surface water flows from a development site. This may contribute to increased flood risk, reduced water quality and adverse impacts on the environment.

Authorities from across Kent and the Southeast have produced guidance which outlines the process for integrating sustainable drainage systems (SuDs) into the master planning of large and small developments.

Sustainable drainage which seeks to mimic natural processes through an integrated drainage network can be designed to mitigate some or all of these impacts.

Reference: <http://www.kent.gov.uk/waste-planning-and-land/flooding-and-drainage/sustainable-drainage-systems>



CASE STUDY

CHALARA ASH DIEBACK IN KENT

Kent is among one of the first areas of England to be badly affected by Chalara Ash Dieback. Ash is the most common tree in Kent and this significant disease has negative impacts on the unique landscape and habitats of the county.



In response to the threat to Kent from this disease, an Ash Outbreak Strategic Co-ordination Group was established, led by the Kent Resilience Forum and bringing together partners such as Kent Downs AONB, the Arboriculture Association, Forestry Commission and Kent County Council to produce information offering practical advice on slowing its spread through the county. This has been distributed to local authorities, highway authorities, private tree and woodland owners, and contractors in Kent.

Reference: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/countryside-policies-and-reports/managing-ash-dieback-in-kent>

CASE STUDY

A GROWING LOW CARBON SECTOR AND ECONOMY

The low carbon sector is the most rapidly growing sector nationally; it is estimated to contribute £1 billion to the Kent economy, employing directly or indirectly up to 55,000 people. It includes businesses that either operate in a sustainable way or are delivering low carbon/green products or services.

Areas of particular growth have been highlighted for the housing retrofitting, low carbon new build, offshore wind, waste management and recycling sectors. There are also many opportunities for services that operate with the natural environment and resources sector.

Kent County Council works through Low Carbon Kent to support the growth of this sector by providing help, guidance, referrals and grants. The work is in partnership with local councils, SMEs, Locate in Kent, BSK-CiC, universities and business support organisations.

Through ERDF funding, the Low Carbon Kent partnership has been able to provide 86 grants totalling £1 million to businesses across a range of sectors including: construction, energy, retrofit and renewable energy.

ENERGY



TARGETS

- We will reduce our emissions across the county by 34% by 2020 from a 2012 baseline (2.6% per year)
- More than 15% of energy generated in Kent will be from renewable sources by 2020 from a 2012 baseline

INDICATORS

- Electricity generated through renewable sources
- GHG emissions reporting for the county and sectors

WATER



TARGETS

- We will reduce water use from 160 to 140 litres per person per day
- Reduce the number of properties at risk from flooding

These targets are under review, for example revised Water Framework Directive (WFD) targets are being considered and will likely reflect the revised River Basement Management Plan due later in 2015.

INDICATORS

- Household water use
- Number of properties protected from new flooding schemes
- River flows and ground water levels
- Water Framework Directive
- Bathing and shellfish water quality
- Number of properties at risk from flooding
- Number of people signed up to Floodline Direct

NATURAL AND HERITAGE ASSETS



TARGETS

- A minimum of 65% of local wildlife sites will be in positive management and 95% of SSSIs will be in favourable recovery by 2020
- 60% of local wildlife sites will be in positive management and 95% of SSSIs will be in favourable or recovering status by 2020
- Status of bird and butterfly species in Kent and Medway are quantified
- We will have completed a natural capital assessment for Kent by 2017
- Heritage assets at risk quantified and identified

INDICATORS

- Percentage wildlife sites in positive conservation management
- Extent of priority habitats
- Status of butterfly species in Kent
- Number of people volunteering in the natural and historic environment and hours spent
- Monitoring Engagement with the Natural Environment (MENE) – Natural England
- Overall visits to the Natural Environment
- Volume of visits to the natural environment by activity

SUSTAINABLE TRANSPORT AND ACCESSIBILITY



TARGETS

Targets are under review, they will initially focus on monitoring modal shift to sustainable and active travel options.

INDICATORS

- School and business travel survey data
- Rail station footfall
- Traffic counts
- Bus usage and smarter challenge survey

RESILIENCE



TARGETS

- Public sector services will have reviewed climate risk assessments and have developed actions as appropriate by 2018
- Emergency plans reviewed and guidance developed for key animal and plant health risks e.g. Ash Dieback

Further targets are under review and will incorporate business and community resilience.

INDICATORS

- Resilience plans in place (cross-sector)
- Risk assessments completed (cross-sector)
- Severe Weather Impacts Monitoring System (SWIMS) reporting

SKILLS



TARGETS

- We will work to increase the number of jobs in the Low Carbon and Environmental Goods and Services sector by 10% by 2020
- We will support 500 businesses to increase resilience and build innovation in LCEGS by 2020

These targets are currently under review and will form part of the Kent Environment Strategy Implementation Plan

INDICATORS

- How many people are employed in the LCEGS sector
- Increasing resilience of businesses

HEALTH AND WELLBEING



TARGETS

- Decrease the number of days of moderate or higher air pollution and the concentration of pollutants (align with the Kent and Medway Air Quality Partnership and national monitoring standards)
- We will work to reduce the noise exposure from road, rail and other transport

Targets are under review and will take into consideration recommendations made through the Joint Strategic Needs Assessment

INDICATORS

- Road, rail and transport exposure during day and night time
- Utilisation of outdoor space for health reasons
- Fuel poverty – percentage number of households
- Social isolation
- Air pollution
- Public Health Outcomes

WASTE



TARGETS

- We will send no more than 5% waste to landfill by 2020
- We will reduce household waste by 10% by 2020

INDICATORS

- Household recycling
- Landfill reduction
- Municipal waste arising's and treatment

Targets and indicators are currently under review and might also consider litter.

Some of the targets adopted for the 2015 Kent Environment Strategy were developed and agreed as part of Climate Local Kent in 2012. A number of these targets are under review whilst others are being developed which will form activity under the KES Implementation Plan.

GLOSSARY

Term	Definition
Active travel	Travel and transport by physically active modes of transport such as cycling and walking.
Air quality	The composition of the air in terms of how much pollution it contains, see http://www.kentair.org.uk/ for further details
AONB	Area of Outstanding Natural Beauty
Biodiversity	As defined in the Defra Biodiversity Strategy 2020, biodiversity is the diversity, or variety, of plants, animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity
Catchment area	The area drained by a river or body of water
Circular economy	A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.
Climate change	Climate change refers to a large-scale, long-term shift in the planet's weather patterns or average temperatures. See the UK Met Office's climate guide (http://www.metoffice.gov.uk/climate-guide) for further information.
Energy Company Obligation (ECO)	The Energy Company Obligation (ECO) is a government scheme to obligate larger suppliers to deliver energy efficiency measures to domestic premises in Britain. See https://www.ofgem.gov.uk/ for further information.

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Term	Definition
Fuel poverty	Fuel poverty in England is measured by the Low Income High Costs definition, which considers a household to be in fuel poverty if: <ul style="list-style-type: none"> • they have required fuel costs that are above average (the national median level) • were they to spend that amount they would be left with a residual income below the official poverty line <p>See the UK Gov website for further details: https://www.gov.uk/government/collections/fuel-poverty-statistics</p>
Green infrastructure	Green infrastructure is a network of multi-functional green space, both new and existing, both rural and urban, which supports the natural and ecological processes and is integral to the health and quality of life of sustainable communities (PPS12)
Greenhouse gases	As defined under the Kyoto Protocol, these include: <ul style="list-style-type: none"> • Carbon dioxide (CO₂); • Methane (CH₄); • Nitrous oxide (N₂O); • Hydrofluorocarbons (HFCs); • Perfluorocarbons (PFC_s); and • Sulphur hexafluoride (SF₆).
Horticulture	The science, technology and business of cultivation of flowers, fruits, vegetables and ornamental plants. It can also include plant conservation, landscape restoration and landscape and garden design.
ISO 14001	International Organization for Standardization (ISO) 14001 is a core set of standards used by organizations globally for designing and implementing an effective Environmental Management System (EMS). There are many other standards under ISO which include: ISO 9001 for quality management and ISO 50001 for energy management.

Term	Definition
Joint Strategic Needs Assessment (JSNA)	The Local Government and Public Involvement in Health Act 2007 requires PCTs and local authorities to produce a Joint Strategic Needs Assessment (JSNA) of the health and wellbeing of their local community. They identify the key issues affecting health and wellbeing of local people, both now and into the future.
Landscape	Landscape means an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors. (European Landscape Convention, 2000)
Morbidity	Morbidity is a diseased condition or state, as opposed to mortality rate which is a measure of number of deaths
National Planning Policy Framework (NPPF)	The National Planning Policy Framework sets out government's planning policies for England and how these are expected to be applied. It provides guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.
Natural Environment	The Defra Natural Environment White Paper (NEWP) <i>The Natural Choice: securing the value of nature</i> (2011) provides the following definition. The natural environment covers living things in all their diversity: wildlife, rivers and streams, lakes and seas, urban green space and open countryside, forests and farmed land. It includes the fundamentals of human survival: our food, fuel, air and water, together with the natural systems that cycle our water, clean out pollutants, produce healthy soil, protect us from floods and regulate our climate. And it embraces our landscapes and our natural heritage, the many types of contact we have with nature in both town and country.
Resilience	This is defined as the capacity to recover quickly from difficulties
Small and medium enterprises (SMEs)	The category of SMEs is defined by the European Commission as including micro, small and medium-sized enterprises who employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.

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Term	Definition
Surface water flooding	Surface water flooding occurs when heavy rainfall exceeds the capacity of the ground and local drainage network to absorb it. This can lead to water flowing across the ground and ponding in low-lying areas, which may be a long way downstream and it may not be obvious that one area is contributing to flooding elsewhere. This sort of flooding is typically caused by short, intense rainfall.
Sustainable agricultural intensification	This relates to sustainable increased food production which would include use and application of new technologies, systems and integrated management practices. A more in depth definition can be found through <i>Feeding the Future: Innovation Requirements for Primary Food Production in the UK to 2030</i> : http://feedingthefuture.info/report-launch/
Sustainable development	The National Planning Policy Framework definition of sustainable development is: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is central to the economic, environmental and social success of the country and is the core principle underpinning planning.
Sustainable drainage systems (SuDS)	Sustainable drainage systems (SuDS) are a material consideration requirement in planning decisions as documented in the NPPF. SuDS aim to manage rain water runoff in a natural way by replicating natural processes. Examples include: green roofs; soakaways; ponds; wetlands; shallow ditches or swales, and permeable pavement and underground storage.
Viticulture	The science, production and study of grapes.

KENT ENVIRONMENT STRATEGY

This document is available in alternative formats and can be explained in a range of languages. Please contact alternativeformats@kent.gov.uk



DATACTION



Co-funded by the Intelligent Energy Europe
Programme of the European Union

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY:

Cabinet Member for Environment and Transport

DECISION NO:

15/00087

For publication
Key decision

Affects more than 2 Electoral Divisions

Subject: Title of Decision

Adoption of the refreshed Kent Environment Strategy: A strategy for environment, health and economy

Decision:

As Cabinet Member for Environment and Transport, I agree to adopt the refreshed Kent Environment Strategy: A strategy for environment, health and economy

Reason(s) for decision:

The previous *Kent Environment Strategy* ran from 2011-2015, delivery multiple partnership projects and outcomes. In light of the strategy coming to an end and significant changes in Government and policy, a refresh has been undertaken, resulting in the development of the *Kent Environment Strategy: A strategy for environment, health and economy*. The public consultation on the proposed strategy took place from 27 July 2015 – 25 September 2015

Cabinet Committee recommendations and other consultation:

The process for consultation was endorsed by the Environment and Transport Cabinet Committee on 21 July 2015 and comments from the consultation and wider stakeholder engagement were reflected in the final draft proposed for adoption.

Public consultation was undertaken throughout the development of the strategy with partners across public, private and voluntary sectors. In addition public consultation was held from 27 July 2015 – 25 September 2015. All papers including EqIA, SEA and background evidence for the strategy are available at www.kent.gov.uk/kesconsultation

Any alternatives considered:

Renewal of strategy

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 for Environment and Transport
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 4 December 2015

Decision No: 15/00103

Subject: Proposed extension to Resurfacing Contract, currently let to Eurovia Infrastructure Limited

Key decision – *Affects the whole of Kent, with expenditure greater than £1m*

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: For Cabinet Member decision

Electoral Division: All

Summary: The current resurfacing contract was awarded to Eurovia Infrastructure Limited in June 2014 for an initial two year period with an option to extend by up to a further two years. Based on both price and performance, it is proposed that the contract be extended by two years.

Maintenance activities covered by this contract are major road resurfacing and reconstruction. It does not include other forms of road and footway maintenance such as surface treatments and pothole repairs, which are provided under Highways' Term Maintenance Contract currently let to Amey (subject to a separate extension Decision – 14/00142).

Recommendation(s):

The Environment & Transport Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport to agree the proposed extension to the Resurfacing Contract currently let to Eurovia Infrastructure Limited from June 2016 to June 2018 as attached at Appendix A.

1. Introduction

1.1 The Resurfacing Contract was tendered and let in June 2014 at the time of the economic downturn. KCC secured prices that were 15% less than the contracts covering the period before. As a result of those prices we have been able to increase the number of schemes delivered. Extensions of up to two years in total are permitted within the original OJEU notice and terms of contract. This report outlines Eurovia's performance so far, analyses industry price pressures

and considers the advantages and disadvantages of extending this contract against re-tendering.

2. Performance

- 2.1 Eurovia's performance has been excellent and throughout the contract so far their focus on customer service and client awareness has been very impressive. It is very rare for there to be any issues but when they occur, Eurovia is quick to identify solutions and work with KCC officers to lessen any impact, both in terms of the work itself and Kent's reputation. A good example of that is Eurovia pro-actively cancelling a contract with a traffic management sub-contractor who was not providing a good enough service to Eurovia or KCC. A further example is where Eurovia had accidentally damaged a member of the public's wall. Eurovia made contact with the customer, took responsibility for the matter and ensured that all the necessary forms were provided to settle the claim. There are many other examples of their approach and responsiveness to matters similar to this.
- 2.2 During the first eighteen months of this contract, Eurovia has delivered circa 120 resurfacing schemes to a high quality. As is usual with a contract of this type and size, there have been a small number of schemes where we have not been satisfied with the finished product. When this has occurred, Eurovia has been quick to rectify any issues entirely at their cost.
- 2.3 In addition to machine surfacing (where the failed surface is removed and replaced with a new surface), Eurovia has successfully delivered a number of very high profile and high impact road reconstruction schemes (where roads have needed to be fully reconstructed). These include Willington Street, Maidstone, The Broadway, Minster and Wrotham Road, Gravesend. Eurovia's engagement with local people helped to lessen the impact of these schemes on local communities and businesses.

3. Price and Financial Implications

- 3.1 The price reduction and saving detailed in paragraph 1.1 has enabled KCC to deliver more resurfacing schemes from resource allocated from the Government's Capital Block Maintenance Grant than would otherwise have been possible. We have considered whether further price savings could be secured in the current financial climate, particularly given lower oil prices, and have taken soundings from industry contacts in this regard.
- 3.2 The bitumen used in road resurfacing is essentially a by-product of the oil refinery process. Bitumen production is becoming less attractive to oil companies as they can refine better and obtain higher 'added value' price for aviation fuel and other hi-tech uses. That in turn means there are fewer bitumen suppliers in the UK and with increased volumes of work they do not need to reduce prices. In addition, most suppliers enter into long term arrangements to avoid increases in a volatile market and are now stuck with the arrangements.
- 3.3 The price of aggregate is also rising year-on-year, given the relative lack of availability of high-grip aggregate and the effect this has on demand for lower-

grip material. There is also an industry wide shortage of haulage which means that hauliers can achieve higher rates, notwithstanding lower diesel prices.

- 3.4 Whilst general inflation has been running around 0%, asphalt prices increased by 4% in 2013 and 8.6% in 2014 and going forward are expected to increase by an average of 5% per annum. Labour costs have been increasing by around 3% per annum. It is concluded therefore that the scope for achieving further price reductions is very low.

4. Contract Extension or Re-tender

- 4.1 The current contract permits extensions of up to two years. The advantages of this option are that we would continue to benefit from Eurovia's high level of performance and customer service, with the knock on effect that that has on KCC's reputation. It is very rare for KCC to receive complaints about the schemes provided under this contract. Whilst we would ensure that contractual and other measures were in place to maintain these standards should we re-tender, there is clearly a risk that performance and customer service would not be as high as that demonstrated in the current contract.
- 4.2 Extending the current contract enables KCC to continue to benefit from very competitive prices during a time of price increases across the market. In our view, there is a real risk that prices would significantly increase if we re-tender this service, partly because of bitumen, aggregate and haulage pressures but also because of the attractiveness in market terms of other work. Highways England has a significant multi billion pound motorway resurfacing and improvement programme, and major contractors are finding this more attractive given higher profit margins from this type of work. Major contractors are increasingly only tendering for contracts that they feel they have a best opportunity of success. Overall, as the economy strengthens, demand in the construction industry has been increasing, putting a strong upward pressure on tender prices.
- 4.3 Should the Authority decide not to extend this contract, we would need to fund a full OJEU re-procurement exercise, which would be time consuming and resource intensive. Timescales and cost would depend on the specification and model we decided to pursue. For example, we may decide to pursue a single countywide contract or split the county. We may also decide to develop the specification of services to be provided. Changes in the EU Procurement Regulations mean that tender documentation would have to be reviewed and updated. It is difficult to accurately estimate the time and cost of such an exercise but based on previous procurement of this contract it would take approximately six months to complete and is unlikely to generate any improved position to that what currently is in place. Hence the inclusion of the option to extend in the current contract.
- 4.4 Given the above, it is recommended to extend this contract by two years to the end of June 2018 as allowed for in the contract. Eurovia has indicated that it would be willing to waive the annual price adjustment to prices in the first year of an extension should a two year extension be awarded providing a further financial benefit.

4.5 Officers are already examining options for re-procuring the provision of major resurfacing services from July 2018, though this will depend on market conditions in 2017/18 and the effect that has on prices at that time. Our review of this service will be dovetailed with HT&W full review in line with the Commissioning Framework.

5. Legal implications

5.1 As a Highway Authority, KCC has legal obligations to ensure that the highway is maintained to a safe standard for highway users.

5.2 Maintaining a safe highway network also supports KCC's strategic outcome for Kent communities to feel the benefits of economic growth.

6. Equalities implications

6.1 An initial screening of an Equalities Impact Assessment has determined there are no Protected Characteristics that will be impacted upon either positively or negatively.

7. Conclusions

7.1 Eurovia Infrastructure Limited has confirmed that they will accept a contract extension and officers are very pleased with the service so far provided and the quality of the resurfacing schemes delivered. Eurovia has excelled at customer service and understands KCC needs as a client. The scope for further price reductions is limited and there is a real risk that prices could increase given current market conditions. Accordingly, it is proposed that this contract should be extended to June 2018.

8. Recommendation:

8.1 The Environment & Transport Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport to agree the proposed extension to the Resurfacing Contract currently let to Eurovia Infrastructure Limited from June 2016 to June 2018 as attached at Appendix A.

9. Background Documents

9.1 None.

10. Appendix

Appendix A – Proposed Record of Decision
Appendix B - Equality Impact Assessment Screening.

11. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY:

Matthew Balfour, Cabinet Member for Environment and Transport

DECISION NO:

15/00103

For publication

Key decision*

*Affects more than 2 Electoral Divisions
Expenditure or savings of > £1m*

Subject: Title of Decision

Proposed extension to Resurfacing Contract, currently let to Eurovia Infrastructure Limited

Decision:

As Cabinet Member for Environment and Transport, I agree to the proposed extension to the Resurfacing Contract currently let to Eurovia Infrastructure Limited from June 2016 to June 2018

Reason(s) for decision:

As the statutory Highway Authority for Kent, KCC has legal obligations to ensure that the highway is maintained to a safe standard ofr highway users. Continued provision of road resurfacing services contributes to maintaining the safety of the network in a safe condition and ultimately support growth in Kent, thereby supporting KCC's strategic outcome for Kent communities to feel the benefits of economic growth.

Cabinet Committee recommendations and other consultation:

The proposal is being discussed at Environment and Transport Cabinet Committee on 4 December 2015.

Any alternatives considered:

The current contract permits extensions of up to two years. The current contractor has performed well both in tensrs of customer care and service quality. Extending the current contract will also enable KCC to continue to benefit from very competitive prices during a time of price increases across the market.

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

.....
signed

.....
date

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EQUALITY IMPACT ASSESSMENT

HIGHWAYS, TRANSPORTATION AND WASTE

Extension to the Resurfacing Contract

November 2015



KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Directorate: Growth, Environment and Transport

Name of policy, procedure, project or service

Contract extension from July 2016
Resurfacing Contract

What is being assessed?

The EqIA focusses on the continuation of a contract for two years for the provision of road resurfacing works. The contract allows the provider to resurface and reconstruct Kent's roads.

Responsible Owner/ Senior Officer

Andrew Loosemore, Deputy Director – Highways, Transportation and Waste

Date of Initial Screening: 2nd November 2015

Date of Full EqIA :

Update each revised version below and in the saved document name.

Version	Author	Date	Comment
1	Alan Casson	2/11/15	

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No	NONE	NONE	The contract extension does not in itself constitute a policy, procedure, project or service. It is the responsibility of County Officers to order the provision of service that accords with the delivery of policy, procedure, project or service. Individual policy, procedure, projects or service has EqIAs completed as required.	No
Disability	No	NONE	NONE	As above	No
Gender	No	NONE	NONE	As above	No
Gender identity	No	NONE	NONE	As above	No
Race	No	NONE	NONE	As above	No
Religion or belief	No	NONE	NONE	As above	No
Sexual orientation	No	NONE	NONE	As above	No
Pregnancy and maternity	No	NONE	NONE	As above	No
Marriage and Civil Partnerships	No	NONE	NONE	As above	No
Carer's responsibilities	No	NONE	NONE	As above	No

Part 1: INITIAL SCREENING (November 2015)

Context – What we do now and what we are planning to do

Kent County Council is seeking to extend a contract which allows the existing provider to resurface and reconstruct Kent's roads.

Aims and Objectives

From Jul 2016, Kent County Council will:

Secure a two year extension from Eurovia to continue to resurface and reconstruct Kent's roads. This will accord with Spending the Council's Money.

Beneficiaries

The intended beneficiaries are the travelling public in Kent as its roads are maintained to safe and improved to acceptable standards.

Social value proposal also benefit wider community groups and/or individuals.

Information and Data used to carry out your assessment

As the Highway Authority, Kent County Council is responsible for ensuring that the road network is maintained to a safe and acceptable standard. Inspection and maintenance data is retained through a Client works asset management system and condition data system. All customer communications are managed and recorded by County Officers with services ordered through the Resurfacing Contract in accordance with agreed policy and standards.

Potential Impact

The Equality Impact Assessment is a screening to indicate potential areas of impact, both positively and negatively, to the diverse population of Kent, which could result from the award of an extension to the Resurfacing Contract.

There are no Protected Characteristics that will be impacted upon, either positively or negatively.

The screening table details the initial assessment.

JUDGEMENT

Option 1 – Screening Sufficient	YES
Option 2 – Internal Action Required	NO
Option 3 – Full Impact Assessment	NO

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: _____ Name: Andrew Loosemore

Job Title: Interim Deputy Director, Highways, Transportation and Waste

Date:

DMT Member

Signed: _____ Name: Roger Wilkin

Job Title: Interim Director, Highways, Transportation and Waste

Date:

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

To: **Environment and Transport Cabinet Committee – 4 December 2015**

Subject: **Completion of Sandwich Town Tidal Defence Scheme**

Classification: **Unrestricted**

Past Pathway of Paper: **N/A**

Future Pathway of Paper: **N/A**

Electoral Division: **East Kent**

Summary: This paper reports on the successful conclusion of the Sandwich Town Tidal Defence scheme, delivered in partnership by KCC, the Environment Agency and Pfizer. It reflects on the wider benefits the scheme has delivered to East Kent and the advantages of the partnership approach to flood defence delivery.

Recommendation: The Environment and Transport Cabinet Committee is asked to receive and note this report.

1. Background to KCC's involvement in the Sandwich Town Tidal Defence scheme

- 1.1 In 2011 Pfizer announced they would be 'exiting' from the Sandwich site, threatening some 2,400 jobs in the already economically challenged area of East Kent. It was therefore vital that a new investor was found for the site to secure its long term future and the Government asked KCC to chair the Sandwich Economic Development Task Force, chaired by KCC, was set up to lead a recovery for East Kent.
- 1.2 The Task Force quickly identified that addressing the site's flood risk, classed as significant and only afforded a 1 in 20 year level of protection, was key to finding a new investor.
- 1.3 At the same time, however, the Government introduced changes to the way grants were allocated for flood defences, which meant that the Sandwich scheme required an external, non-governmental contribution from the local area. Working in partnership, KCC, the Environment Agency, the Department for Business Innovation & Skills and Pfizer designed a funding solution to enable the scheme to go ahead.

- 1.4 For this £21.7m project, the funding solution comprised a £5m contribution from KCC (£3.28m capital, with a further £0.36m contingency and £1.36m for ongoing maintenance); £11.92m capital funding from the Environment Agency and £1.65m revenue; and Pfizer the remaining capital costs. This was the first partnership funded flood defence scheme in the south east and the largest in the UK.

2. Overview of scheme

- 2.1 The Sandwich Town Tidal Defence (STTD) scheme was completed in September 2015. The final cost was £23.5m, with an additional £1.1m spent on flood recovery works following the winter 2013 tidal surge. Other than KCC's already committed £0.36m contingency being required, the completion of the works came at no extra cost to the Council.
- 2.2 The 14km of improved and raised defences, new flood wall at the town quay and 240ha tidal flood relief area reduces the risk of tidal flooding not only to what is now Discovery Park but also to 488 homes and 94 commercial properties in Sandwich.
- 2.3 The level of protection is raised from a 1 in 20 year level of protection (classed as at significant risk) to 1 in 200 year (low risk).
- 2.4 Images of the completed scheme are provided in Appendix 1.

3. Wider benefits of the STTD scheme

- 3.1 The benefits of the scheme go beyond the flood protection it provides. Most notably, finding a solution to the flood risk led to a new owner being secured with the Pfizer site purchased by Discovery Park Ltd in 2012. Pfizer retained some of the site on a rental basis and retain approximately 800 jobs at the park.
- 3.2 The new park now has 110 businesses on site, with over 2,000 people employed in a wide variety of sectors (such as life sciences, technology, business and manufacturing) and with tenants including Augean, Mylan, LGC, Peakdale Chemistry Services, Cleantec Innovation and Digital Detective.
- 3.3 In 2012 Discovery Park was designated as an Enterprise Zone, meaning businesses located there can benefit from business rate discounts of up to £55,000 per year, for five years. Solving the flood risk for the area was a pre-condition of this designation. And although not directly conditioned, the successful £40m Regional Growth Funds application for East Kent was no doubt helped by the support and level of investment for the region demonstrated through the flood management scheme.
- 3.4 A study by Defra in 2014 showed that taking into account investment as a result of the improvement to flood protection, new employment and total GVA impact over the 10 year appraisal horizon, the investment in Sandwich's tidal

defences could be said to have helped to facilitate up to £225million economic output in the local economy.

- 3.5 Further to these economic benefits, the project enabled other priorities of KCC to be supported. In particular, we worked with the scheme's contractor, Jackson Civil Engineering, to develop an apprenticeship for the project providing an opportunity for youth employment and development for a civil engineering under-graduate. In addition, local sub-contractors and suppliers have been used throughout the scheme, with approximately 70% based in Kent and the remaining from the South East.
- 3.6 The scheme has also seen environmental benefits, with the excavation of clay for the flood defences providing an opportunity to create 23ha of new wetland UK priority habitat that is already providing roosting and feeding areas for rare wetland birds. Furthermore, the new ditches have been planted with reeds to encourage water voles and invertebrates and the flood banks have been seeded with a native seed mix to maximise feeding opportunities for bumble bees.

4. Advantages of the partnership approach

- 4.1 The key advantage of our involvement in the scheme is that it enabled the scheme to go ahead, realising not only a reduction in flood risk but the wider socio-economic benefits set out in section 3. Further, the partnership approach has seen the scheme's cost and risks shared between central and local government, with a significant contribution from the private sector.
- 4.2 The STTD scheme was one of the first to be delivered under the new partnership funding mechanism for flood defences. It has demonstrated that substantial flood defences can be delivered by a partnership of central government, local government and private businesses. KCC was able to gain first-hand experience of how the partnership funding mechanism worked and where funding opportunities could come from. Whilst each scheme and its beneficiaries vary, and the model in Sandwich is not wholly applicable to other partnership funded schemes, this has given us useful insight that may be applied to future schemes.
- 4.3 It is considered that KCC brought valuable local knowledge to the project in terms of understanding of the political implications and working within that system. Likewise, the private sector perspective was useful to a project traditionally developed and delivered within the public realm.
- 4.4 The project also strengthened our working relationship with the Environment Agency, providing better understanding and appreciation of each other's role within the local community and the pressures and issues we face, which enabled collaboration in addressing these challenges.
- 4.5 The partnership approach also meant that the scheme delivered more than just the flood defences. For KCC we had the opportunity to promote other priorities, such as the apprenticeship scheme and local suppliers and

employment; we were also able to strongly demonstrate our commitment to East Kent, its economy and people.

5. Recognition for a high quality scheme

5.1 The scheme has been recognised for its high quality through number of awards.

5.2 In May 2015, the scheme won two awards at the Institution of Civil Engineers (ICE) South East Engineering Excellence Award ceremony:

- Greatest Contribution to South East England Award: This, the highest award, is given to the project that most beneficially impacts South East England and visitors to the region, and best showcases the vital contribution that civil engineers make to the life of the region.
- ICE Brassey Award for the best civil engineering project in Kent and East Sussex.

5.3 In October the Living Waterways Awards 2015, which seek to recognise the most inspiring and exciting waterway-based improvement projects across the UK, awarded it 'Contribution to the Built Environment'.

5.4 The scheme has also been shortlisted for the Chartered Institute of Public Relations Pride Awards 2015 in the Public Sector Campaign category; winners will be announced 20th November 2015.

5.5 However, perhaps the most notable of all is the excellent feedback the scheme has received from the residents since its completion; the new town quay has been particularly well received.

6. Onward commitments

6.1 Our onward involvement with the scheme is that we are committed to providing a financial contribution to the maintenance of the scheme until 2063, up to a total of £1.36m

6.2 The project has also extended an invite to Rory Stewart MP, Parliamentary Under Secretary of State for Defra (responsible for flood management) and Sajid David, Secretary of State for Business, Innovation and Skills to visit the scheme and see the outcomes of partnership funding for flood defence.

7. Further information

7.1 For further information on the scheme please contact the report author below.

8. Recommendation:

8.1 The Environment and Transport Cabinet Committee is asked to receive and note this report.

9. Background Documents

- 9.1 FCERM and the Wider Economy - Technical Report 2: Case studies demonstrating an approach for assessing local GVA impacts of flood and coastal erosion risk management (FCERM). Defra, 2014

10. Contact details

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Appendix 1 – Sandwich Town Tidal Defences



Pymsley Court – before and after



Broadsalts tidal storage area





Discovery Park



Sandwich quay – before and after





Near Gazen salts after



Stonar Lake



Richborough Road flood wall

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

To: Environment and Transport Cabinet Committee - 4 December 2015

Subject: Highway Operations Anti-litter

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Classification: Unrestricted

Summary:

Litter is a problem across the county and Highway Operations has been working with the Kent Resource Partnership and the KRP Street Scene Project Group (a sub-group of KRP) on three key joint anti-litter projects; fly-tipping, high speed road litter clearance, and a county wide anti-litter campaign.

Recommendation:

The Environment and Transport Cabinet Committee is asked to note this report; and comment on Highway Operations continued work with the Kent Resource Partnership.

1. Introduction

- 1.1 Litter in the public realm is a problem across the country and this includes litter on the highway. As well as being unsightly and marring the appearance of the county, there is also a high cost to collect and dispose of this waste. The responsibility for waste collection and street cleansing lies with the borough/district councils whilst KCC is the disposal authority.
- 1.2 Contracts are in place for the disposal of waste collected by the districts and similar arrangements have been in place for many years and are discussed with the district councils as necessary.

2. Financial implications

- 2.1 The cost of clearing fly-tipping across Kent is in the region of £1.2m. In the six months from April to September 2015 the cost to KCC Highway Operations of clearing fly-tipping from the carriageway was £82,000.

3. Kent Resource Partnership (KRP)

3.1 The Kent Resource Partnership is a partnership between the district councils and KCC which as a group looks at ways to improve waste management in Kent. The KRP Street Scene Project Group (a sub-group of KRP) has been set up for two years and its membership includes all 13 Kent councils, Highways England and Balfour Beatty. The group has discussed joint working initiatives on issues such as littering on the highway, fly tipping, fly posting, grass cutting, weed spraying, overgrown vegetation, graffiti removal etc. Prior to this KCC had been a part of the Clean Kent initiative. Involvement in the Project Group has provided the opportunity for Highway Operations to explore areas for joint working with the district councils and Highways England.

3.2 Projects

Highway Operations involvement in the group has focused on three key areas: a county wide litter campaign; a fly tipping protocol; and joint working on litter clearance on Kent's high speed roads

3.2.1 **Litter campaign** - Supporting district councils to deliver a county wide campaign in June 2014 with regards to highway littering. The Kent Resource Partnership (KRP) Members Board had agreed the development and delivery of the '**Love Kent, Hate Litter**' initiative for 2014/15. This initiative encouraged districts, Highways England and Balfour Beatty to implement their existing plans simultaneously over 3 months in June, November and February to maximise impacts. Activities included;

- Local Radio advertising played for each of these months on Heart FM (Aim of behavioural change to those tempted to litter via their vehicles)
- Kent Districts Anti-Litter activities including deep cleans, litter picks on high speed roads, facilitating community litter picks, roadshows delivered in town centres etc.
- VMS signage promoting the 'Take Your Litter Home, Others Do #LoveKent' via KCC, Highways England and Balfour Beatty.
- Social media exposure on Kent Councils' Facebook and Twitter accounts using the #LoveKent hashtag.

3.2.2 **Fly-tipping** – Prior to March 31st 2015, the arrangements and responsibilities for the clearance of fly-tipping from the public highway across the county varied depending upon which District / Borough the material was fly-tipped in. The responsibility for the clearance of fly-tipping was determined via differing criteria such as volume, the type of waste, or the location the material was fly-tipped in.

- 3.3 This lack of clarity often resulted in confusion for the residents of Kent regarding whom they should contact to report a fly-tip, with customers being passed between authorities, and also who was then responsible for the clearance.
- 3.4 Following discussions, the members of the KRP Street Scene Project Group (SSPG) agreed to a 12-month trial of a new countywide consistent approach to fly-tipping clearance on the public highway. This clarified who has responsibility for the clearance based on where the material has been deposited, and also simplified the reporting of fly-tipping for the public, with a view to provide an improved service to the residents of Kent.
- 3.5 From April 1st 2015 all reports from the public about fly-tipping now go to the local District or Borough council in the first instance; this has improved reporting for customers and allowed accurate collection of fly-tipping data.
- 3.6 Roles & Responsibilities (KCC & District / Borough):
- All fly-tipping incidents will be reported by the public to the relevant District / Borough council in the first instance, and not KCC.
 - KCC responsibility – Those reports where the fly-tipped material is causing an obstruction of the carriageway will then be passed to Highway Operations for clearance.
 - District / Borough responsibility - Reports of fly-tipped material on the footway and verge are the responsibility of the local District / Borough council to clear.
- 3.7 During this trial the members of the KRP SSPG are meeting regularly to discuss the progress of this trial, and to monitor the clearance costs for each authority, and to improve sharing of information to assist with enforcement of fly-tipping.
- 3.8 **Enforcement**
- 3.9 In addition to the trial outlined above, KCC HTW continues to work with other authorities to prosecute fly-tipping offences. The KCC Waste Enforcement Advisor liaises with all the District / Borough councils in Kent and shares intelligence (via KCC Intelligence Unit) with them and Surrey, East Sussex, 8 London Boroughs, Police forces in Kent, Sussex, Surrey and the EA regarding cross border offences.
- 3.10 Recently there have been a number of successful fly-tipping prosecutions including one where a serial fly-tipper operating in Kent and South London was fined £15,000. Action is also currently being taken to seek approval for the installation of a covert camera re fly tipping along a highway in the Sevenoaks District.

- 3.11 **High speed roads** – Highway Operations has an annual programme for carrying out repairs on all the high speed roads in the county. Arrangements are made for the roads/lanes to be closed and highway works carried out as needed. Clearing litter on these roads is essential, particularly in the grass verges. As this is a district function, co-operation is vital so that the works can be programmed and litter clearance done at the right time.
- 3.12 In the past there have been agreements in place with some district councils which have enabled the litter to be cleared at the right time in the programme of works. However in many districts this has not been the case resulting in either the litter not being cleared or being done at the wrong time (e.g. after the grass has been cut resulting in ‘confetti’ on the road).
- 3.13 Through the SSPG, more agreements have been made with districts to have the litter cleared within the KCC programme. This year’s high speed road programme has recently been completed. The results of the trial are still being assessed and whilst there is still some work to be done to engage more effectively with some districts, there have been improvements in some districts which will be built on for the coming year(s).

4. Future activity

- 4.1 The Kent Resource Partnership is continuing its focus on joint working especially in light of funding reductions across all local authorities. On 19th November 2015 it held an Anti-Litter and Anti-Fly Tips Workshop involving all 13 authorities, Highways England, Braintree District Council as well as other representative organisations including the Campaign to Protect Rural England (CPRE), Country Land and Business Association (CLA) and businesses such as McDonalds and KFC. The workshop provided an opportunity to exchange best practice and to identify areas of activity that the Partnership can develop in the coming year. There was a strong desire amongst those present to reinvigorate the Partnership and continue the work programme already identified and to progress new areas going forward, especially more involvement with the Kent business community and more educational and campaign work aimed at changing the behaviour of people leading to cleaner streets. One such campaign will be the ‘Clean for the Queen’ campaign being championed by Keep Britain Tidy.
- 4.2 Other areas of work identified by the SSPG include:
- Monitoring the flytipping project on the Highways and extending it to Public Rights of Way.

- Tackling the littering issues on high speed routes across Kent – further work with the districts to improve the efficiency and effectiveness of litter clearance
- A combination of joint enforcement and continued community initiatives.
- Fly posting – including a pilot project with Tonbridge and Malling Borough Council
- Grass cutting, overgrown vegetation and weed spraying –opportunities to be explored for joint working
- Graffiti removal

5. Conclusion

Littering across the county costs money and blights communities and can be dangerous for road users. The work that Highway Operations has done with the KRP SSPG as outlined above, has made a positive contribution toward the overall objective of addressing these problems. The joint working that has resulted has been beneficial for the residents of Kent and people who visit the county. Going forward Highway Operations will continue to work with KRP and district colleagues to share expertise, benefit from economies of scale and help shape the actions that will be taken in the coming year(s).

6. Recommendations

The Environment and Transport Cabinet Committee is asked to note this report; and comment on Highway Operations continued work with the Kent Resource Partnership.

7. Contact details

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

To: Environment & Transport Cabinet Committee – 4 December 2015

Subject: Kent County Council Highways, Transportation & Waste Soft
Landscape Works - Service Review 2018/19

Non-Key decision

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment & Transport Cabinet Committee March 2016.

Electoral Division: County Wide

Summary: One of the objectives included in the KCC Business Plan is to review the soft landscape works service from 2018/19, after current contracts expire. A number of options for the future service have been identified and require development. This report seeks cabinet approval to engage an Member Task and Finish Group to review and identify the priority outcomes for the service. The recommendations from the Group will be reported back to Environment & Transport Cabinet Committee for final decision in March 2016.

Recommendation:

The Cabinet Committee is asked to set up an Member Task and Finish Group to inform and identify the priority outcomes for the future of the service.

1. Introduction

- 1.1 Highway Operations Soft Landscaping Team are responsible for the management of trees and vegetation within the highway boundary in urban and rural areas (8,500km of road network). The service is delivered through a balance of arrangements with districts and parishes and through publicly procured contracts with SME contractors. An earlier review of the service determined that co-termination of works contracts in 2017/18 would provide an opportunity to review the future service delivery of the works element.
- 1.2 The lead-in time to replace existing works arrangements, including procurement requirements, negotiations and mobilisation periods means that an executive decision on the preferred option is required by the end of March 2016. A timeline is attached as Appendix 2.

2. Background, Options and Objectives

- 2.1 A list of the soft landscape procured contracts is attached at Appendix 1. The current annual cost of soft landscape works is £2.6m. Notably reductions of £1.1m (30%) were made in 2011/12. The MTFP targeted savings of £385k

(15%) are proposed for 2018/19. The MTFP savings will result in reduced service levels.

- 2.2 In 2015/16 the majority of the soft landscape spend is on scheduled works for urban and rural grass cutting, shrub and hedge maintenance, tree works and weed control. Regular procurement has resulted in lowering prices. These prices are used to benchmark the current arrangements with districts and parishes. Due to the frequent testing of the market officers are confident the current prices reflect value for money.
- 2.3 Five districts (and several parishes) currently provide the service on our behalf. These districts are reimbursed at the benchmarked rates and provide enhanced services at their own cost to meet their local needs. However the districts have expressed concerns that any further reduction in either funding or service levels will force them to hand back the service.
- 2.4 Current works frequencies fall short of what the highways soft landscape asset requires for long term sustainability. Further reductions in the service will contribute to long-term degradation of the asset.
- 2.5 In line with the planned review of the service and the new commissioning procedures a draft Diagnostic Report has been prepared. The draft Diagnostic Report outlines five possible options for the future of the service:
 - **Option 1: Status Quo** – continue with existing works frequencies and deliver the service through a mix of publicly procured contracts and through agreements with districts and parishes. A small amount of savings could be achieved.
 - **Option 2: Reduced Service** – to accommodate MTFP targeted savings scheduled works will be cut. The savings could be spread among urban and rural areas, however some service frequencies are already at 1 annual maintenance visit and as a result a portion will receive no maintenance. This will result in fewer scheduled works and increased reactive safety critical works.
 - **Option 3: Engage With Districts, Town Councils & Parishes** – transfer the urban service to a combination of districts, town councils & parishes, with KCC retaining the rural services and tree works. This option supports localism and the combination of urban service providers would be able to enhance high profile tourist, business and town centres according to local priorities. It is unlikely all districts, town councils and parishes would sign up and those that did are likely to require a financial incentive.
 - **Option 4: Bring In-house** – this option could accommodate MTFP targeted savings if works frequencies were reduced as in Option 2. Initially there will be increased costs for staff resources (TUPE) or depots and equipment or both, depending on the model selected.
 - **Option 5: Statutory Minimum Service Only** – this would generate greater savings than Option 2. However, the focus would shift to reactive safety works, customer enquiries and complaints would increase, and assets would require a new mapping exercise to define works that are safety

critical. This approach would be reliant on the public's acceptance of greatly reduced service standards and a cultural shift in customer perception. Communities, volunteers and third sector groups may partially fill the service gap. However, financial incentives may be required to encourage a sustainable commitment.

The Member Task and Finish Group is asked to assist in the review to identify the priority outcomes for the future service.

2.7 The key objectives for the development of the future service options are to:

- contribute to the Council's Outcomes Framework;
- identify further saving efficiencies through commissioning, partnership working and challenging existing practices;
- maximise synergies between internal and external partners;
- build greater flexibility with regard to provision of soft landscape works to achieve quality, customer satisfaction and value for money;
- ensure KCC meets its environmental compliance and safety obligations;
- future proof service delivery for customers and other stakeholders;
- ensure the long-term needs of the asset are met;
- provide a transparent, accountable service; and
- provide equitable access to services for Kent residents and compliance with the Equality Act 2010.

3. Financial Implications

3.1 Each of the future service options has a different financial impact and will be assessed to ensure financial viability.

3.2 The MTFP targeted savings figure for soft landscape works is currently set at £385k, (15%), beginning in 2018-19. This cannot be absorbed through procurement savings alone and will require reductions in service frequencies.

4. Legal implications

4.1 There are statutory obligations required of a Highways Authority under the Highways Act 1980. These need to be taken into account when developing the options for the future service.

5. Equalities implications

5.1 An initial EqIA screening has been prepared. New or full EqIAs will be conducted to understand positive and negative impacts upon customers as options are being developed.

5.2 Should public consultation be required, a separate EqIA will be prepared to inform the consultation approach and engagement across our customer and stakeholder base.

6. Other corporate implications

6.1 The Soft Landscape review will embed the principles and objectives of the following corporate and partnership strategies:

- KCC's Supporting Kent's physical and natural environment: Corporate Outcomes Framework 2015-19;
- KCC's Supporting business growth: Corporate Outcomes Framework 2015-19;
- KCC's Supporting residents with a good quality of life: Corporate Outcomes Framework 2015-19;
- KCC Commissioning Framework;
- Kent Environment Strategy; and
- KCC's Customer Service Policy 2015-17.

7. Governance

7.1 It is requested that a small, cross party Member Task and Finish Group, is established to support an officer options development group, led by Andrew Loosemore, Interim Deputy Director, Highways, Transportation and Waste, which in turn is accountable to the Growth Environment and Transport Portfolio Board and ultimately through to this Cabinet Committee.

7.2 Previously KCC have utilised Member Task and Finish Groups for a variety of differing scenarios. This has proved successful in the past with, one of the strengths of the process being the detailed and significant contribution of elected members.

7.3 The Member Task and Finish Group will inform and support the review of the soft landscape service and develop available options and draft recommendations to the Cabinet Committee. By using a Member Task and Finish Group, Members will be able to have confidence that the recommended service options will take into account issues of interest and concern for the communities they represent. It is anticipated that the Group will comprise six Member and meet up to five times. Draft terms of reference will be provided to the Group for consideration at the initial meeting.

8. Conclusions

8.1 It is proposed that an Member Task and Finish Group is established to identify outcomes and support development of options for the future soft landscape service.

8.2 A subsequent report with recommendations for decision will be presented to this Cabinet Committee for consideration in March 2016, prior to any public consultation, should it be required.

8.3 The process is subject to an outline timeframe that recognises the procurement and mobilisation periods required to provide new works arrangements in 2018.

9. Recommendation:

The Cabinet Committee is asked to set up an Member Task and Finish Group to inform and identify the priority outcomes for the future of the service.

10. Background Documents

10.1 Contracts List

10.2 Timeline

11. Contact details

<p>Report Author: Richard Diplock – Soft Landscape Asset Manager 03000 413603 richard.diplock@kent.gov.uk</p> <p>Andrew Loosemore – Interim Deputy Director Highways Transportation & Waste 03000 411652 andrew.loosemore@kent.gov.uk</p>	<p>Relevant Director: Roger Wilkin Interim Director of Highways, Transportation and Waste 03000 413479 roger.wilkin@kent.gov.uk</p>
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Appendix 1

Soft Landscape Contracts at 01/10/2015

Aeltem No.	Contract Type	Districts Covered	Supplier	Start Date	End Date	Contract ID
1	Urban Grass, Shrubs and Hedges - Lot 1	Maidstone & Dartford	Grasstex Ltd	01/04/2013	31/12/2017	SS12 33
2	Urban Grass, Shrubs and Hedges - Lot 2	Canterbury & Thanet	Grasstex Ltd	01/04/2013	31/12/2017	SS12 33
3	Urban Grass, Shrubs and Hedges - Lot 3	Sevenoaks, Tonbridge & Malling & Tunbridge Wells	Cleartrack (EvL) Ltd	01/04/2014	31/12/2017	SS13 82
4	Rural Swathe cutting & Visibility Lot 1	Dartford, Gravesham, Sevenoaks, Tonbridge & Malling and Tunbridge Wells	Grasstex Ltd	01/04/2015	31/03/2017	SS14 055
5	Rural Swathe cutting & Visibility Lot 2	Maidstone & Ashford	Grasstex Ltd	01/04/2015	31/03/2017	SS14 055
6	Rural Swathe cutting & Visibility Lot 3	Swale, Canterbury & Thanet	Grasstex Ltd	01/04/2015	31/03/2017	SS14 055
7	Weed control – Lot 1	Dartford, Gravesham, Sevenoaks and Tonbridge & Malling	LanGuard Ltd	01/05/2014	30/04/2016	SS13 75
8	Weed control – Lot 2	Tunbridge Wells, Maidstone and Ashford	Sussex Rail Ltd T/A SRL Environmental Management	01/05/2014	30/04/2016	SS13 75
9	Weed control – Lot 3	Swale, Canterbury & Thanet	LanGuard Ltd	01/05/2014	30/04/2016	SS13 75
10	Arboricultural Works Term Contract Lot 1	West Kent	City Suburban Tree Surgeons Ltd	01/09/2014	31/08/2017	SS13 76
11	Arboricultural Works Term Contract Lot 2	East Kent	City Suburban Tree Surgeons Ltd	01/09/2014	31/08/2017	SS13 76

Appendix 2 - Timeline for Executive Decision - HTW Soft Landscape Works

TASK	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Meet MB: Set terms of reference for ETCC/IMG; review Cabinet Committee Report	2nd Nov													
Submit Report to ETCC	9th Nov													
ETCC Meeting		4th Dec												
Set up IMG														
IMG Briefings														
Develop Soft Landscape Options														
Finalise IMG Option Recommendations; draft Executive Decision Rpt														
Finalise Executive Decision Rpt														
Executive Decision Meeting														
Feed Executive Decision into Category Plan														
Procurement Board														
Market engagement for new soft landscape contracts/arrangements								Swathe contracts				Tree works	Urban Grass, shrubs and hedges	

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From: Matthew Balfour, Cabinet Member for Transport & Environment

Barbara Cooper, Corporate Director for Growth, Environment & Transport

Roger Wilkin, Interim Director for Highways, Transport & Waste

To: Environment & Transport Cabinet Committee – 4 December 2015

Subject: **Road Casualty Trends in Kent**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: For Information

Electoral Division: All electoral divisions

Summary:

The number of road casualties in Kent has been increasing in line with a national trend. In 2014 there were 11% more KSI road casualties than in 2013 on KCC and Highways England roads in the county. This paper updates Members on the road casualty trends and the actions being undertaken to improve road safety in line with the Kent Casualty Reduction Strategy approved by this Cabinet Committee in 2014.

Recommendation:

Members are asked to review the key trend data and discuss the forward strategy outlined in this report.

1. Introduction & Background

1.1 Keeping our roads as safe as they can be and tackling death and injury is a key priority for the County Council, both in respect of our Statutory Duty, to promote road safety and act to reduce the likelihood of road casualties from occurring (Section 39, Road Traffic Act 1988), as well as a moral and a financial imperative, particularly in respect of preventing long term disability and ill health.

1.2 In Kent the number of people killed or seriously injured in road crashes fell by 50% between 2000 and 2010. Whilst the long term trend in our county is down, 49 people died and 609 people were seriously injured on roads in Kent including those managed by Highways England in 2014, which represents an 11% increase over the figures for 2013. Further, a similar increase was seen in 2013 compared to 2012 data.

- 1.3 The increase in Kent appears to be part of a wider national trend with figures for Great Britain increasing from 23,370 KSI in 2013 to 24,582 in 2014. Highway Authorities with an extensive rural road network such as Kent appear to be seeing a higher proportionate increase.

Table 1 Road traffic casualties by local authority 2012 to 2014

South East casualty comparison	2012		2013		2014		%change 2013 to 2014		Difference 2013 to 2014	
	KSI	All	KSI	All	KSI	All	KSI	All	KSI	All
Kent	524	5755	594	5830	658	6303	11%	8%	64	473
East Sussex	305	1708	339	1792	390	1969	15%	10%	51	177
Greater London	3018	28780	2324	27199	2170	30837	-7%	13%	-154	3638
Essex (inc Southend and Thurrock)	734	5245	689	4991	757	5484	10%	10%	68	493
Surrey	574	5565	599	5223	735	5408	23%	4%	136	185
West Sussex	420	2396	438	2554	482	2748	10%	8%	44	194
Hampshire	684	3919	706	3661	773	3743	9%	2%	67	82

- 1.4 Research by the Department for Transport implicates weather conditions and higher traffic flows for part of the increase. Our own research of the police records, reported at www.kent.gov.uk/roads-and-travel/road-safety, is now being reviewed alongside other data sources to give a better idea of road risk and to direct road safety interventions for the coming year in accordance with the Kent Road Casualty Reduction Strategy.
- 1.5 This report identifies the trends in the Kent data and outlines the key actions being taken over the coming year by the County Council and through the Kent Casualty Reduction Partnership (CaRe) which also includes Kent Police, Kent Fire & Rescue, Highways England and Medway Council.

2. Kent Road Casualty Trends

- 2.1 **Appendix 1** highlights how injuries as a result of a road traffic collision are defined. Although KCC analyses all injury collisions (and is starting to look at damage only information), work is focussed towards those incidents involving fatal and serious injury (KSI) as these are the most life changing events and also the most accurately reported by Kent Police.
- 2.2 **Appendix 2** provides a summary of KCCs progress in achieving the 2020 KSI casualty reduction targets. The rise in the last two years has been a result of a higher number of KSI casualties involving all road user types, with car occupants and motorcycles recording the largest increase between 2013 and 2014. The number of KSI collisions recorded on rural (non-built up) roads in Kent has also increased year on year since 2012.

Figure 1 Kent Casualties by Road User 2011 to 2014

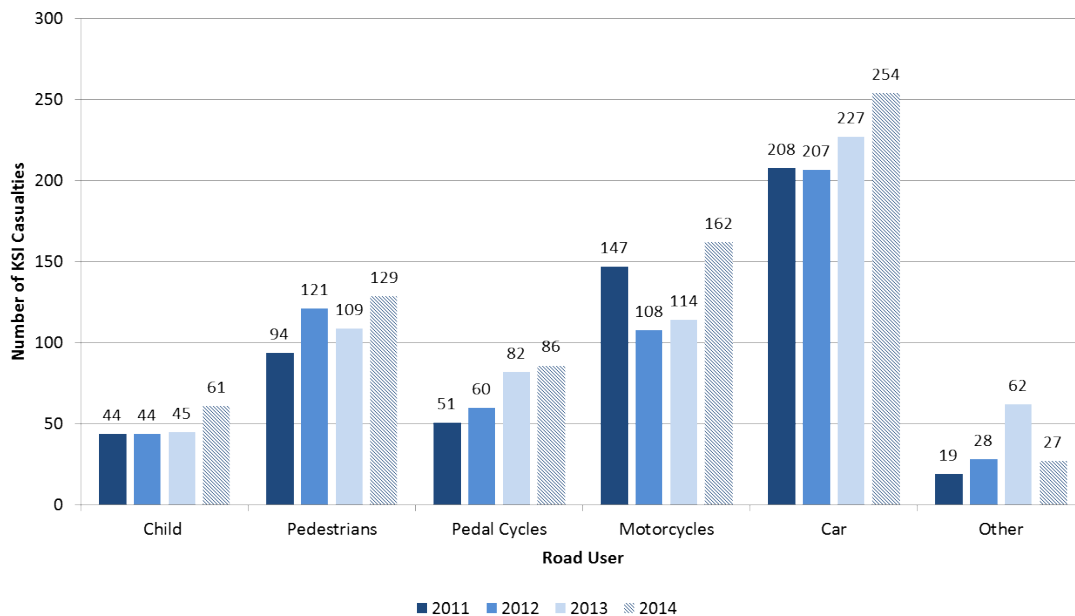
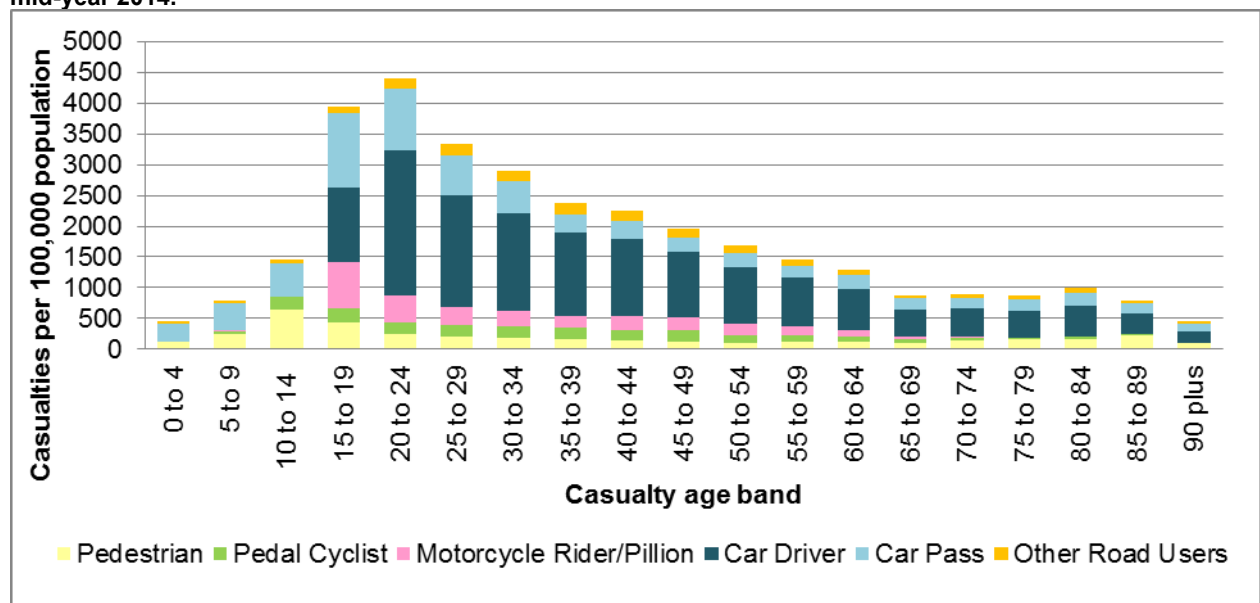


Figure 2 Kent casualties (all severity) per 100,000 population

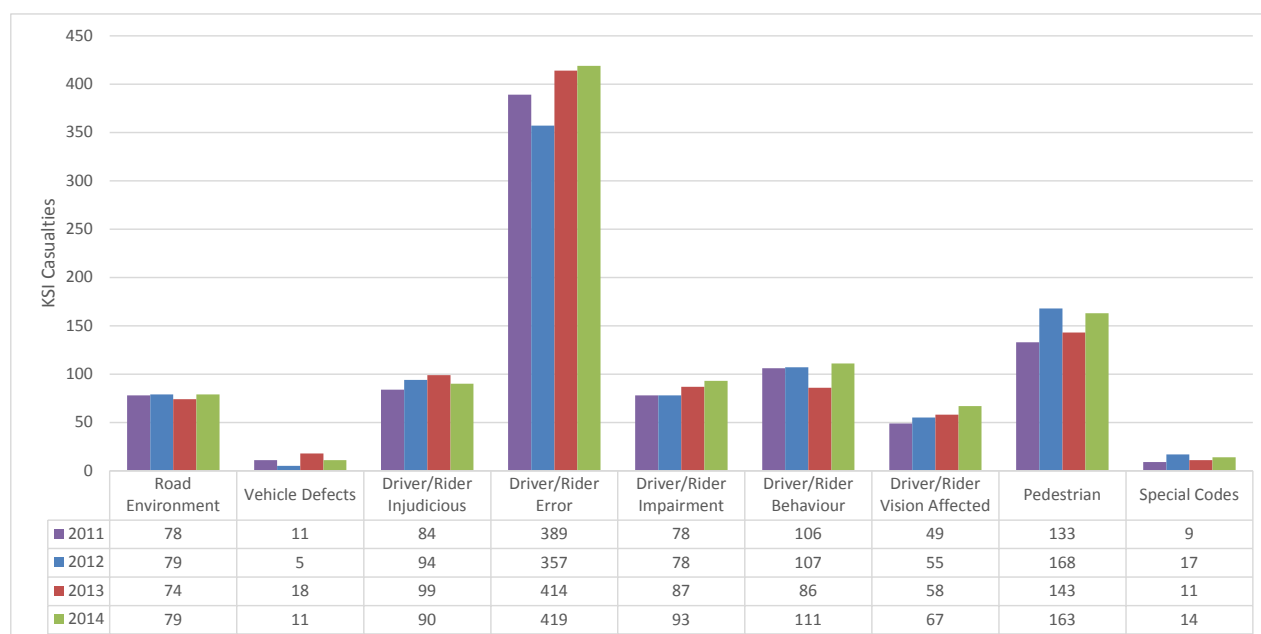
NB Kent casualties (excluding Medway) for 2010 to 2014 compared to census population statistics for mid-year 2014.



2.3 Car Occupants made up 39% of all KSI casualties in Kent in 2014 and continue to be a major focus of casualty reduction activity. 21 year olds recorded the highest number of KSI car driver casualties and 18 year olds recorded the highest number of KSI car passenger casualties in Kent in 2014. Data for the first 6 months of 2015 has highlighted that 14 of 32 fatal and life threatening crashes in 2015 recorded an occupant not wearing a seatbelt.

2.4 Motorcyclists accounted for 25% of all KSI casualties in Kent in 2014. Further analysis has identified that there are more KSI collisions involving motorcycles over 500cc in engine size than the other three classes of motorcycle combined.

Figure 3 Contributory Factors in KSI crashes in Kent



2.5 Research also shows that three-quarters of injury crashes occur solely as a result of behavioural factors and a comparison of causation factors recorded in 2013 and 2014 highlight an increase in crashes noting impairment by drink and drugs, mobile phone use and inappropriate speed.

2.6 An annual review of road casualties in Kent is published on the County Council’s web site at www.kent.gov.uk/roads-and-travel/road-safety.

3. The Kent Casualty Reduction Strategy

3.1 As part of Kent County Council’s commitment to press down on road casualties and improve road safety, the County Council has produced a new Road Casualty Reduction Strategy. The Strategy was approved following a report to this Cabinet Committee on 24 April 2014 (Item B1) and we are now in the first full year of implementing the projects and interventions set out in the delivery action plan.

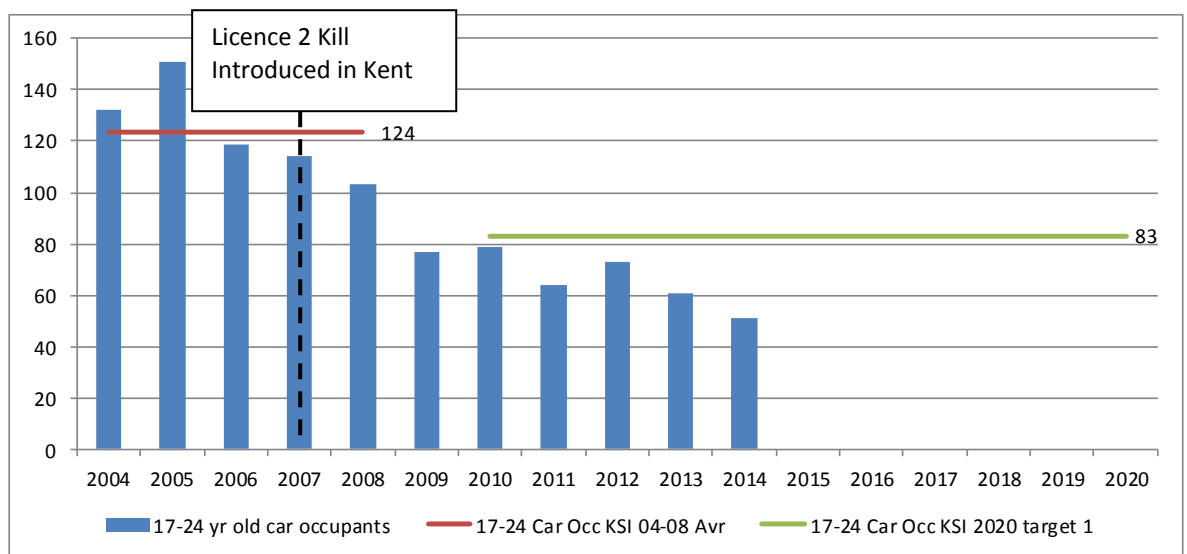
3.2 The Strategy is published on the County Council’s web site at www.kent.gov.uk/roads-and-travel/road-safety. The Strategy looks to draw on a wider range of data to better define risk, and to use this to refocus the type and location of interventions in line with a ‘safer systems’ approach which is recognised as good practice at the national and international level. Safer Systems recognises the interplay between causation factors and targets interventions to reduce the potential for a collision as well as the severity of the consequences. The Strategy also highlights the need to better integrate education, enforcement and engineering measures, and to improve how we engage with our partners and stakeholders. The 2015/16 Action Plan is reported at **Appendix 3**. Over the past year ongoing projects have included:

- Piloting of a 'damage only' crashes database where evidence of crashes can be entered on a county database by the public. This will be used by engineers alongside casualty data to identify casualty reduction measures. It is planned to launch a county wide system in early 2016.
- Piloting of an iRAP/ VIDA assessment tool will be carried out alongside the annual crash rate analysis to identify whether this methodology can improve the existing assessment. If successful the tool will identify features (road side furniture, signs, lines, surfacing) which can be modified/ taken out/ improved to reduce the severity of the incident, in the event of a crash. This information will then be used to potentially improve routes considered in the 2016/17 CRM programme.
- The upgrading of existing safety camera sites from wet film to digital operation was approved following a report to this Cabinet Committee on 17 September 2014. The wet film systems are getting more expensive to maintain and the technology is fast becoming obsolete which will make sites harder to keep operational. The digital cameras will be more reliable and more importantly have the capability to work 24 hours a day, seven days a week, 52 weeks a year. Following the subsequent approval at Procurement Board a tender has been issued and, subject to the outcome, sites will begin to be upgraded in 2016.
- Delivery of Driver Diversionary Scheme (DDS) courses including National Speed Awareness (NSAC) for 34,194 clients on behalf of Kent Police. The National Framework for Road Safety (2011) emphasises the role of these and other driver training courses as an important road safety intervention across the country. Research by the Association of Chief Police Officers (2011) recorded evidence of positive changes in attitudes, that the course makes it easier for clients to identify the speed limit and consequently to drive within the limit and that these changes were maintained 3 months following the course. Further, drivers attending Kent courses frequently give very positive feedback in terms of the value of the course in improving their safer driving skills and knowledge and course attendees consistently record between 80% and 90% satisfaction in terms of booking procedures and delivery.
- Launching of a new road safety web resource for parents and primary schools www.kentchildlife.com – The website is a better way of promoting all KCC initiatives in one area, so is timesaving and more user friendly for people to use. However, the scheme is in its early stages and requires further promotion to increase its effectiveness (4,496 views recorded between 16th November 2014 and 16th November 2015 - 3,116 of which are unique).
- Crash analysis for 2014 identified 187 collision cluster sites across the County on roads within KCC's control. Investigations were undertaken, and as a result of this, 50 schemes were taken forward for further design and implementation of measures aimed to mitigate the patterns of crashes identified at each site (during financial year 2015/16). To date, the Casualty Reduction Measures (CRM) programme is progressing well, with all schemes to be delivered before the end of the financial year. 2 schemes are subject to options study reports, which are being undertaken by Amey TESC, and will be placed in next years' bid for funding should a viable CRM scheme be identified. Forecasted spend for 2015/16 CRM's is £350,000 plus £230,000 of carry overs from 14/15, £150,000 Quick Win schemes (small works that cost less than £5k where there's evidence of a problem but the solution is minor

and not worth putting on a bid and waiting a year for the funding) and £300,000 for a variable speed limit pilot – totalling a forecasted spend of £1,030,000.

- Outline design is progressing on new cycle routes and 20mph zones where these schemes can encourage more walking and cycling to contribute to wider public health outcomes. It is hoped that some 10 schemes will be implemented in 2016, subject to due process.
- Further educational and awareness raising measures, including a new all-encompassing *Share the Road* campaign and a range of campaigns from mobile phones to drug driving, to address emerging trends in data for *at risk* groups such as young drivers and vulnerable road users see www.kentroadsafety.info
- An additional *Licence to Kill* venue for students in years 12-13 to continue to focus education towards this key at risk group. The number of 17 to 24 year old KSI casualties recorded in Kent since the initiative was introduced has reduced and more notably (in the last 2 years) against a rising overall trend in Kent.

Figure 4 Annual trend of 17-24 year old car occupants (passengers and drivers) killed or seriously injured in Kent and Medway



4. Financial Implications

4.1 The Strategy includes a set of measures, presented in a Delivery Action Plan, which represents a refocusing of existing budgets and staff resources. Whilst there are no additional pressures on current budgets as a consequence of this report it is important to note that the case for prioritising additional funding in future spending plans is strong, where this will most likely impact on reducing risk of future casualties. The established average cost of dealing with a fatal crash is £1.9m and the average cost of dealing with a crash involving injury is £75,000 (Road Casualties Great Britain Annual, 2012). It should be noted that

these estimated medical and ambulance costs do not take into account any care that is needed beyond the first 18 months following a serious collision. Many of the serious injuries recorded in Kent will require significant amounts of long-term care as well as the provision of additional transportation and educational needs which would be payable by Kent County Council as the local authority.

5. The Strategic Statement and Corporate Objectives

- 5.1 Improving road safety and reducing road casualties is in line with the KCC Strategic Statement 2015-2020; specifically outcome 2: Kent Communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life. The relevant themes in the Local Transport Plan for Kent 2011-2016 are '*a safer and healthier County*' and '*enjoying life in Kent*'. There are also links with the County Councils' Joint Health and Wellbeing Strategy (2013) in respect of our wider public health objectives.

6. Conclusions

- 6.1 Death and injury on Kent's roads must continue to be tackled as effectively as possible by all agencies involved. Whilst the long term trend is down, the number of people killed and seriously injured on Kent's roads has increased in recent years in line with national trends. The County Council has produced a Road Casualty Reduction Strategy which highlights the need to act to improve road safety and sets out a series of interventions to press down on the likelihood of casualties from occurring in the future.

7. Recommendations

Recommendation: Members are asked to review the key trend data and discuss the forward strategy outlined in this report

8. Background Documents

- 7.1 Information about the national and Kent records of road casualties can be found at:

www.gov.uk/government/collections/road-accidents-and-safety-statistics

www.kent.gov.uk/roads-and-travel/road-safety/crash-and-casualty-data

9. Contact details

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Appendix 1: Road Traffic Injury Classification

The road traffic collision statistics that are used by Kent County Council, are those collected by Kent Police in a system known as STATS19. This database covers road crashes involving injury occurring on the public highway (including footways) in which at least one road vehicle or a vehicle in collision with a pedestrian is involved which becomes known to the police within 30 days of its occurrence. Excluded from STATS19 are confirmed suicides; death from natural causes; injuries to pedestrians with no vehicle involvement (e.g. a fall on the pavement); and collisions in which no one is injured but a vehicle is damaged or crashes off the Highway (i.e. on private roads/car parks). The injuries that are recorded are currently categorised using the Department for Transport (DfT) definitions:

Fatal –

A death that occurs in less than 30 day as a result of the crash

Serious –

Broken neck or back

Severe head injury, unconscious, other head injury

Severe chest injury, any difficulty breathing

Internal injuries

Multiple severe injuries, unconscious

Loss of arm or leg (or part)

Other chest injury, not bruising

Deep penetrating wound/deep cuts/lacerations

Fracture

Crushing

Burns (excluding friction burns)

Concussion

Severe general shock requiring hospital treatment

Detention in hospital as an in-patient, either immediately or later

Injuries to casualties who die 30 or more days after the crash from injuries sustained in the collision

Slight –

Whiplash or neck pain

Shallow cuts/lacerations/abrasions/ Bruising

Sprains and strains (not necessarily requiring medical treatment)

Slight shock requiring roadside attention sprains and minor lacerations

(Persons who are merely shaken and who have no other injury will not be included unless they receive or appear to need medical treatment)

N.B Where a person is injured in a road traffic collision and dies, but death is not deemed to be directly related to the injuries from the collision, casualty severity will be based on the initial injury (e.g. casualty admitted to hospital following a road traffic collision then contracts the MRSA virus).

Appendix 2: Kent Casualty Trend Data

Personal injury collision and casualty statistics, based on STATS19 data provided by Kent Police, have been used to illustrate recent trends. Unless stated this section shows collision statistics for all Kent roads (excluding Medway and including Highways England roads).

Following on from the 2010 targets set by the Department for Transport (DfT) a new target has been adopted by the Casualty Reduction (CaRe) Group for reducing casualty figures in Kent.

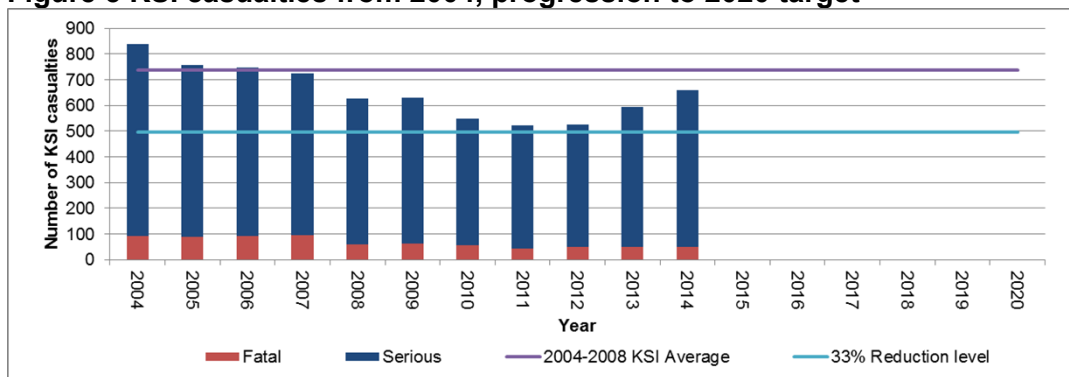
Compared with 2004/08 averages, by 31st December 2020 the targets are to reduce the numbers of:

- all those killed or seriously injured (KSI) on Kent's roads by 33%;
- children killed or seriously injured on Kent's roads by 40%.

Table 2 Progress towards the 2020 targets

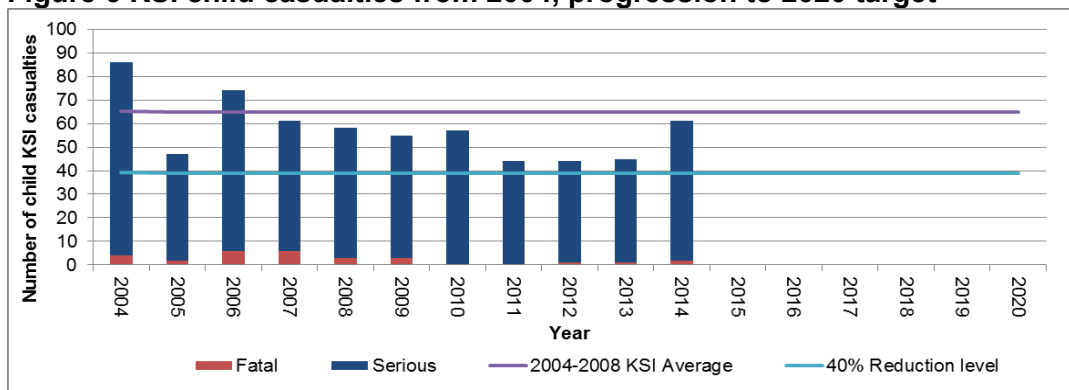
Kent Casualties	2020 Target	2004-08 Baseline	2012	2013	2014	2014 percentage change compared to baseline	2014 percentage change compared to 2013
Total KSI	495	739	524	594	658	-11%	11%
Child KSI	39	65	44	45	61	-6%	36%

Figure 5 KSI casualties from 2004, progression to 2020 target



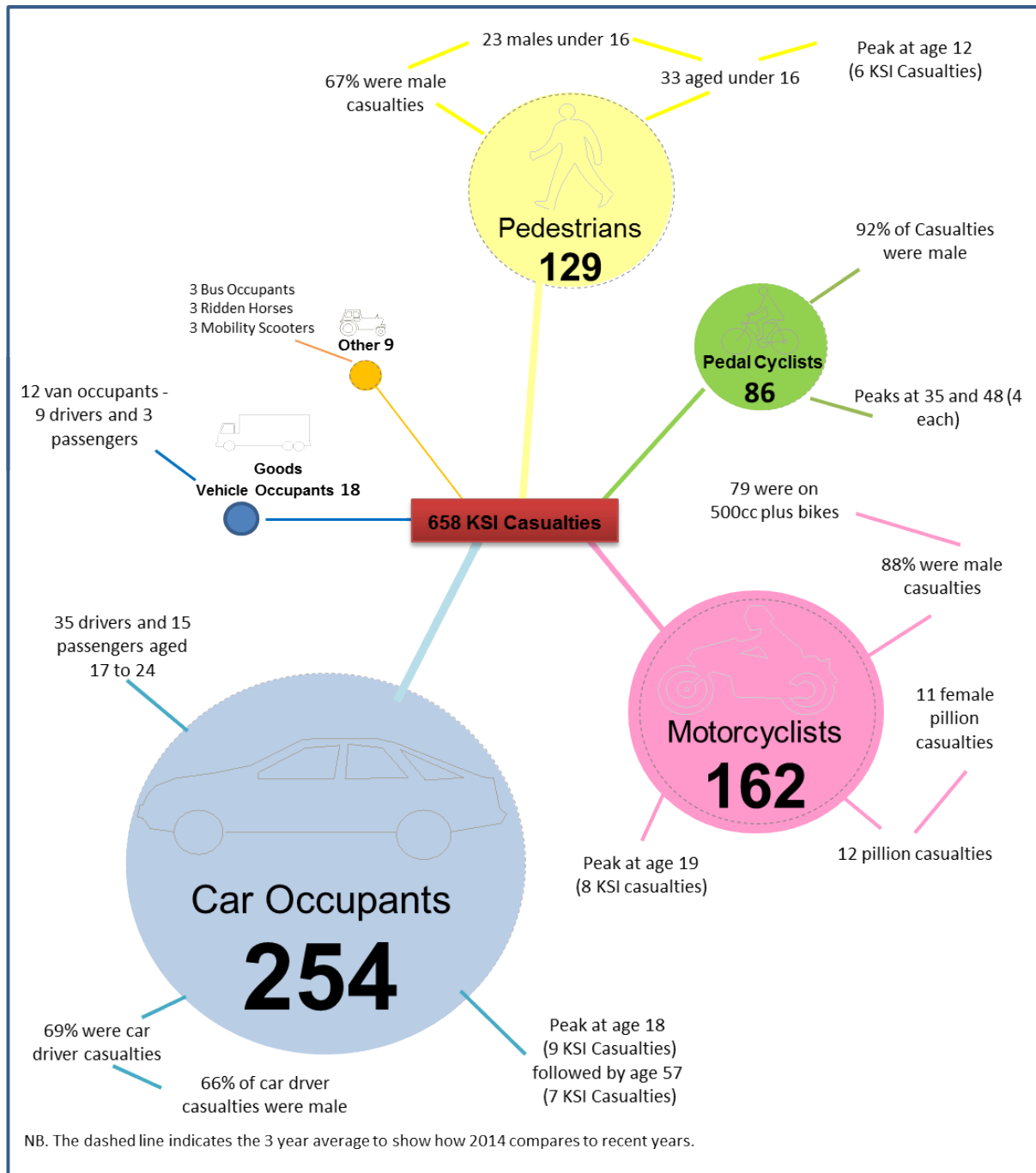
In Kent, 2014 recorded an increase in the number of killed or seriously injured casualties compared to the 2013 figures – from 594 to 658, this is a continuation of the increase recorded since 2012.

Figure 6 KSI child casualties from 2004, progression to 2020 target



After remaining fairly consistent since 2011, child KSI casualties have shown an increase from 45 in 2013 to 61 in 2014.

Diagram 1 Summary of KSI casualties in Kent in 2014



Appendix 3: Kent Road Casualty Reduction Strategy Delivery Action Plan for 2015/16 (Grey Shading denotes complete/delivered)

Activity	Primary Target Group	Estimated Reach 2015 / 16	Delivery Date
Data and Research			
Upgrading of KCC CRASH database to allow daily updates of incident records (currently monthly)	Internal	n/a	Police delayed new CRASH system to Feb 2016
Publishing of Kent Annual Trend Report	On line	n/a	Published Aug 2015
Piloting of IRAP VIDA review of road network to identify hazards for protection/ removal. Phase 2 review of non-casualty data to determine risk and identify interventions alongside traditional approach.	Internal	n/a	KCC Meeting with EuroRAP Nov 2015
Complete the annual cluster site analysis	Internal	n/a	Preliminary results Aug 2015 Full results Nov 2015
Launch of damage only crash logging system on <i>My Nearest</i> facility on kent.gov.uk	Public/ Internal	County wide	2016/17 (Await release of CRASH – Feb 2016)
Publishing of Casualty Profiles for Community Safety Partnerships (CSP)	To CSP members	n/a	Dec 15/Jan 16
Education (Publicity)			
Good Egg Guide - child seat fitting	Adults	500	(Annually – Apr-Mar)
Foreign Driver information	Adults	500,000	(Annually – Apr-Mar)
Ongoing updates campaign web site - www:kentroadsafety.org	Adults	7,000	(Annually – Apr-Mar)
Streetlights mean 30	Adults	1,250,000	(Annually – April)
Think Bike / Think Cyclist	25-50 year olds	500,000	(Annually – May)
Ghostlids campaign – motorcyclists	16-19 year olds	200,000	(Annually – May-Oct)
Kent Bikers campaign - motorcyclists	25-50 year olds	500,000	(Annually – May-Oct)
Mobile Phones campaign	17-34 year olds	700,000	(Annually – June)
Share the Road	17-50 year olds	700,000	(Annually – July)
Rural Speed campaign	17-50 year olds	850,000	(Annually – Aug)
Summer Drink Drive campaign	17-50 year olds	1,250,000	(Annually – Sept)
See the Hazards (Urban Speed) campaign	17-50 year olds	1,250,000	(Annually – Sept)
Drug Drive campaign	17-34 year olds	850,000	(Annually – Nov)

B-Viz campaign - encouraging young road users to be visible	9-14 year olds	31,700	(Annually – Nov)
Winter Drink Drive campaign	17-50 year olds	850,000	(Annually – Dec)
Speak Up campaign	16-24 year olds	1,250,000	(Annually – Feb)
Seatbelt campaign	17-34 year olds	850,000	(Annually – Mar)
Education (Education and Training)			
Driver Diversionary Schemes	Adults	40,000	Annually (Apr-Mar)
At Work driver training courses	Adults	500	Annually (Apr-Mar)
Non-offender (HASTE) Speed Awareness Course	Adults	150	Annually (Apr-Mar)
Driving Business Safely Workshops (4 per year)	Adults	20 businesses	Annually (Apr-Mar)
Roll out of Adult Cycle Training following successful bid by KCC for LSTF funding for Kent Connected	Adults	750	Annually (Apr-Mar)
Community Safety / Public Events	Adults & children	10,000	Annually (Apr-Mar)
Junior Road Safety Officer	5-11 year olds	12,500	Annually (Apr-Mar)
Young Driver Education	16-18 year olds	2,000	Annually (Apr-Mar)
Bikeability Cycle Training to be expanded following successful bid by KCC for LSTF funding for Kent Connected	Children (Yrs. 4-9)	6,740	Annually (Apr-Mar)
Support Kent Messenger Walk to School initiatives	Primary children	36,500 children in 178 schools	Annually (Apr-Mar)
Small Steps pedestrian training	Primary Yr. 2	1,500 children in 50 schools	Annually (Apr-Mar)
Safety in Action	10-11 year olds	5,000	Annually (Apr-Sept)
Licence to Kill Production to be expanded from 3 to 4 venues	16-18 year olds	8,000	Annually (Nov)
Smart Brothers Road Safety Show - <i>stop look listen think</i>	5-11 year olds	17,500	Annually (Jan-Mar)
Young Driver Theatre in Education	16-18 year olds	2,000	Annually (Feb)
Enforcement			
Enforcement at fixed camera sites	n/a	72 sites	On-going
Safety Camera site upgrading/ digitisation	n/a	Award of contract and delivery of first phase of upgrades at 10 sites	September 15 – March 16
Actions from bi-annual Operational Review	n/a	Monitoring sites for decommission/ downgrading	On-going

Implementation of Temporary Sites	n/a	Policies for temporary site mobile camera deployment agreed by KMSCP to support road work and Community Speed Watch sites and reactive following crash	11 Sites installed and currently being enforced
Engineering			
Implement a programme of Crash Reduction Measures (CRM)	n/a	56 Sites + reactive	(Annually – Apr-Mar)
Safety Inspections of the highway	n/a	8500 km of carriageway/foot way surveyed	(Annually – Apr-Mar)
Delivery of 20mph zones, subject to consultation	n/a	4 sites	(Annually – Apr-Mar)
Implement a programme of Integrated Transport Measures with road safety/ public health benefits including cycle routes, traffic calming, 20 mph zones and pedestrian crossings.	n/a	24 Sites + minor works	(Annually – Apr-Mar)
Engagement			
Highways Agency Strategic Meeting to reduce incidents on the Primary Road Network (HA Area 4 and 5)	n/a	n/a	(Annually – Apr-Mar)
Parish Seminars/ Joint Transportation Board Reports	n/a	n/a	(Annually – Apr-Mar)
CaRe Partnership Meetings (quarterly)	n/a	n/a	(Annually – Apr-Mar)
Kent Driver Diversionary Scheme Board Meetings (quarterly)	n/a	n/a	(Annually – Apr-Mar)
Kent & Medway Safety Camera Partnership Board Meetings (quarterly)	n/a	n/a	(Annually – Apr-Mar)
Community Safety Partnership Meetings	n/a	n/a	(Annually – Apr-Mar)

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From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
 Mike Hill, Cabinet Member for Community Services
 Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing

To: Adult Social Care and Health Cabinet Committee
 3 December 2015
 Environment and Transport Cabinet Committee
 4 December 2015

Subject: **COMMISSIONING OF DOMESTIC ABUSE SUPPORT SERVICES**

Classification: Unrestricted

Previous Pathway of Paper: Social Care, Health and Wellbeing/CCG Accountable Officer DMT – 4 November 2015

Future Pathway of Paper: Cabinet Member decision

Electoral Division: All divisions

Summary: Domestic abuse services have historically been commissioned by a range of agencies on both a commissioned and grant-funded basis.

The disparate method of service commissioning has led to inconsistencies in provision, resulting in both duplication of service availability and gaps in provision.

A working group of key partners has been formed to consider collaboratively commissioning an integrated model of domestic abuse support across Kent.

This work has now concluded and this paper seeks approval to commence procurement of the proposed integrated model.

Recommendations: The Adult Social Care and Health Cabinet Committee is asked to:

- a) **CONSIDER** the information provided about the proposed reshaping of Domestic Abuse services
- b) **ENDORSE** the commencement of a procurement process to commission an integrated Domestic Abuse service across Kent, based upon the plans provided.

1. Introduction

1.1 Following the dissolution of the Customer and Communities Directorate in April 2014 the Commissioned Services function was transferred to the Social Care Health and Wellbeing Directorate. The responsibility for the commissioning of

housing-related support services for a wide range of vulnerable people, including victims of domestic abuse now lies with Strategic Commissioning.

- 1.2 An initial review of housing-related support services noted synergies between most housing-related support services and commissioning intentions for adults and children's social care. Prevention and early intervention services such as housing-related support are integral to the County Council's strategies for children's and adult social care. It is sensible that these services should be considered in the wider context of social care transformation.
- 1.3 A further review of housing-related support noted opportunities for the reduction in duplication and rationalisation of services. In domestic abuse services, the complexity of commissioning and grant funding was highlighted against a backdrop of mounting pressure.
- 1.4 The remodelling of housing-related support services, including those for domestic abuse has been accepted as an approved project by the Portfolio Management Office.

2. Policy Context

- 2.1 The Supporting People Programme was introduced nationally in 2003. It brought together disparate funding streams from health, social care, probation and local housing authorities to establish a ring-fenced budget to fund and strategically commission housing-related support services. These services were targeted at those ineligible for statutory services and aim to tackle social exclusion, preventing crisis and more costly service interventions by reducing dependency rather than simply meeting existing need.
- 2.2 Housing-related support develops or sustains the capacity of a vulnerable person to maintain their current level of independence in their own home, or to move to more independent, stable and sustainable housing. It enables vulnerable people to recover from homelessness and move towards social inclusion and settled accommodation, by developing skills, resilience and capacity without drawing upon statutory services such as social care.
- 2.3 The services are intended to be enabling and preventative such as those duties outlined in the Care Act. They help vulnerable people to avoid, delay or move on from institutional services and to live as independently as possible for as long as possible. Housing-related support services are provided over and above basic housing management services but they do not include personal care services.
- 2.4 This is achieved by delivering targeted, tailored, practical help and advice to:-
 - Find or maintain safe, suitable and settled housing
 - Budget and manage money
 - Acquire independent living skills that support good physical and mental health and wellbeing
 - Find work or access education or training
 - Establish social, health and community links such as with GPs, voluntary organisations

- 2.5 Housing-related support is tenure neutral and is available to vulnerable people whether they live in their own homes or in rented accommodation belonging to local authorities, other registered social property owners, e.g. Housing associations, or private landlords.
- 2.6 Whilst these individuals receiving domestic abuse support often do not meet statutory thresholds, the provision of specialist support has successfully diverted demand away from statutory services for some time, benefitting the authority directly and its strategic partners.
- 2.7 In November 2010, the Home Office set out a 'Call to End Violence Against Women and Girls' Strategy, with the main themes focusing on:
- prevention
 - the provision of good quality services and
 - improved partnership working

Since the inception of the strategy, the legislative landscape has changed to include forced marriage, and coercive and controlling behaviour. Furthermore, the introduction of the Domestic Violence Disclosure Scheme and Domestic Violence Protection Orders provide improved options in keeping victims of abuse safe in their own communities and avoiding potential or further victimisation.

3. Current Context

- 3.1 Domestic abuse services are currently commissioned by a number of agencies, including the Police and Crime Commissioner, Public Health and KCC.
- 3.2 Commissioned domestic abuse services have an annual value of approximately £3.2 million.
- 3.3 As a result of the funding arrangements service provision for domestic abuse is complex and its pathways unclear. The lack of strategic oversight means that arrangements are often short term and unsustainable, which makes innovation difficult. There is an amount of overlap in either geography or function and existing services are not well networked together. In the meantime, there are gaps in service for lesbian, gay, bi-sexual and transgender victims, male victims and those with more complex issues such as substance misuse.
- 3.4 Services currently commissioned for victims of domestic abuse are concentrated on those at high risk of harm such as refuge provision and Independent Domestic Violence Advisors (IDVA) support. There is limited support available to support those at lower risk.
- 3.5 There have been consistent increases in domestic abuse incidents reported to Kent Police, with 3000 more incidents in 2014/15 than in 2013/14. There are currently approximately 28,000 incidents reported to Kent Police each year. Demand for support services continues to rise, with multi-agency risk assessment conferences referrals rising by over 30% since 2012, and referrals for IDVA support showing a 64% increase since 2013/14. Demand for floating support services is also increasing, with utilisation for this service currently at 103% of the contract capacity. Refuges are consistently full, with lack of suitable move on opportunities causing issues with 'bed blocking' delaying new entrants to refuge support.

3.6 In the event of the death of an individual which is considered to be as a result of domestic abuse, Domestic Homicide Reviews (DHRs) are commissioned. These are independently chaired and intended to examine the circumstances of the death, capturing lessons to be learnt in service provision. Since 2011, there have been eight DHRs published in Kent, which provide valuable intelligence to be incorporated into commissioning of services. Some of the central themes are:

- the need for improved, consistent training for professionals who may have contact with domestic abuse victims
- improved communication between agencies,
- the number of the cases assessed as at either standard or medium risk of harm and the limited support options available to those not assessed as at high risk of harm

The proposed flexible, integrated service to be commissioned will increase the support services available to these individuals.

3.7 Kent's Joint Strategic Needs Assessment, the Kent Select Committee Report for Domestic Abuse and the needs analysis of housing-related support undertaken by the Chartered Institute of Housing all recommended a more collaborative commissioning approach and co-commissioning to improve outcomes and reduce inequity of service offer.

3.8 The Kent 'Needs Analysis of the Toxic Trio' (April 2015) estimates that in Kent there are 17,567 children and young people affected by domestic abuse. During 2014, domestic abuse was cited as a factor in 3,855 children and families assessments, indicating that approximately 22% of all children affected by domestic abuse are subject to a social services intervention. Conversely, of the 368 households accessing refuge accommodation in Kent since April 2013, there were 17 cases where safeguarding concerns warranted involvement from statutory services, which is approximately 4.6%.

3.9 The data evidences the strong preventative approach within domestic abuse services, with the presence of robust support in place reducing the need for safeguarding alerts to be raised and minimising the financial burden on Early Help and Specialist Children's Services.

3.10 Following in-principle support given by the Adult Social Care and Health Cabinet Committee, at its meeting on 14 December 2014, to commit to the provision of housing-related support for those outside statutory groups, work has been undertaken to examine how these services could be reshaped to be better fit for purpose in the future.

3.11 Since the decision, a Commissioning Task and Finish Group, comprised of key commissioning partners including the Office of the Police and Crime Commissioner, Kent Police, Kent Fire and Rescue Service and District and Borough Councils has worked together to formulate a collaborative approach to commissioning domestic abuse services.

4. Key Issues

4.1 The current commissioning and funding arrangements do not secure a comprehensive service for those experiencing domestic abuse.

- 4.2 By commissioning collaboratively, it is anticipated that a more strategic oversight will be gained. Eradicating duplication will enable efficiencies in the offer for high risk victims, to strengthen the availability of preventative and early intervention services and create a networked, flexible service based on need, rather than the source of funding. This will help to reduce the overall burden that the effects of domestic abuse place on public services. The service will be better able to articulate with other commissioned provision including the Community Mental Health and Wellbeing Service.
- 4.3 The Commissioning Task and Finish group has undertaken significant work in devising a flexible, holistic specification for an integrated domestic abuse service, which works towards rationalising current provision to offer greater consistency and range of support across the county.

Further details of the current domestic abuse service landscape are attached as Appendix 1.

- 4.4 The proposed integrated model will incorporate refuge and other accommodation provision, community interventions addressing current gaps in support, and an education and training element, within an holistic, flexible model of delivery.
- 4.6 The full proposed Service Specification is attached at Appendix 2, although this is still subject to full consultation and may change.
- 4.7 There have been two consultation events held with potential funding partners concerning this project, and the market has been engaged and consulted with the initial commissioning proposals. Both of these events were met with significant support for the proposed course of action.

5. Financial Implications

- 5.1 The total amount being spent in grants and contracts on Domestic Abuse at present is £3.2m. Of this funding, £1.74m is in contracts delivering housing related support. A summary of the current funding arrangements for Domestic Abuse services in Kent and Medway is attached in Appendix 3.
- 5.2 It is anticipated that by pooling budgets and commissioning collaboratively efficiencies can be made to deliver a greater range of interventions within the funding envelope targeting prevention in escalation and a greater efficacy in the service.
- 5.3 The full contract value is still uncertain at present, but the committed funds to date are £1,934,000 per annum. It has been indicated that once the full service specification is completed additional partners may commit.
- 5.4 During the final two years of the Independent Domestic Violence Advisors (IDVAs) contract (2014/15 and 2015/16), KCC Public Health agreed to requests to contribute £295,900 per year to the multi-agency funding for IDVAs who support individuals at high risk of significant injury or homicide. This was a new addition from the Kent Public Health Grant in 2013/4. Domestic violence emergency response services is not a mandated public health service, however - even after taking into account the current in year Public Health budget pressures, KCC Public Health intends to contribute a reduced amount of £109,000 per year. This is to enable the new integrated domestic abuse support service to develop prevention and early intervention programmes (as well as working with medium and high risk

victims). In addition, the Commissioning Task and Finish Group are in discussions with Clinical Commissioning Groups to identify any contribution that can be made from these groups, who are currently not contributing to the joint commissioning arrangements.

- 5.5 There is sufficient financial commitment received from partners to proceed with the commissioning and procure a core service to replace those contracts that are due to expire in 2016 which deliver improved outcomes.
- 5.6 Procurement will support commissioners to design a model which enables additional partners to contribute funds to strengthen the model as funds become available through the expiration of other existing arrangements e.g. grants.
- 5.7 It is proposed that the commissioning proceeds based on the financial commitment currently received, with a service commencement date of 1 July 2016.
- 5.8 Once all funding partners have committed, arrangements will need to be made to finalise the process for contracting the service and pooling budgets.
- 5.9 It is recommended that KCC lead on the commissioning, procurement and contract management of this service, and that partners delegate authority to KCC to undertake these tasks, under the guidance of the steering group.

6. Legal Implications

- 6.1 Due to the expiration of existing contracts on 31 March 2016, single source procurement requests have been requested to extend these contracts until 30 June 2016 to allow for a robust mobilisation phase following award of the new contract.
- 6.2 Legal advice will be necessary to establish the necessary delegation of authority to enable the County Council to commission on behalf of its partners.

7. Equality Impact Assessment

- 7.1 An equalities impact assessment will be necessary for any substantive change or diminution of service provision.

8. Alternatives and Options

- 8.1 Do nothing The Adult Social Care and Health Cabinet Committee has already indicated its commitment to supporting these groups. Doing nothing and allowing these contracts to end will almost certainly increase a disproportionate burden on other operational services and directorates including Specialist Children's Services, Adult Mental Health and Safeguarding teams. Key agencies such as NHS England, Police and Fire and Rescue will also quickly become under pressure. A rise in the number of domestic homicides and subsequent reviews is predicted should this course of action be taken.
- 8.2 Recommission services in their current guise. To recommission these services in their current configuration would be to perpetuate the duplication and gaps of the present. Services would continue to be directed at the highest risk, and the opportunity to innovate, simplify and reach a greater number of victims to keep pace with rising demand would be lost.

8.3 Integrated Commissioning This model will deliver better consistency coverage and value for money by reducing duplication and creating a comprehensive network of provision.

8.3 A risk register is attached as Appendix 4.

9. Implementation Proposals

9.1 A diagnostic report, summarising the context and approach to Domestic Abuse commissioning together with a business case and project plan to implement the approach have been prepared and are available as background documents to this report.

9.2 A series of consultations with providers, carers and services users will follow in order to support the co-production of the Service Specification (Appendix 2).

9.3 A robust procurement process will be undertaken, supported by Procurement to ensure award of the contract to an excellent support provider. The tender panel will comprise representatives from the commissioning partnership to ensure fair representation and a suitable spread of expertise.

9.4 On-going, effective performance management arrangements of the awarded contract will be implemented to ensure innovative, successful provision of support to victims of domestic abuse. A wide spectrum of data will be considered to devise the outcomes and metrics that will ensure the service design and ongoing management reflect the progressive and effective delivery of the service. This will include data from Safeguarding Boards, Police data and information from health services such as accident and emergency departments.

9.5 The proposed integrated model of commissioning will work to improve consistency in provision, and provide seamless pathways for service users, as well as increasing the scope of those that can be supported, and strengthening the early intervention and preventative benefit of specialist domestic abuse support. By engaging with families sooner, support providers will be better able to reduce the risk of escalation of abuse, and the risk to children.

9.6 The proposed specification builds stronger pathways between Substance Misuse, Mental Health and Childrens' Services to provide a holistic offer of support and further reduce the risk to which children and young people resident in the most complex and vulnerable households are exposed.

10. Conclusion

10.1 Following the Adult Social Care and Health Cabinet Committee's in-principle support, given in December 2014, the opportunity exists to reshape domestic abuse provision.

10.2 An integrated approach, co-commissioned with key partners, will enable a more balanced provision across the county, address the inequity of provision and afford better value for money by reducing duplication.

11. Recommendations

- 11.1 The Adult Social Care and Health Cabinet Committee is asked to:
- a) **CONSIDER** the information provided about the proposed reshaping of Domestic Abuse services
 - b) **ENDORSE** the commencement of a procurement process to commission and integrated Domestic Abuse service across Kent, based upon the plans provided.

12. Background Documents

Domestic Abuse Commissioning Diagnostic Report September 2015
Kent Integrated Domestic Abuse Service – Business Case 20 October 2015
Kent Integrated Domestic Abuse Service – Project Plan 14 October 2015
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD4376&ID=4376&RPID=8417682&sch=doc&cat=13570&path=13335%2c13570>

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Appendix 1 Service Summary

(1) The authority currently spends £1.74m annually on providing housing related support services for victims of domestic abuse. These services have the capacity to support 264 households at any one time.

(2) There is refuge provision in all but one district in the county totalling 100 household units. Planning permission for the development of the remaining borough is well underway. Accommodation costs are met by the local housing authority. In 2013/14 175 women and 142 children were supported within refuge accommodation.

(3) In providing structured support in safe accommodation, these services provide a valuable resource to children's social care, minimising the interventions required by social services, particularly in relation to the removal of children from violent and dangerous household environments.

(4) Whilst refuge accommodation provides an immediate place of safety for women and their children, it is the support provided that enables them to recover from their traumatic experiences and to go to live safe, healthy and successful lives. Those entering refuge often have little experience of managing money and need help to access to healthcare, training and employment as well therapeutic services and education for their children

(5) Refuge providers in Kent deliver supplementary services, such as playworkers, support groups and counselling that build upon and complement those commissioned by KCC. Funded is attracted through other charitable grants such as Comic Relief or the Big Lottery fund. These deliver significant added value to the services commissioned through Kent County Council particularly in the reduction of repeat future victimisation in both adults and children.

(6) Refuges prepare women for managing the transition into safe independent accommodation which include taking on a new tenancy, transferring to a different refuge, or returning to their home in a safe and controlled manner to a life free from abuse. In 2013/14, 126 households were supported to move on in this way.

(7) In addition to refuge provision, there are two floating support services for men or women who are experiencing domestic abuse. These services are able to help those who have fled, are planning to flee or who need help to stay in their own accommodation, safe from the perpetrator. The services can help up to 164 households at one time and in 13/14 helped 314 households.

(8) In addition to reducing demand on emergency services and in particular Accident and Emergency departments, by enabling victims and their families to remain at home, floating support services play a key role in improving future resilience for victims and reduce the long term effects and costs of disrupted education for children associated in these households.

(9) The domestic abuse services in Kent are delivered by a range of 6 specialist providers including local charities, voluntary and other third sector organisations, employing over 40 FTE.

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This document is available in other formats, Please contact
supportingpeopleteam@kent.gov.uk

SERVICE SPECIFICATION

FOR THE PURCHASE OF

Kent Integrated Domestic Abuse Service
(1st July 2016 – 31st March)

This document defines the
Kent Integrated Domestic Abuse Service
purchased by Kent County Council on xxxxxx

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1. Introduction

- 1.1. The overarching aim for the jointly commissioned, integrated domestic abuse service is to reduce the impact of domestic abuse on families and communities within Kent and Medway, and keep people safe.
- 1.2. The service will work in partnership to deliver needs led, value for money, high quality domestic abuse support services. The service will be free at the point of access.
- 1.3. KCC is the contracting authority for the Kent Integrated Domestic Abuse Service, working on behalf of the domestic abuse commissioning partnership.
- 1.4. For the purposes of this service, Domestic Abuse includes Domestic Abuse in accordance with the Home Office definition, Stalking, Honour Based Violence, Forced Marriage and Female Genital Mutilation (FGM).
- 1.5. The partnership recognises the valuable role that the service provider fulfils in the promotion of services both within the scheme and within the community. The services funded through this agreement (“the Service/s”) are specified in this service specification (“Service Specification”).
- 1.6. The Service will be required to work in conjunction with Local Housing Authorities, Social Landlords, criminal justice agencies, healthcare organisations and other relevant partner agencies.
- 1.7. Services commissioned by KCC will focus on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent’s residents, communities and businesses.
- 1.8. The commissioning partnership reserves the right to review the content and detail of the Service Specification on an annual basis to take account of changes in national policy, priorities and funding. This agreement does not prevent either of us entering into other agreements or contracts for specific negotiated services.

2. Service Outcomes

- 2.1. The Service Provider will work in partnership to contribute towards the following outcomes and will consider all opportunities to enhance the aims of the service outcomes:
- 2.2. To support victims of domestic abuse in coping with the immediate aftermath of abuse and empower them to recover from the long term affects of that abuse, with consideration to;
 - 2.1.1 Mental and Physical Health
 - 2.1.2 Shelter and Accommodation
 - 2.1.3 Family, friends and children
 - 2.1.4 Education, skills and employment
 - 2.1.5 Drugs and alcohol
 - 2.1.6 Finances and benefits
 - 2.1.7 Outlook and attitudes

2.1.8 Social interactions

- 2.3. Improved capacity to establish and maintain independent living.
- 2.4. A reduction in the need for interventions by Social Care, Health and Wellbeing Services.
- 2.5. A reduction in level of harm caused by domestic abuse
- 2.6. A reduction in homelessness/repeat homelessness and placement in temporary/emergency accommodation amongst people at risk of Domestic Abuse in Kent.
- 2.7. Effective promotion of the wider impact of domestic abuse.

3 Service Objectives

- 3.1 The Service Provider will deliver efficient and effective interventions that meet the needs of service users and contribute to the service outcomes outlined above. The service must be closely integrated with other local services and support networks for children, adults and local communities. In doing this the service must work to:
 - 3.1.1 Reduce the risk of harm posed to victims of domestic abuse in Kent and Medway
 - 3.1.2 Support and enable service users to reduce their dependency on statutory services, by acquiring independent living skills and improving self-reliance,
 - 3.1.3 Empower service users to get the most out of services, maximise opportunities and support their re-integration into local communities,
 - 3.1.4 Provide a seamless journey of support for all service users,
 - 3.1.5 Work closely with Social Care, Health and Wellbeing Services and healthcare services (such as Mental Health Service, Health Visitors, Children's Centres) to enable service users to improve their physical and mental wellbeing, and improve personal, social and family functioning,
 - 3.1.6 Work in partnership with a range of local voluntary and community sector (VCS) organisations to deliver required outcomes in each locality,
 - 3.1.7 Provide a safe and supportive environment for service users which is sensitive, non-judgemental and non-oppressive.
 - 3.1.8 Promote, establish and maintain clear and effective pathways to access appropriate support groups and supplementary services and ensure suitable access for those who need them, especially vulnerable groups and / or individuals,
 - 3.1.9 Build links with local primary care services, health and social care professionals to ensure clear referral pathways,
 - 3.1.10 Assess the needs and safety of children living with service users and provide access to appropriate support, working to enhance parenting practice and improve outcomes for families.
 - 3.1.11 Establish and maintain professional and appropriate working relationships with Local Housing Authorities, Registered Social Landlords, providers of private accommodation, training and education providers, DWP and Job Centre Plus, and other appropriate services
 - 3.1.12 Support and promote the use of peer networks at all stages of service delivery and following move on, to promote capacity building
 - 3.1.13 Implement effective practices and integrated approaches to safeguard vulnerable adults in line with the Care Act 2015,

- 3.1.14 Promote stable lifestyles, community cohesion, social inclusion, and physical and mental wellbeing,
- 3.1.15 To meet the needs of 'hard to reach' groups, including, but not limited to those from LGBT communities, male victims, those from Minority Ethnic Communities and gypsy travellers.
- 3.1.16 To galvanise and develop a co-ordinated community response, forging links with organisations outside of those traditionally working with survivors of domestic abuse to progress wider education and awareness, and reintegration of service users into local communities and workplaces

4. Referral and Assessment

- 4.1 Referrals should be accepted from a wide range of sources including but not limited to the Police and Criminal Justice services, Local Housing Departments, Families and Social Care, Health Services, and service users themselves.
- 4.2 The Service Provider must undertake an appropriate level of screening for the service and will assess and manage risk when accepting referrals.
- 4.3 The comprehensive assessment will:
 - 4.3.1 Undertake a full and appropriate risk assessment, which includes risk of self-harm and harm to others, and implement measures to reduce risk and increase safety,
 - 4.3.2 Identify the service users' immediate and long term needs and goals,
 - 4.3.3 Identify relevant family issues that may have an impact on the ability of the service user to establish and maintain independent living,
 - 4.3.4 Establish which other agencies are involved with the service user,
 - 4.3.5 Establish whether any risk management plans are currently in place, and ensure that all management plans are complementary,
 - 4.3.6 Identify any need for and make referrals to other services (e.g. mental health, counselling or sexual health services),
 - 4.3.7 Ensure that the service user has read and understood how information about them will be handled and shared,
 - 4.3.8 Recognise and build on existing skills and networks

5. Support Planning and review

- 5.1 The service provider must work with the service user (and other parties as necessary) to develop and agree a support and risk management plan on the basis of the comprehensive assessment.
- 5.2 At the support planning stage, service users must receive sufficient, proportionate information, which may include:
 - 5.2.1 Details about the service,
 - 5.2.2 Details of service user involvement, peer support and carer support,
 - 5.2.3 General expectations,
 - 5.2.4 Code of conduct,
 - 5.2.5 Policies and protocols regarding suspension or exclusion from support, including eviction for the accommodation based elements of the service,

- 5.2.6 Health and Safety,
 - 5.2.7 Support Planning and Risk Assessment,
 - 5.2.8 Safety Planning,
 - 5.2.9 Safeguarding,
 - 5.2.10 Move on options and planning (for accommodation based elements),
 - 5.2.11 Emergency Procedures,
 - 5.2.12 Summary of clients goals and the activities that will be undertaken to enable the service user to achieve them,
 - 5.2.13 The complaints procedure
- 5.3 The Service Provider must ensure suitable and appropriate support is in place for all service users, and that needs are reviewed throughout the duration of support.

6. Interventions/ Support Packages

- 6.1 In working towards delivering the service outcomes and aims, the service must, as a minimum offer the following support options, with appropriate involvement of local partners:
- 6.1.1 Flexible support provision which responds in a timely fashion to the changing needs of service users and their families,
 - 6.1.2 A holistic triage and assessment service, in collaboration with other Kent and Medway agencies, to identify risk and support needs and divert service users to the appropriate elements of the service,
 - 6.1.3 Appropriate, tailored support to meet the needs of 'hard to reach' groups, including, but not limited to those from LGBT communities, male victims, those from Minority Ethnic Communities and gypsy travellers, including the provision of safe accommodation as required,
 - 6.1.4 Through partnership working, delivery of outreach support to domestic victims residing in the community,
 - 6.1.5 To provide coordinated, suitable access points in local communities across Kent to facilitate access to information and support
 - 6.1.6 The availability of qualified IDVAs to support high risk Domestic Abuse victims
 - 6.1.7 Working with local partnerships, delivery and facilitation of therapeutic and supportive activities to promote independence and future healthy relationships
 - 6.1.8 Clear links and referral pathways to specialist support services for children and young people affected by, or at risk of, domestic abuse
 - 6.1.9 Through partnership working, access to a Sanctuary Scheme to facilitate greater safety for service users choosing to remain in their accommodation
 - 6.1.10 Support for victims and their children in a variety of accommodation settings, based across the County to include refuge and 'safe' accommodation,
 - 6.1.11 A Private Sector Rented Access Scheme (to incorporate deposits, bonds and guarantees as appropriate) predominantly to support people moving on from refuge accommodation to obtain suitable move on accommodation,
 - 6.1.12 Resettlement provision to support people moving on from refuge and temporary accommodation,

6.1.13 Innovative social marketing campaigns and activities to raise awareness of domestic abuse issues within the wider community

6.1.14 Contribute towards the Kent and Medway Domestic Abuse Training Programme

7. Eligibility Criteria

7.1 The service is open to residents of Kent aged 16 and over, and their families, or those moving to Kent to flee violence and abuse.

7.2 In exceptional circumstances, and with the support of Social Care agencies, support may be offered to clients under the age of 16

8. Priority Groups

8.1 In cases where a waiting list to access the service is operating, it should be managed based on the level of need of the service user, and the risk that they are facing. Waiting lists should not be managed based on the length of time a service user has been waiting.

8.2 When service users are on a waiting list it is the service provider's responsibility to fully assess the risks that they are exposed to and devise a comprehensive safety plan.

8.3 Regular contact with service users on the waiting list must be maintained to monitor changing levels of risk, and facilitate access to alternative, interim services.

9. Exclusions

9.1 It is expected that this service will support clients with substance misuse, mental health and offending backgrounds, but in instances where the level of risk and/ or need is deemed to be too high to manage by the service in isolation, the service user should be supported to access more appropriate specialist support, by working in partnership with other service providers.

9.2 The service is not expected to routinely support clients with no recourse to public funds, particularly in refuge accommodation, although each case should be considered on its individual merits.

10. Exit

10.1 Exit from the service should be planned, with levels of support reduced gradually until clients are able to live independently. In cases where additional support is required following cessation of the service, the support provider should facilitate links with appropriate agencies and support the service user to access these.

11. Settings

11.1 The Service will be delivered in locations that are accessible to service users resident in Kent and will demonstrate a balance of provision to meet local need. This will include provision for outlying areas.

11.2 The Service will utilise existing refuge settings,

- 11.3 The Service will operate during evenings, weekends and bank holidays where demand necessitates.
- 11.4 The Service Provider shall endeavour to ensure that a range of other suitable community settings are used for improved access and engagement.
- 11.5 Delivery of services, and settings used must take into account the differing needs of less represented groups within the sector such as male victims, LGBT victims and gypsy/ traveller victims.

12. Equality, Diversity and Accessibility.

- 12.1 All service users, irrespective of age, disability, gender, gender identity, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnerships should be able to secure access to the same services as the rest of the population.
- 12.2 In the delivery of any services commissioned on behalf of KCC, Service Providers must demonstrate awareness and be responsive to the accessibility and needs of groups described above either in or attempting to access services.
- 12.3 Accessibility relates to (but is not limited to); physical and mental impairment, communication needs, those with a hearing or sight impairment, translation / interpretation if English is not a first language, the expectation with regards to acceptance of individuals defined under gender identification and respect of faith and beliefs.
- 12.4 The Equality Act 2010 replaces the Disability Discrimination Act 1995 (reviewed 2005). Proof of compliance will be required in the form of a current and up to date Access Audit with an action plan outlining any needs and how these will be addressed.
- 12.5 The Service Provider will be required to collect and submit equalities monitoring information on a quarterly basis. This will be used to ensure that all clients regardless of protective characteristics are accessing the service.
- 12.6 The Service Provider shall be required to complete an Equality Impact Assessment (EqIA) annually. The EqIA will cover these characteristics: Age, disability, gender, gender identity, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership which need to be assessed against delivery.

13. Reporting

- 13.1 To enable accurate and timely reporting to the Commissioner, the Service Provider must ensure that all relevant output and outcome data is recorded and submitted. The Service Provider must ensure that the relevant information complies with requirements for submissions.
- 13.2 Meets the specified data quality standards.
- 13.3 The Service Provider must ensure prompt reporting of activity.

14. Service Development

- 14.1 This service will be expected to respond in a timely fashion to changing developments in the sector, evolving to deliver innovative and effective interventions in line with evidenced best practice.

- 14.2 Internal performance reporting must be robust, and able to identify changing demands and needs, with available interventions tailored to meet the needs of the local community.
- 14.3 Changes to the service delivered should be instigated through consultation and collaboration with commissioners, local partners, stakeholders and service users.

15. Service Delivery Standards

- 15.1 The needs of service users and risks are assessed on a consistent and comprehensive basis prior to a service being offered, or very shortly afterwards as appropriate.
- 15.2 Needs/risk assessments and support/risk management plans are reviewed regularly.
- 15.3 Needs and risk assessment, packages of support and reviews involve service users and take full account of their views.
- 15.4 Staff carrying out needs and risk assessments are competent to do so.
- 15.5 There is a health and safety policy which is in accordance with current legislation.
- 15.6 The service has a co-ordinated approach to assessing and managing security, health and safety risks that potentially affect all service users, staff and the wider community.
- 15.7 There are appropriate arrangements to enable service users to access help in crisis or emergency.
- 15.8 There are robust policies and procedures for safeguarding in accordance with current legislation, and staff are aware of policies regarding safeguarding and have an understanding of abuse.
- 15.9 Staff are made aware of and understand their professional boundaries.
- 15.10 The service is committed to participating in a multi-agency approach to safeguarding.
- 15.11 Fair access, fair exit, diversity and inclusion are embedded within the culture of the service.
- 15.12 The assessment and allocations processes ensure fair access to the service.
- 15.13 There is a commitment to ensuring fair exit from the service.
- 15.14 Service users are consulted on changes which affect the service they will receive.
- 15.15 Service users are encouraged to participate in the wider community.
- 15.16 There is a written complaints policy and procedure that is linked to service development.
- 15.17 Through partnership working, the service will be outward looking, reaching out to the wider community to embed the support of domestic abuse victims across all areas of the local community, including community groups, local enterprise and businesses.
- 15.18 The service will focus on building self-reliance and resilience within service users, moving away from a culture of dependence.

16. Policies and procedures

- 16.1 The Service Provider must have in place suitable and appropriate policies, procedures and protocols covering the following areas:
- 16.1.1 Domestic Abuse Workplace Policy,
 - 16.1.2 Safeguarding children,
 - 16.1.3 Safeguarding adults,
 - 16.1.4 Complaints and Grievances (staff and service users),
 - 16.1.5 Service user and carer complaints,
 - 16.1.6 Equalities and Diversity,
 - 16.1.7 Business continuity and emergency planning,
 - 16.1.8 Health and Safety,
 - 16.1.9 Induction and Training,
 - 16.1.10 Recruitment and Selection,
 - 16.1.11 Disciplinary / Capability (staff),
 - 16.1.12 Data Protection, Confidentiality and Information Security,
 - 16.1.13 Serious Incidents,
 - 16.1.14 Workforce supervision, appraisal and/or performance management,
 - 16.1.15 Peer support and volunteering (including handling of expenses for service users and carers),
 - 16.1.16 Bullying and Harassment ,
 - 16.1.17 Professional boundaries,
 - 16.1.18 Risk assessment and risk management.

17. Mental Health

- 17.1 Service users with a mental health diagnosis often have multiple and complex needs, which require a comprehensive, coordinated, seamless, multi-agency response.
- 17.2 Through partnership working, the Service Provider must:
- 17.2.1 Contribute to the development of clear pathways with mental health services to improve access to appropriate services for those identified with Mental health problems. In particular the service will develop robust joint working protocols with the Community Mental Health and Wellbeing Service.
 - 17.2.2 Ensure staff have appropriate levels of training in mental health issues.

18. Substance Misuse:

- 18.1 Service users with substance misuse problems may present with multiple and complex needs. These clients require a multi-agency response with joint working between substance misuse treatment agencies to coordinate support.

19. Healthcare Services

- 19.1 Service users may present with other healthcare needs which require support from healthcare services. Often this will need a coordinated response. Working in partnership, the Service Provider must contribute to the development of clear pathways with healthcare services to improve access to appropriate services for those identified with other healthcare needs.

20. Access to Information and Confidentiality

- 20.1 The Service Provider must comply with the Kent and Medway Information Sharing Agreement and the Data Protection Act 1998.
- 20.2 Information collected and recorded by the Service Provider (or sub-contractors) in regard to service users who engage with the service will be made available to commissioners in line with the Kent and Medway Information Sharing Agreement.
- 20.3 Commissioners will make anonymous any data and information gained as a result of this access. Any information obtained is for the sole purpose of informing the continued development and improvement of commissioned services.

21. Partnership Working

- 21.1 The service provider is expected to contribute towards domestic abuse partnership agendas, including involvement in County and Local domestic abuse groups.
- 21.2 The service provider is expected to work in partnership with the full range of suitable organisations to deliver the outcomes required within this specification, co-ordinating partners to eliminate duplication and gaps in service provision.
- 21.3 Representatives from the Service Provider are expected to attend relevant establishment and/or partnership meetings to improve the effectiveness of the service.
- 21.4 The Service Provider will be required to work in close collaboration with any persons appointed by commissioners to undertake an evaluation of the Service.

22. Sub-Contracting Arrangements

- 22.1 Sub-contracting and partnership arrangements are actively encouraged within this contract, with the service provider taking responsibility for managing performance of sub contractors, and for ensuring that the delivery network has the flexibility to respond effectively to fluctuations in demand.
- 22.2 The Service Provider must ensure the effectiveness and efficiency of the service and will remain accountable for all services whether provided directly or sub-contracted to other providers.
- 22.3 The Service Provider must ensure that any sub-contractors have the necessary registrations and licences needed to provide regulated interventions and comply with the specification.

23. Capacity or Service Delivery Issues

- 23.1 The Service will be required to ensure that there are appropriate staffing arrangements in place to deliver the service.

- 23.2 The Service Provider will alert commissioners to any capacity or service delivery issues in a timely and appropriate way.
- 23.3 The Service Provider must inform KCC of any urgent issues that arise and will work with the commissioning partnership to agree and implement solutions as necessary. This may include the rerouting of resources as necessary.

24. Serious Incidents

- 24.1 Serious incidents requiring investigation are:
- 24.1.1 Unexpected or avoidable death of one or more service users and their dependants or staff or visitors.
 - 24.1.2 Serious harm to one or more service users or staff, visitors or members of the public where the outcome requires life-saving intervention, major surgical/medical intervention, permanent harm or will shorten life expectancy or result in prolonged pain or psychological harm.
 - 24.1.3 A scenario that prevents or threatens to prevent the Service Provider's ability to continue to deliver this service, for example, actual or potential loss of personal/organisational information, damage to property, reputation or the environment, or IT failure.
 - 24.1.4 Allegations of abuse.
 - 24.1.5 Adverse media coverage or public concern about the organisation.
 - 24.1.6 Serious incidents involving controlled drugs.
 - 24.1.7 Breach of information security.
 - 24.1.8 Breach of professional standards.
- 24.2 The Service Provider must ensure that serious incidents are reported to KCC, using the relevant reporting mechanism.
- 24.3 Serious incidents should also be reported to KCC via email.
- 24.4 The Service Provider must attend any relevant Serious Incident meetings as required by the commissioning partnership. The outcome of Serious Incident investigations should inform agency improvement programmes if they are highlighted and evidence of these improvements should be provided.

25. Safeguarding

- 25.1 The Service Provider must comply with the requirements of the Care Act 2015, associated regulations and guidance, taking appropriate action.
- 25.2 The Service will have policies and procedures in place to deal with Safeguarding issues. The policies and procedures safeguard service users from any form of abuse or exploitation and staff will be familiar with and follow these procedures.
- 25.3 The service will comply with the requirement of the Kent and Medway Multi-agency Safeguarding Adults Policy, Protocols and Guidance, and the Kent and Medway Safeguarding Children Policy.
- 25.4 When any Safeguarding issue is suspected the Provider will immediately notify KCC of relevant actions or decisions.

26. Service User and Public Involvement

- 26.1 Service User involvement is integral to the development and delivery of the service. The service provider is expected to ensure that service users have meaningful opportunity to contribute to service development.
- 26.2 Service users must be consulted if changes to the service are proposed. The service provider must ensure that service users are supported to participate in any remote consultations conducted.

27. Workforce Development

- 27.1 Developing a competent workforce is crucial to ensuring a high standard of service delivery for service users.
- 27.2 The Service Provider will be able to demonstrate that an appropriate level of funding is allocated to the training and development of staff at all grades, including managers.
- 27.3 The Service Provider will have a Workforce Development Strategy in place. This must include:
- 27.3.1 Trainee protocols to ensure:
- 27.3.1.1 All trainees are fully competent within two years.
- 27.3.1.2 No trainee works with service users until fully competent to manage the support needs of the individual concerned.
- 27.3.2 An annual Training Needs Analysis and actions plans to ensure:
- 27.3.2.1 All workers and their line-managers are competent.
- 27.3.2.2 Continuous professional development of the workforce.
- 27.3.2.3 All workers and their line-managers have completed, or are undertaking, a training course regarding child protection that is consistent with the Kent and Medway multi agency procedures and any new guidance or legislation that may be introduced. This must be undertaken as a minimum biannually.
- 27.3.2.4 All line-managers have completed, or are undertaking, a training course in line-management.
- 27.3.2.5 All workers and their line managers are competent in the requirements of working with adolescents
- 27.3.2.6 All workers and their line managers are competent in the requirements of the Kent and Medway Information Sharing Agreement.
- 27.4 The Service Provider must record evidence of competence of all staff employed. This must include core generic competence to work with adults and/or children & young people (depending on their client group).
- 27.5 The service will employ appropriately trained and qualified staff, with sufficient expertise in domestic abuse, mental health, substance misuse and family work.
- 27.6 Qualified IDVAs must be employed as part of this service.

28. Workforce Compliance

28.1 The Service Provider will be required to submit workforce statistics and evidence of workforce competence to KCC on request.

29. Workforce Recruitment

29.1 During recruitment all job descriptions, person specifications and recruitment processes will be expressed in line with relevant legislation and guidance.

30. Communications

30.1 The Service Provider must have in place a comprehensive communications plan and structure. It should include, but is not limited to:

30.1.1 Proactive communications.

30.1.2 Quick and effective responses to media enquiries, of which commissioners must be informed and kept up to date at all times.

30.1.3 Innovative and appropriate communications activity to effectively engage service users.

30.1.4 Regular communications with partners regarding ongoing support provision and access to services.

30.2 The Service Provider is expected to participate in local Public Health activities, campaigns and initiatives such as sexual health campaigns etc.

31. Environment and Sustainability

31.1 The service should seek to operate in an environmentally sustainable way and minimise any adverse environmental impact it causes.

31.2 The Service Provider is expected to be prepared for changing climate and should have in place a robust environmental policy and risk based approach that covers the climate impact.

32. Business Continuity and Emergency Planning

32.1 The Service Provider must have comprehensive and adequately tested business continuity plans in place in order to ensure continuation of critical services in the event of severe weather, adverse event or major service disruption.

33. Performance Management Overview

- 33.1 The Service Provider must performance manage the service effectively in order to ensure that it meets the required standards, delivers the necessary outputs and contributes to the required service outcomes.
- 33.2 KCC will make payments for the service one month in arrears subject to satisfactory performance.
- 33.3 The Provider is required to submit Performance Indicator returns in the prescribed format quarterly within fourteen days of the quarter period end.
- 33.4 Performance Management Meetings will take place on a quarterly basis, during which outputs, outcomes and key themes will be explored.

34. Performance Monitoring

- 34.1 Performance in delivering the service outputs and outcomes will be measured by;
 - 34.1.1 Activity and performance monitoring data submitted by the Service Provider.
 - 34.1.2 Unit costing data and value for money information.
 - 34.1.3 Feedback from service users, carers and other stakeholders including complaints, comments, compliments, survey information.
 - 34.1.4 Attainment of prescribed quality standards.
 - 34.1.5 Achievement against outcome standards
- 34.2 The Provider will adhere to the performance targets set by the commissioners.
- 34.3 The Provider will work collaboratively with other agencies and partnerships and actively coordinate the wider contribution to both operational and strategic targets and outcomes.
- 34.4 It is envisaged that the Service shall be subject to formal evaluation through Service Review visits before the contract end date. Such visits may be planned or unannounced and will assess the service against performance targets.

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Appendix 3 Summary of current Domestic Abuse funding arrangements

Service Name	Commissioned Cost	Commissioner(s)		Sector
Kent & Medway IDVA Service	£788,800	PCC	£115,000	Criminal Justice
		Kent Probation	£20,000	Criminal Justice
		Kent Fire & Rescue Service	£30,000	
		Medway Council (Safer Communities)	£96,000	Community Safety
		KCC Community Safety/Public Health	£109,000	Community Safety
		Ashford CSP	£17,600	Community Safety
		Canterbury CSP	£13,100	Community Safety
		Dover CSP	£11,900	Community Safety
		Shepway CSP	£19,600	Community Safety
		Swale Borough Council	£19,600	Community Safety
		Thanet CSP	£40,800	Community Safety
		Tonbridge & Malling Borough Council	£12,200	Community Safety
		Dartford Borough Council	£12,900	Borough Council
		Gravesham Borough Council	£16,900	Borough Council
		Maidstone Borough Council	£16,700	Borough Council
		KCC Public Health/ CCGs	£179,400	Public Health
Medway Public Health	£58,100	Public Health		
Kent Refuges	£1,473,032	KCC Strategic Commissioning	£1,473,032	Local Authority - Commissioning
Medway Refuges	£75,000	Medway Council, Housing	£75,000	Housing
Kent Floating Support	£268,625	KCC Strategic Commissioning	£268,625	Local Authority - Commissioning
Medway Floating Support	£51,000	Medway Council, Housing	£51,000	Housing
MARAC	£152,148	Kent Police	£152,148	Criminal Justice
Kent Children & Young People Service	£162,797	KCC Early Help	£162,797	Local Authority - Commissioning
Kent Positive Relationships	£195,124	KCC Early Help	£195,124	Local Authority - Commissioning
Medway Young Persons IDVA	£20,000	Medway Early Help	£20,000	Local Authority - Commissioning

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Project/Programme Name: COMMISSIONING OF DOMESTIC ABUSE SERVICES															
Risk Register as at: 19/10/15															
Risk #	Risk Title	Risk Type	Risk Event	Consequence if risk occurred	Likelihood of Occurrence [1 to 5]	Level of Impact [1 to 5]	Current Risk Rating	Proximity	Status	Overall risk owner	Mitigating Action	Target Risk Rating	Planned action completion date	Action owner	Notes / Comments/Updates:
R01	Procurement Division not having the capacity to go out to the Market	Schedule	Insufficient Procurement resource to meet all KCC demands thereby impacting on commissioning of services to enable delivery of programme	Inability to deliver full scope of programme and requirement to follow governance route to seek decision re: prioritisation	3	4	12	1-6 months	Open	Melanie Anthony	Early engagement with Procurement to ensure that they are aware of the programme milestones Advance booking of Procurement Board slots to gain approval/advice. Use of governance to raise risk level once fully established	Medium	PROCUREMENT ENGAGEMENT ONGOING PROCUREMENT BOARD JANUARY 2016	Emily Matthews	
R02	Budget - no budget certainty for 2016.	Cost	A number of key partners have still not committed to the collaborative commissioning project, which, if they do not do so, will compromise the scope of the commissioned service. Lack of certainty regarding KCC budget commitment from April 2016.	Inability to fund the programme	4	4	16	6-12 months	Open	Melanie Anthony	Meetings with potential partners planned for early November 2015 to secure commitment. Continue to raise through all governance routes. Contingency scope of commissioned service should a number of partners not participate, to deliver a more restrictive offer to cover refugees and outreach.	Medium	01/12/15	Emily Matthews	
R03	Market Intelligence	Benefit	Limited market engagement results in lack of interest from market to provide services for KCC.	Inability to commission services to meet needs, within budget and type results in programme failure.	2	4	8	1-6 months	Open	Melanie Anthony	Market Engagement event held in August 2015 to gauge initial appetite for delivery of service. Significant interest received from suppliers	Low	01/01/15	Emily Matthews	Further market engagement to continue to harness market enthusiasm.
R04	Correct procedure processes not adhered to (Breach of EU regulations)	Legal	Lack of sufficient resources or changes to timescales results in inability to correctly procure services leading to a breach of EU regulations	KCC open to legal challenge.	2	3	6	6-12 months	Open	Melanie Anthony	Timetabling to ensure that new services are in place and transition has occurred before the contract end dates	Medium		Emily Matthews	
R05	Availability of existing premises	Resources	Owners of landlord premises not consenting to their ongoing use following procurement process	Lack of suitable premises available as refuge accommodation	3	4	12	1-6 months	Open	Melanie Anthony	Commissioners to meet with relevant landlords to capture intention, to facilitate forward planning of available resources	Low		Emily Matthews	

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From: Peter Sass, Head of Democratic Services
 To: Environment and Transport Cabinet Committee – 4 December 2015
 Subject: Work Programme 2016
 Classification: Unrestricted
 Pathway: Standard Item

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 2016 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 by the Chairman, Mrs Stockell, and the Vice-Chairman, Mr Pearman as well as the 3 Group Spokesman; Mr Baldock, Mr Caller and Mr Chittenden.

(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. Terms of Reference

(1) At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Environment and Transport Cabinet Committee *'To be responsible for the majority of the functions that fall within the responsibilities of the Director of Highways, Transportation and Waste and Director of Environment Planning and Enforcement and which sit within the Growth, Environment and Transport Directorate'*. The functions within the remit of this Cabinet Committee are:

Highways Transportation & Waste

- Highway Operations
- Programmed Works
- Transportation
- Public Transport
- Future Service Improvement
- Contract Management
- Waste Resource Management
- Road Safety including Road Crossing Patrols

Environment, Planning & Enforcement

- Sustainability and Climate Change
- Heritage Conservation
- Country Parks
- Strategic Transport Planning
- Regulatory Services-Including Public Rights of Way & Access
- Kent Scientific Services & Countryside Management Partnerships
- Flood Risk and Natural Environment
- Environment programmes
- Gypsy and Traveller Unit
- Local Development Plans
- Trading Standards
- Coroners
- Community Safety & Emergency Planning, including Community Wardens

3. Work Programme 2016

(1) An agenda setting meeting was held on 21 October 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) The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allows Members to have oversight of significant services delivery decisions in advance. The next agenda setting meeting is scheduled to be held on Wednesday, 2 December 2015

4. 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.

5. Recommendation

The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2016 as set out in Appendix A to this report.

6. Background Documents

None

7. Appendix

Work Programme – Appendix A

8. Contact details

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**Environment and Transport Cabinet Committee
WORK PROGRAMME –2016**

Agenda Section	Items
13 January 2016	
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"> • A226 London Road / B255 St Clements Way - January or March meeting • Growth without Gridlock – Local Transport Plan 4
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Draft Budget 2016/17 and key responses from the Budget Consultation • Work Programme 2016
D - Performance Monitoring	<ul style="list-style-type: none"> • Performance Dashboard
E - Exempt	<ul style="list-style-type: none"> •
11 March 2016	
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"> •
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Pilot Community Warden Support Officers Scheme • Work Programme 2016 •
D - Performance Monitoring	<ul style="list-style-type: none"> • Performance Dashboard
E - Exempt	
4 May 2016	
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"> •
C – Other Items for comment / recommendation	<ul style="list-style-type: none"> • Work Programme 2016
D - Performance Monitoring	<ul style="list-style-type: none"> • Performance Dashboard
E – Exempt	<ul style="list-style-type: none"> •

Items for Consideration that have not yet been allocated to a meeting

<p>B - Key or Significant Decisions for Recommendation or Endorsement</p>	<ul style="list-style-type: none"> • Local Transport Strategies – Approval-Various • Socially necessary Bus Services • LED Lighting Policy • Co-location of Community Safety Unit (March) • LTP – Growth without Gridlock consultation (January or March) • Flood and Drainage Policy (March) • Inter-authority Agreement with GBC
<p>C – Other Items for comment / recommendation</p>	<ul style="list-style-type: none"> • Aviation/Gatwick report • Active Travel Strategy • KCC response to Interim Evaluation for HS1
<p>E - Exempt</p>	<ul style="list-style-type: none"> • Waste Strategy

From: Mark Dance, Cabinet Member for Economic Development
Mike Hill, Cabinet Member for Community Services
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 1 December 2015

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Growth, Economic Development and Communities Performance Dashboard shows progress made against targets set for Key Performance Indicators.

Recommendation:

The Growth, Economic Development and Communities Cabinet Committee is asked to CONSIDER and 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 second report for this financial year to this Committee.

2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities 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 Directorate Business Plans.
- 2.3. The current Dashboard provides results up to the end of September.
- 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:

The Growth, Economic Development and Communities Cabinet Committee is asked to CONSIDER and NOTE this report.

4. Background Documents

The Council's Directorate Business Plans:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

5. Contact details

Report Author: Richard Fitzgerald
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Director of Strategic Business Development & Intelligence
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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2015/16

Results up to September 2015

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Produced by Strategic Business Development & Intelligence

Publication Date: 18/11/15






Guidance Notes

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 Directorate Business Plans 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 **Above** or **Below**.

Key Performance Indicators Summary

Economic Development	
Indicator Description	Current Status
Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
Number of homes brought back to market through No Use Empty	GREEN

Libraries, Registrations and Archives	
Indicator Description	Current Status
Average number of e-books issued per day	GREEN
Average number of daily online contacts to the service	RED
Number of ceremonies conducted by KCC officers	GREEN

Sports	
Indicator Description	Current Status
Sports – Income levered into Kent (£000s)	GREEN

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

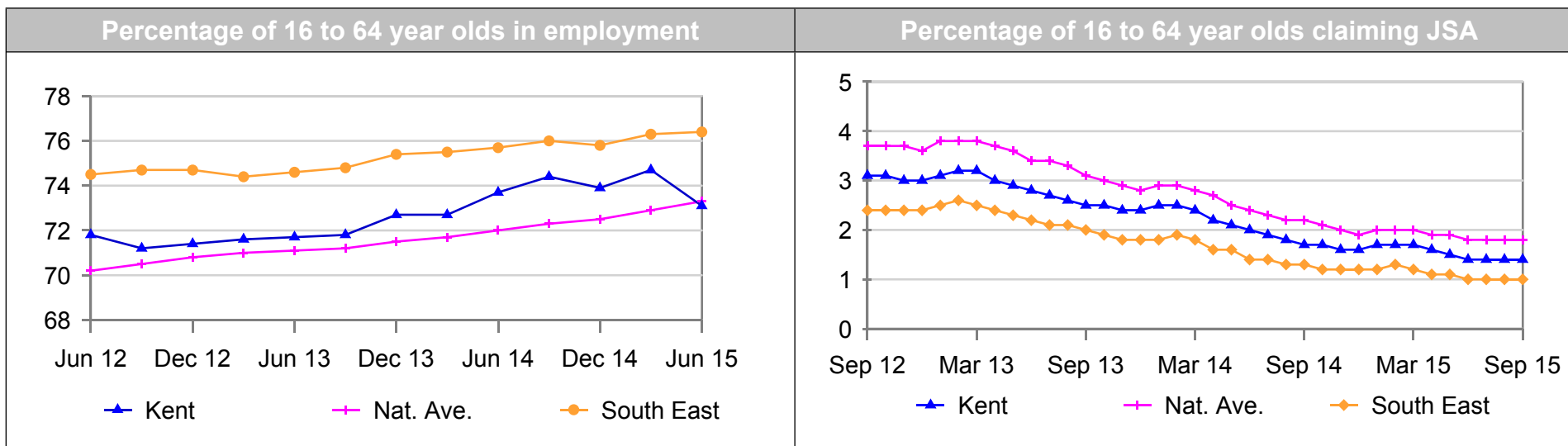
Results for the month of September.

Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED04	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	2,513	AMBER	2,748	2,336	1,281
ED05	Number of homes brought back to market through No Use Empty	250	GREEN	250	200	285

To date a total of 2,513 Full Time Equivalent jobs have been confirmed as created or safeguarded by the Regional Growth Fund loan schemes in Kent, with 1,232 of these in the last twelve months, providing a strong boost to the Kent economy, although this is slightly lower than originally expected due to some project delays.

The No Use Empty programme returned to use a total of 1,781 long term vacant empty properties in the last three financial years, and is currently on target to achieve 500 properties returned to use this financial year.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



The indicators above provide contextual information on the general state of the Kent economy.

The percentage of 16 to 64 year olds in employment is derived from the Annual Population Survey (APS) which is a sample survey. The results of the survey come with statistical confidence intervals, which for Kent are plus or minus 1.9%. Over time this indicator gives a good indication of trend, but due to sampling issues sudden unexplained shifts can occur, as for example with the June 2015 result. The June figure cannot be taken as an indication of a sudden shift in the employment rate in Kent due to sampling variation inherent in the survey method, and further data for September and December will need to be examined as this may show a correction back to a position where Kent is above national average. The latest data for June suggests that the economically inactive population in Kent is about 208,000 (22.8%) whereas previous data suggested this was 195,400 (21.4%). The economically inactive population includes individuals who are students, looking after family/home, temporary or long term sick or retired.

The percentage of the population claiming Job Seekers Allowance (JSA) is a good proxy measure for unemployment and is a 100% count of claimants. The JSA Claimant rate is currently low compared to past trends and has been stable for the last few months. The number of people unemployed, as defined by the International Labour Organisation (ILO), includes individuals on other benefit types and also those not on benefits but seeking work. The number unemployed as defined by the ILO and as estimated by the APS is about three times greater than the count of those claiming JSA.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Andrew Stephens	Mike Hill

Results for the month of September.

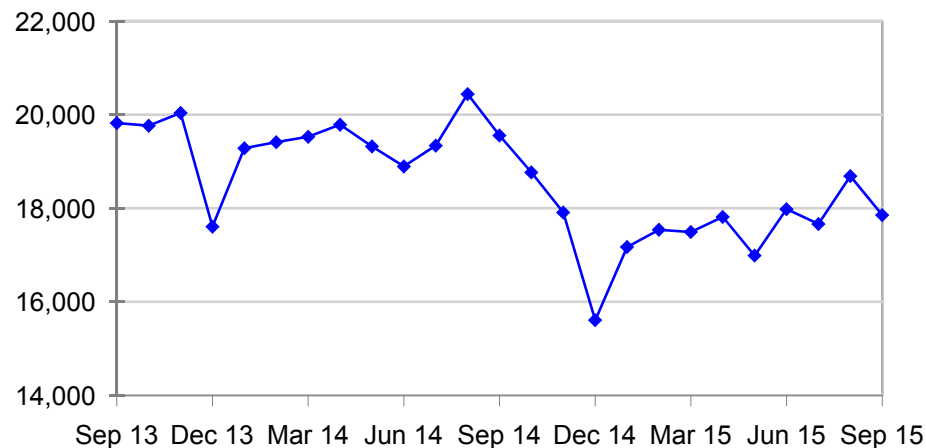
Ref	Performance Indicators	Latest Quarter	Quarter RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
LRA03	Average number of e-books issued per day	400	GREEN	↑	376	GREEN	340	300	316
LRA04	Average number of daily online contacts to the service	2,498	RED	↑	2,396	RED	2,675	2,475	2,678
LRA05	Number of ceremonies conducted by KCC officers	2,727	GREEN	↑	4,524	GREEN	4,300	3,225	4,346

LRA04 - Although visits to the LRA webpages on kent.gov.uk have increased by 3.3% on the same period last year overall online use has reduced by 3.5%. This is as a result of a 39% drop in the use of Online Reference resources. The reasons for this are being investigated, including carrying out a non-user survey, to find out whether the service has the best products for its customers. Checks are being carried out on other library services to see if this is a common trend.

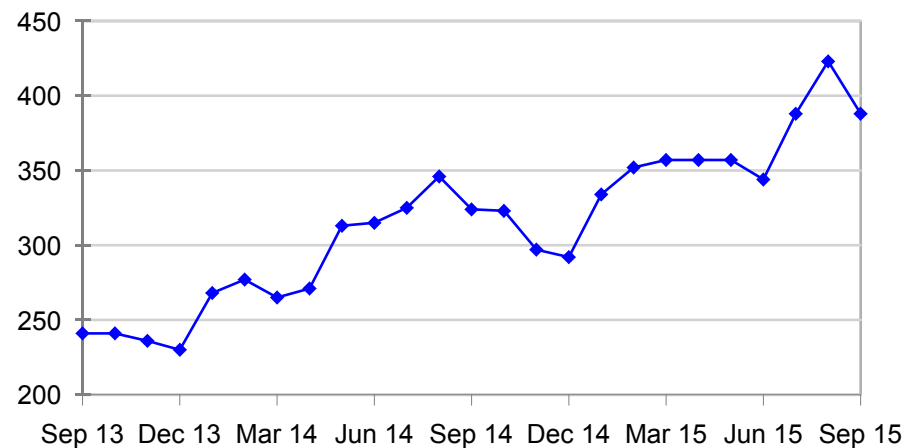
Ref	Activity Indicators	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
LRA01	Number of visits to libraries per day (includes mobile libraries)	17,830	Yes	19,329	17,664	19,553
LRA02	Number of books issued per day (includes audio- and e-books)	17,107	Yes	17,816	16,276	17,722

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Andrew Stephens	Mike Hill

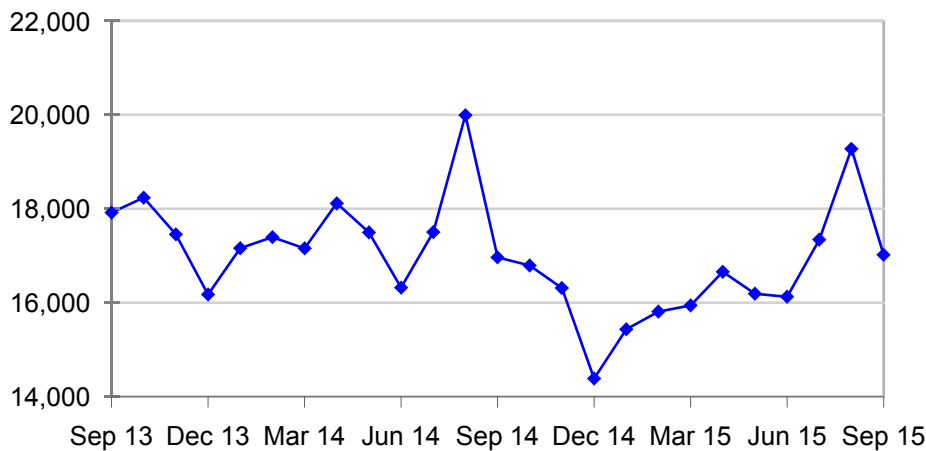
LRA01 - Number of visits to libraries per day



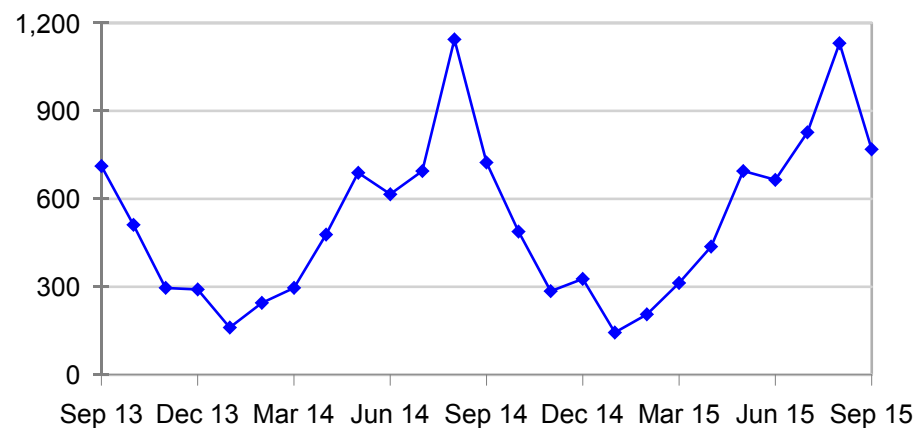
LRA03 - Average number of e-books issued per day



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers



Division	Director	Cabinet Member
Sports	Katie Stewart	Mike Hill

Results for the month of September.

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	1,472	GREEN	1,375	750	2,007