

**ENVIRONMENT & WASTE  
ENVIRONMENT & REGENERATION  
DIRECTORATE  
Annual Business Unit Operational Plan  
2008/9**

## **SECTION 1: SERVICE PROFILE**

### **PURPOSE OF THE SERVICE**

The aim of the Environment and Waste Division is to make Kent a better place to live, work and visit by delivering a range of core, high quality services to:

- ⇒ Manage household waste
- ⇒ Provide, improve and promote access to the countryside, coast and heritage for everyone
- ⇒ Conserve and enhance Kent's natural resources and man-made heritage
- ⇒ Influence attitudes and behaviours to our environment
- ⇒ Develop and support the Division's business

We aim to do this through providing an efficient and accessible service to all our customers. Our customers are all households in Kent for the disposal of domestic waste, users and non-users of our public rights of way network, country parks and other countryside services. Some of our customers are the generations yet-to-come as we strive to protect the distinctiveness, heritage and natural environment of Kent now and into the future. Climate change has become one of the major drivers – emissions during the 20<sup>th</sup> century are impacting upon the world's climate now and in the medium term, and actions we are taking now will have longer term implications for the climate. We need to take action to mitigate the effect of our operations now and to adapt to the changes into the future.

We undertake work directly and through substantial officer-delegated contracting of services, consultancy and partners. We seek innovation, continuous improvement and excellence in all our services and continue to work to retain our ISO 14001 (environmental management) accreditation.

### **OPERATING CONTEXT**

A full list of legislation, targets and objectives which will be guiding and directing the work of the Division over the next year and beyond has been published in previous versions of this business plan. The following legislation detailed is that which will provide a new or particular focus for our business.

For Waste these are in particular:

- Waste Strategy for England 2007
- Waste Electronic and Electrical Equipment (WEEE) Regulations 2006
- Landfill Allowances and Trading Scheme (England) (Amendment) Regulations 2005

Key new legislation for Environment includes:

- Marine Bill, due in 2008, will have implications particularly for planning

At the time of writing, the E&R Directorate is putting together a Regeneration Strategy to spearhead and guide KCC's role and work in regeneration – economic, social and environmental plus transport – over the medium term. This will lead to an action plan for the authority to which Environment and Waste will contribute in a variety of ways and will form part of what will guide our work over the next few years.

### **USERS**

Our customers are all households in Kent for the disposal of domestic waste, users and non-users of our public rights of way network, country parks and other countryside services. Some of our customers are the generations yet-to-come as we strive to protect the distinctiveness, heritage and natural environment of Kent now and into the future.

Our service planning is moulded by what our users, customers and non-users want and need from our services. Each year we plan to undertake surveys and gain direct feedback on how we and our contractors are performing to ensure that we are continually striving to align our services closer to the needs of our customers. In 2007/8 we undertook mystery shopping exercises and face-to-face customer surveys of our Household Waste Recycling Centres (HWRCs) – one before the contract re-let as a baseline and some months after the reletting of the HWRC contracts to track the changes and compliance with our customer policies by our contractors. During the summer months we did face to face surveys of users in the Country Parks, using hand-held data entry devices to make the data more quickly accessible. This has been followed by a customer focus group for the Parks on some specific topics to gain further insight. The information gathered has been used to make specific improvements on the sites and to develop services. This year we will also be looking at non-users of the parks and how more, and a wider range of, people can be encouraged to use this service. Many of our countryside services are helping to deliver the Healthy Living agenda, and we will be encouraging more people in Kent to live healthier lives through taking exercise.

Many months of public and partner consultation for Public Rights of Way was concluded with the publication of the Countryside Access Improvement Plan (CAIP). This plan will guide the management of the network over the next 10 years, so user and non-user feedback has directly influenced this.

All our plans and policies were put through an Equality Impact Assessment and the CAIP will be going through a further assessment.

We have been regularly monitoring and reporting the complaints and compliments we have received. These have led to the termination of one contract, and a momentum to improve our response times to our customers.

In March 2008 the Division was awarded the Customer Charter Mark, as an acknowledgement of all the work which has gone on in the Division to improve our levels of customer care. As part of the award, the Division was advised of action which needs to be taken to ensure continuous improvement – this will form the major part of the divisional Customer Focus action plan for 2008/9 and beyond. Targets on customer complaints feedback will be part of the new performance framework – a suite of national and local performance indicators (see below for further details).

## REVIEW OF PERFORMANCE 2007/08

### KEY PERFORMANCE INDICATORS

Indicator	Actual performance 2006/2007	Estimated performance 2007/08
<u>Waste Management</u>		
BVPI 82 a&b: Total tonnage of household waste arisings:		
(a) percentage recycled : ( <u>excluding</u> hardcore)	21.79%	24.33%
(b) percentage composted	10.64%	11.90%
<i>Total</i>	32.43%	36.23%
BVPI 82c: Total tonnage of household waste arisings:		
(c) percentage used to recover heat, power and other energy sources	12.09%	9.22%
BVPI 82d: Total tonnage of household waste		

Indicator	Actual performance 2006/2007	Estimated performance 2007/08
arisings: (d) percentage landfilled ( <u>excludes</u> hardcore)	55.48%	54.55%
BVPI 84: Kg of household waste collected per head: ( <u>excludes hardcore</u> )	548 kg	546 kg
BVPI 87: Cost of waste disposal per tonne: ( <u>Includes hardcore and but excludes all costs for the Abandoned Vehicle service</u> )	£61.23	£65.31
BVPI 90 c: Percentage of people expressing satisfaction with Civic Amenity Sites <sup>+</sup> :	88%	NA
<u>Public Rights of Way Service</u> BVPI 178: Percentage of network easy to use	67.4%	74%
<u>Corporate Indicator</u> BVPI 8: Percentage of invoices paid within 30 days (E&W performance only)	91.4%	91.2% <sup>#</sup>

<sup>+</sup>Survey carried out every 3 years for National Reporting. Actual in 2003/04 was 72%, actual in 2006/7 was 88%. Next survey in 2009/10.

<sup>#</sup>Figures from April 2007 to December 2007

These Best Value Performance Indicators will not be reported upon after the end of 2007/8 and a new set of National Indicators have been proposed which will replace the indicators above. These will be operational from April 2008 and those used to measure E&W's services directly include:

- NI 185 CO2 reduction from Local Authority operations
- NI 191 Residual household waste per head
- NI 192 Household waste recycled and composted
- NI 193 Municipal waste land filled
- NI 197 Improved local biodiversity – active management of local sites

In addition this Division will be sharing the lead for the delivery of:

- NI 186 - Per capita CO2 emissions in the LA area
- NI 188 - Adapting to climate change

Targets for all these new indicators are being developed.

A suite of local indicators and national indicators will be developed in 2008 into a Performance Framework, for the Division and others to monitor E&W's services on a regular basis, and to guide policy and developments.

### **KEY ACHIEVEMENTS/OUTCOMES IN 2007/08**

The key achievements over the past year have included:

- Completion of new contracts for 12 Household Waste Recycling Centre operations and Operation CuBIT
- Implementation of improved electronic and electrical goods recycling and disposal services
- Appointment of an Executive Officer to support the Kent Waste Partnership to take forward strategic action plans and groups
- Kent was one of a few counties who joined the "Love Food, Hate Waste" campaign to reduce the amount of food thrown away in Kent
- Completion of the condition survey of all PROW in Kent after 4 years of hard work
- Completion of consultation around the Countryside Access Improvement plan and agreement of the final plan by Members – this will guide how the network is managed over the next 10 years

- Kent Coastal Week which saw 35 events held to encourage people to explore and enjoy our coastline
- Division put in a successful application for the award of the Customer Charter Mark
- Launch of project management toolkit for Divisional staff and training of 60+ staff; the tools and training have now been launched directorate-wide and other directorates have shown an interest in adopting them.

Awards for our services included:

- Quality Service Awards for which many of our teams and staff were nominated, with the Access Development and Promotion team winning the team gold award and Melanie Price gaining the individual silver award.
- The Explore Kent website team received a well-earned nomination for the prestigious eGovernment national award,
- The Green Guardians campaign and the Real Nappy Service were nominated for the UK Green Awards.
- Customer Charter Mark Award

A full review of the Division's 2007/8 annual operating plan can be found at Appendix 1.

## SERVICE COMPARISON

Indicator	Actual performance 2006/2007	Average result for Counties	Rating (Quartile)
<u>Waste Management</u>			
BVPI 82a % Household waste recycled #	21.79%	21.69%	Median
BVPI 82b % Household waste composted	10.64%	15.08%	Lower
BVPI 82c % Household waste used to recover heat, power and other energy sources	12.09%	3.62%	Upper
BVPI 82d Total tonnage of household waste landfilled #	55.48%	59.67%	Upper
BVPI 84 Kg of household waste collected per head #	548 kg	533.8 kg	Lower
BVPI 87 Cost of waste disposal per tonne*	£61.23	£51.61	Lower
<u>Public Rights of Way Service</u>			
BVPI 178 % of network easy to use	67.4%	69.2%	Lower

# excludes hardcore

\* includes hardcore but excludes costs for Abandoned vehicle service

## **SECTION 2: PRIORITIES AND OBJECTIVES**

Our core business objectives are to:

- ⇒ Manage household waste
- ⇒ Provide, improve and promote access to the countryside, coast and heritage for everyone
- ⇒ Conserve and enhance Kent's natural resources and man-made heritage
- ⇒ Influence attitudes and behaviours to our environment
- ⇒ Develop and support the Division's business

These business objectives are monitored to ensure they will be delivered. Risks associated with potential non-delivery, and the controls in place to mitigate those risks, have been assessed and documented as part of the annual operating plan process. A risk action plan has been developed for the Division, recorded on the Environment & Regeneration Directorate Risk register and are regularly reviewed. The Register also shows how we actively manage these risks. Our two highest assessed risks, with a medium risk of likelihood are:

- accident to a member of the public or staff at a Household Waste Recycling Centre, in a country park or on a Public Right of Way - this might bring legal action for corporate manslaughter, damages and potentially Health and Safety prosecutions;
- loss of electronic information through failure of information systems

## KEY RESPONSIBILITIES OF THE SERVICE

	Key Corporate / Directorate Targets	
PLAN	NAME OF TARGET IN FULL	LEAD OFFICER
Towards 2010 Lead on Target 43	Expand the Clean Kent programme to tackle the top 20 flytipping hotspots and increase the capacity to prosecute fly-tipping offenders.	Linda Davies (Sue Barton)
Towards 2010 Lead on Target 45	Protect and enhance Kent's ancient woodlands and improve access to countryside, coast and heritage.	Linda Davies
Towards 2010 Support on Target 41	Ensure that new KCC buildings set an example by delivering the best possible standards of construction by applying a pragmatic approach to sustainability using energy efficient, robust and built to last materials.	Mike Austerberry
Towards 2010 Support on Target 42	Reduce the impact of KCC's buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies	Mike Austerberry
Towards 2010 Support on Target 48	Increase opportunities for everyone to take regular physical exercise	Mark Lemon
Towards 2010 Support on Target 49	Enter in practical partnerships with the NHS, sharing resources to combat obesity and encourage people of all ages to take responsibility for their health and wellbeing	Mark Lemon

Towards 2010 detailed action plans can be found at

<http://www.kent.gov.uk/publications/council-and-democracy/towards-2010-action-plans.htm>

### Kent Agreement 2

Officers in the Division will be co-ordinating the Environmental Excellence indicators:

- Sustainable water and flood risk management
- Reducing Kent's carbon footprint
- Sustainable management of Waste
- Protecting and enhancing biodiversity and landscape in Kent

The division will have a specific lead on NI191 residual household waste per head (through Kent Waste Partnership) and NI197 Improved local biodiversity – active management of local sites (through Biodiversity Action Plan). The division will lead with Chief Executive's Department on NI 188 (Adapting to climate change) and NI186 (per capita CO<sub>2</sub> emissions in the LA area). The Clean Kent indicator (NI195 Improved street and environmental cleanliness) will be led through the Clean Kent Delivery Group (or its successor group).

### 10 Year vision

Our portfolio holder, Keith Ferrin, is developing a suite of stretching targets to be achieved over the next 10 years. These are not yet fully agreed but once they are they will form part of our targets for the coming year.

## **CORE SERVICES AND FORECAST ACTIVITY LEVELS**

The Director of Environment and Waste is authorised to negotiate, settle the terms of, and enter into agreements/projects and contracts for the services, activities and projects detailed in this section and the key projects and actions section.

### **Waste Management- *services to minimise and manage household waste***

#### **Head of Waste Management, Caroline Arnold**

- Management and supervision of contracts for the recycling, treatment, and disposal of Kent's municipal solid waste – estimated tonnage for 2008/09 812,000 tonnes.
- Management and supervision of contracts for the operation of Kent's 18 Household Waste Recycling Centres and associated waste haulage, composting, and recycling services; sites open 362 days per year, 4 million visits per year.
- Disposal of clinical waste collected by 12 districts from private dwellings and residential nursing homes.
- Direction, management and supervision of pollution monitoring services, remedial works and ongoing maintenance/restoration of 19 closed landfill sites; associated research; and implementation of any emergency works as necessary for public safety.
- Provision, management and supervision of contracts for the removal and disposal of abandoned vehicles (ABV) in Kent in accordance with statutory obligations; support and manage Operation Cubit.
- Provision and management of service for disposal/treatment of fridges and freezers
- Effective implementation and management of new legislative requirements e.g. the Waste Electrical and Electronic Equipment Directive.
- Ongoing preparation, retendering and award of new contracts for all of the above services and associated development of new and improved facilities
- The continuous improvement of co-operation between KCC, districts and the Environment Agency via the Kent Waste Partnership and Forum
- Promotion of waste reduction, recycling and composting initiatives
- Implementation of the Joint Municipal Waste Management Strategy and input to the Waste and Minerals Development Framework
- Enforcement, campaigning and community engagement to make Kent a cleaner county

### **Environment – *services to maintain, protect, enhance and promote the natural and historic environment***

#### **Countryside Access – Head of Countryside Access, Mike Overbeke**

- Strategic management, promotion, improvement, enforcement and maintenance (taking an intelligence based approach using data from the full network survey, completed May 2007, and ongoing BVPI survey) of 4200 miles (6700 km) of the Public Rights of Way network countywide, including the North Downs Way and other promoted routes.
- Review and letting of large and small contracts for work on the network.
- Implementation of action agreed in the Countryside Access Improvement Plan.
- Keeping the Definitive Map up to date through researching and determining claims (c15-20 p.a.), processing Diversions applications (c 20 p.a.) and resolving anomalies (c.10 p.a.), and producing a Definitive Map for the excluded areas



- Management of Common Land and Village Green Service (CLVG): processing on average 3-5 Commons and Village Green Applications each year and c.6,500 searches per year
- Developing community involvement in Public Rights of Way improvements
- Future strategic development of the Public Rights of Way network as identified in CAIP
- Providing and delivering PROW and CLVG planning advice to KCC, Districts and the public (c.1200-1500 applications per year) and influencing Local Development Frameworks as they emerge
- Management of access to Open Access Land
- Providing PROW information and advice to landowners and the public, and promoting access to the countryside to benefit health and the rural economy
- Hosting the North Downs Way National Trail officer to implement the North Downs Way Management Plan for Kent and Surrey
- Development and promotion of access to Kent's countryside as major contributor to Kent's regeneration

#### **Country Parks services – Head of Country Parks, Clare Saunders**

- Management of the County Council's Country Parks, Picnic sites and Woodland, attracting c.2 million visitors each year
- Maintenance of 9 Sites of Special Scientific Interest (SSSI) in "favourable status" and management of 3 Scheduled Ancient Monuments
- Review and development of management plans for the sites
- Delivering a programme of environmental education through 3 main centres
- Delivering Biodiversity Action Plan actions in the country parks and sites
- Delivery of a rolling programme of capital improvements at the sites
- Establishment and delivery of an improved marketing strategy for the service
- Establishment and delivery of an external funding strategy for the service, including working with partners to maximise income generation
- Delivery of site option plans
- Promoting access to Country Parks as gateways to the wider countryside to benefit health and the wider rural economy

#### **Kent Downs Area of Outstanding Natural Beauty – Director, Nick Johannsen**

- Hosting the Kent Downs Area of Outstanding Natural Beauty Unit to implement and review the statutory AONB management plan

#### **Natural Environment and Heritage – Head of Natural Environment and Heritage**

- Delivering archaeological, historic buildings and historic landscape planning advice to KCC, districts, etc (c1200-1500 applications per year).
- Managing contracts for archaeological work for KCC road schemes and other development.
- Managing the Historic Environment Record
- Advising Kent Property Group to ensure that historic buildings and historic sites in KCC ownership are properly maintained, and managing KCC's 8 historic windmills
- Managing the Portable Antiquities Scheme for Kent
- Facilitating and co-ordinating the Kent Biodiversity Partnership; the management, and access

to information on Kent's natural environment via the Kent and Medway Biological Records Centre and Kent Landscape Information System.

- Raising awareness and understanding of biodiversity, wildlife recording and the coast through a suite of events and materials aimed at the public.
- Providing ecological planning advice to Kent's public, the County Council and participating districts. Providing specialist advice on biodiversity, landscape and the coast.
- Promoting and delivering best practice in coastal zone management through the Kent Coastal Network and Coastal and Estuary Partnerships.
- Providing advice and support to the development of the climate change action plan and biodiversity and coastal issues.
- Promoting and delivering sustainable management of the countryside through management of 4 Countryside Management Projects and other Countryside Partnerships to deliver enhancements and community involvement

### **Greening Kent –Greening Kent Manager, Carolyn McKenzie**

#### Corporate Environmental Performance

- Co-ordinating the implementation of KCC's commitments under the new corporate Environment Policy
- Secretariat to the KCC Environment Board and related working groups
- Maintaining ISO 14001 accreditation for the Environment and Waste Division
- Managing and promoting the Eco-schools programme
- Promoting sustainability in KCC's business management and service delivery through a range of projects

#### Greening Kent

- Co-ordinating the delivery of project and initiatives to fulfil KCC's community leadership role and commitments under key environmental policies and strategies, such as the Kent Environment Strategy, the Kent Local Area Agreement, Kent Climate Change Action Plan, and the KCC Regeneration Strategy Environment Plan
- Developing overall communication strategy and plan for Greening Kent initiatives
- Leading on the co-ordination of the delivery of Kent Agreement 2 Environmental Excellence indicators
- Provide support to the Kent Environment Directors' Group and key partnerships including on behalf of the Kent Partnership

### **Business Development – *supporting and developing the division's business***

#### **Business Development – Head of Business Development, Clare Saunders**

- Leading, developing and co-ordinating business processes and systems for the division.
- Providing business support to the division (approx 200 staff in the Division) – secretarial, administrative and technical support.
- Advising and supporting on marketing and communications, including internal marketing activities and campaigns
- Events management and co-ordination of approximately 20-30 events per year
- Income: advice and practical action to increase income generation, external funding and commercial enterprise within our services; management of specific income-generating projects
- Managing sales, income and distribution of Environment publications
- Customer Focus: leading on and facilitating activities to improve customer care across the division
- Leading on and facilitating cross-cutting issues and task groups e.g. Freedom of Information, Complaints, accommodation,
- Co-ordinating E&W's eGovernment activities, including improving the relationship and

functioning of the Contact Centre

- Undertaking efficiency and other reviews for the Division
- Writing, reviewing and co-ordinating the Division's annual plans and monitoring reports, risk management action plan, Business Continuity plan
- Determining and delivering the management development needs for the Division
- Project management: producing tools and supporting the process for better project management
- Managing the budget for Learning and Development and co-ordinating training and development for the division
- Through Investors in People action planning and the Cultural Development group, to continuously improve our working environment

(The staff delivering these last functions will be transferred into the Environment and Regeneration Resources Division at some point during the life of this plan)

Revenue Budget

2007-08 Controllable Expenditure £'000	FTE	Activity/budget line	2008-09				Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000	Cabinet Member
			FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000					
3996.0	140.0	Environment	136.6	4547.5	454.0	3110.5	8112.0	3850.3	149.7	4112.0	KF
57318.0	35.0	Waste Management	40.5	1761.0	825.0	63149.0	65735.0	1158.0	0.0	64577.0	KF
<b>61314.0</b>	<b>175.0</b>	<b>Controllable Totals</b>	<b>177.1</b>	<b>6308.5</b>	<b>1279.0</b>	<b>66259.5</b>	<b>73847.0</b>	<b>5008.3</b>	<b>149.7</b>	<b>68689.0</b>	
		<u>Memorandum Items:</u>									
		Central Overheads									
		Directorate Over- heads									
		Capital charges									
		<b>Total Cost of Unit</b>	<b>177.1</b>	<b>6308.5</b>	<b>1279.0</b>	<b>66259.5</b>	<b>73847.0</b>	<b>5008.3</b>	<b>149.7</b>	<b>68689.0</b>	

## KEY PROJECTS AND ACTIONS

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
<b>Theme: Managing Kent's Waste</b>				
Support Allington Waste to Energy through final stages of commissioning to achieve service commencement date and full service capacity	Peter Horn/Sue Barton	Vision for Kent (V4K) and Kent Agreement 2 (KA2) <i>Environmental Excellence</i> ; Kent Environment Strategy (KES) <i>Waste Not</i>	<ul style="list-style-type: none"> <li>• Commissioning input requirements met</li> <li>• Smooth transition - no disruption to WCA services</li> <li>• Increased diversion from landfill</li> <li>• Increased DC recycling</li> </ul>	Apr-Sept 08
Deliver and improve on Key Operational priorities to maximise Waste Management Service delivery.	Peter Horn	V4K & KA2 <i>Environmental Excellence</i> ; KES <i>Waste Not</i> ; Kent Joint Municipal Waste Management Strategy (JMWMS) <i>Policy 11, 12, 16 &amp; 20</i>	<ul style="list-style-type: none"> <li>• New Landfill Contract for Non-Allington waste</li> <li>• Blaise Farm IVC operational</li> <li>• New Pepperhill Transfer Station (TS) &amp; Household Waste Recycling Centre (HWRC) operational</li> <li>• New contracts for Wood and Green Waste Recycling in place</li> <li>• Clinical Waste Contract - recommendations for new county-wide arrangements submitted to KWP.</li> <li>• Bulky Waste – Proposals for increased recovery/diversion from landfill prepared, to include promotion community re-use schemes</li> </ul>	May 08 Sept 08 Sept 08  Jun –Jul 08  Sept 08  Jul 08
Management of Church Marshes Transfer Station and HWRC	Sue Barton	V4K <i>Environmental Excellence</i> ; KES <i>Waste Not</i> ; JMWMS <i>Policy 9, 11, 13</i>	<ul style="list-style-type: none"> <li>• Management of site taken in-house on expiry of current contract, to facilitate capital improvements on the site in 09/10</li> </ul>	Nov 08
Rebranding of 18 HWRC's	Peter Horn	V4K & KA2	<ul style="list-style-type: none"> <li>• Phase 1 work complete</li> </ul>	May 08

<b>Project/ development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/ Directorate Target</b>	<b>Deliverables or outcomes planned for 2008/09</b>	<b>Target dates</b>
to bring a consistent approach to waste recycling across Kent		<i>Environmental Excellence</i> ; KES <i>Waste Not</i> ; JMWMS Policy 13	<ul style="list-style-type: none"> <li>Definitive new sign schedule prepared</li> <li>Replacement programme underway</li> </ul>	Jun 08
Capital Improvements to Waste facilities' infrastructure	Sue Barton	V4K & KA2 <i>Environmental Excellence</i> ; KES <i>Waste Not</i> ; JMWMS Policy 13	<ul style="list-style-type: none"> <li>Land option secured and planning application submitted for new Dartford HWRC</li> <li>Preferred options for suitable new sites at i) Lydd, &amp; ii) 2<sup>nd</sup> Maidstone/ T &amp; Malling (N) identified</li> <li>General Infrastructure improvements completed at existing sites at: Hawkinge Sheerness Herne Bay Swanley</li> </ul>	March 09  Sept 08  Mar 09
Develop and resource procurement plan for the East Kent Infrastructure	Sue Barton	V4K & KA2 <i>Environmental Excellence</i> ; KES <i>Waste Not</i>	<ul style="list-style-type: none"> <li>Project initiation document developed based on capital programme allocation &amp; consulted upon</li> <li>Delivery methodology and strategic approach developed</li> </ul>	June 08  June 08
Landfill Allowance Trading Scheme ( LATS) – maximise the trading benefits to KCC	Peter Baldock	V4K <i>Environmental Excellence</i> ; KES <i>Waste Not</i> ; JMWMS Policy 17	Annual report to Cabinet	April 08
Joint Municipal Waste Management Strategy: Continued delivery of the Strategy	Caroline Arnold	V4K & KA2 <i>Environmental Excellence</i> ; KES <i>Waste Not</i> ; JMWMS (All Policies)	<ul style="list-style-type: none"> <li>New Inter-Authority payment scheme between KCC and 12 Districts</li> <li>Inter-Authority agreements (between KCC &amp; 12 Districts) around performance and improved delivery of services in place</li> </ul>	March 09  March 09
<b>Theme: Access to the countryside and coast for everyone</b>				
Well maintained countryside access (CAIP)	Mike Overbeke	V4K <i>Environmental Excellence</i> and	<ul style="list-style-type: none"> <li>Countywide standard for path furniture compiled, consulted upon, published and</li> </ul>	

Project/ development/key action objective)	a/c manager	Link to Corporate/ Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
		<i>Enjoying Life</i> , KES <i>Garden of England</i> and <i>Travel Wise</i> , Countryside Access Improvement Plan (CAIP)	distributed to landowners. <ul style="list-style-type: none"> <li>• Seating on 20 walks installed</li> <li>• Mechanism for providing destination signage on PROW established and implemented</li> <li>• Management of 2 priority byways reviewed</li> <li>• Identify list of priority routes which can be made stile-free</li> <li>• Entry points to all open access land inspected and improved as necessary</li> </ul>	July 08 Aug 08 July 08  Dec 08 June 08  Sept 08
Growth and Development of Countryside Access (CAIP objective)	Mike Overbeke	V4K <i>Environmental Excellence</i> ; KES <i>Garden of England</i> and <i>Travel Wise</i> ; CAIP	New route through Phase 2 of A2 widening (Cobham to Pepperhill) secured	March 09
A more sensible network (CAIP objective)	Mike Overbeke	V4K <i>Environmental Excellence</i> ; KES <i>Garden of England</i> and <i>Travel Wise</i> ; CAIP	<ul style="list-style-type: none"> <li>• Programme of improvement schemes endorsed by Local Access Forum completed</li> <li>• 2 projects to support recreation riding and equine business completed</li> <li>• 2 projects to increase provision for off-road cycling and mountain biking completed</li> </ul>	March 09  Dec 08  Dec 08
Knowing what's out there (CAIP objective)	Mike Overbeke	V4K <i>Environmental Excellence</i> ; KES <i>Garden of England</i> ; CAIP	<ul style="list-style-type: none"> <li>• Phase 1 of Definitive Network Map digitisation completed</li> <li>• Phase 2 (checking and validation) completed</li> <li>• 19 new iPod Walks uploaded onto Explore Kent website</li> <li>• Revised version of Explore Kent brand book completed</li> <li>• 3 new stakeholders identified and encouraged to use the EK brand</li> </ul>	May 08  Dec 08 Jul 08  Apr 08  Dec 08
Improving safety (CAIP objective)	Mike Overbeke	V4K <i>Environmental Excellence</i> and <i>Keeping Kent</i>	<ul style="list-style-type: none"> <li>• All crossings where there are safety concerns identified</li> <li>• Improvement of 6 crossings identified on the</li> </ul>	Mar 09  Mar 09

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
		<i>Moving; KES Garden of England and Travel Wise; CAIP</i>	<ul style="list-style-type: none"> <li>schedule (6 per annum)</li> <li>3 new links to schools identified and bids prepared through PIPKIN</li> </ul>	Mar 09
Working smarter and improving customer service	Mike Overbeke Ian Baugh	<i>V4K Environmental Excellence and Enjoying Life; KES Garden of England; CAIP</i>	<ul style="list-style-type: none"> <li>Co-location of High Halden and Dover offices to Penstock, reducing area teams from 3 to 2</li> <li>Review of recreational route network completed</li> <li>Effectiveness and financial sustainability of Parish Map project reviewed</li> <li>Video conferencing technology installed in new Mid/East Kent Office</li> <li>12 Volunteer network surveyors trained to maintain current network condition database</li> </ul>	May 08 July 08 July 08 May 08 July 08
Improvements to Country Park facilities	Amanda Dunk (AD) AD  Graham Dear (GD) GD	<i>V4K Environmental Excellence and Enjoying Life; KES Garden of England</i>	<ul style="list-style-type: none"> <li>Toilet/catering kiosk at Manor Park and site improvements delivered</li> <li>Feasibility study commissioned on improvements to Teston visitor centre to incorporate catering facility</li> <li>Outline Interpretative plan for Lullingstone, including interior improvements, landscaping around the building and new car park</li> <li>Actions from Brockhill interpretative plan delivered</li> </ul>	March 09 March 09 March 09 March 09
Green Flag status for Country Parks	Clare Saunders	<i>V4K Environmental Excellence and Enjoying Life; KES Garden of England</i>	<ul style="list-style-type: none"> <li>Application for Green flag status submitted for Lullingstone and for Manor Park</li> </ul>	Jan 09
Countryside Strategy	Clare Saunders	<i>V4K Environmental Excellence and Enjoying Life; KES Garden of England</i>	<ul style="list-style-type: none"> <li>Review of 3 year Countryside Strategy completed to ensure that the service is planned to deliver what our customers want (to inform revision of capital programme and other strategies)</li> </ul>	March 09



<b>Project/ development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/ Directorate Target</b>	<b>Deliverables or outcomes planned for 2008/09</b>	<b>Target dates</b>
Country Park venues and other opportunities are well promoted to maximise occupancy and income	Clare Saunders	V4K <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>Garden of England</i>	<ul style="list-style-type: none"> <li>Country Parks 3 year Marketing strategy produced and Year 1 actions delivered</li> </ul>	Summer 08 March 09
Consolidation of county-wide delivery of Country Parks	Clare Saunders	V4K <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>Garden of England</i>	<p>Partners found for Peene, Bluebell, Larches, Stubbs and Oldbury, dependent on financial dowries.</p> <p>Review of future of Parkwood, Grove Ferry, Beacon Wood, Dryhill</p>	Mar 09  Summer 08
Country Parks capital programme	Clare Saunders	V4K <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>Garden of England</i>	3 year capital programme developed for Country Parks service	Jul 08
Improve access to Kent's wildlife and coast	Elizabeth Holliday	V4K <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>Nature Matters</i> and <i>At the seaside</i>	Delivery of Kent's Coastal Week 2008: 40 events 1000 participants	Oct 2008

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
<b>Theme: Conserving and enhancing our natural resources and man-made heritage</b>				
Provide access to and promote Kent's rich heritage	Lis Dyson	V4K <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>Sense of History</i>	<ul style="list-style-type: none"> <li>• Completion of North Kent Coastal survey and incorporation in Historic Environment Record</li> <li>• Completion of Exploring Kent's Past including placing web pages and resources on <a href="http://www.kent.gov.uk">www.kent.gov.uk</a></li> <li>• Programme of community archaeology commissioned and monitored for work on East Kent Access</li> <li>• Contribute to access projects including Swanscombe Heritage Park, Valley of Vision, Shorne Country Park HLF project</li> <li>• Progress on development of Archaeological Resource Centre for Kent</li> </ul>	Sept 08 Mar 09 Mar 09 Mar 09 Mar 09
Consideration of biodiversity in all aspects of Kent's future	Elizabeth Holliday	V4K & KA2 <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>Nature Matters</i>	Improved consultation by and feedback to Planning and Strategy Division, including: <ul style="list-style-type: none"> <li>• Updated protocol for notification of new designations</li> <li>• Consultation protocol developed, including formalisation of feedback from Strategy Division</li> </ul>	Oct 2008
			Implementation of BRANCH projects: Development of project to take forward pilot study of ecological networks and climate change adaptation in Kent	Oct 2008
			Corporate strategy and 3 year forward plan for natural environment and coast	Dec 2008
Implementation of Natural Environment and Rural Communities Act biodiversity duty	Elizabeth Holliday	V4K <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>Nature Matters</i>	Development of standards and guidance on implementing biodiversity duty across KCC directorates	Aug 2008
			Guidance on ecological information/surveys for planning applications developed	June 2008
			Shared eco-advice service for county/further	Mar 2009

Project/ development/key action	a/c manager	Link to Corporate/ Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
			development of district advice service	

<b>Project/development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/Directorate Target</b>	<b>Deliverables or outcomes planned for 2008/09</b>	<b>Target dates</b>
Improvement of biodiversity information provision	Elizabeth Holliday	V4K & KA2 <i>Environmental Excellence</i> and <i>Enjoying Life</i> , KES <i>Nature Matters</i>	System for recording reptile receptor sites developed: <ul style="list-style-type: none"> <li>• Reptile receptor sites collated</li> <li>• Map based record of sites produced</li> <li>• System for recording future sites developed</li> <li>• Map and system promoted</li> </ul>	Dec 2008
			Kent habitat survey and change assessment: <ul style="list-style-type: none"> <li>• Project developed and funding &amp; staff assembled</li> <li>• Commencement of project</li> </ul>	Mar 2009
A holistic and integrated approach to the coast		V4K <i>Environmental Excellence</i> and <i>Enjoying Life</i> ; KES <i>At the seaside</i>	An integrated action plan for the Kent coast developed: <ul style="list-style-type: none"> <li>• Scoping workshop held</li> <li>• Delivery plan developed</li> <li>• Draft action plan</li> </ul>	Mar 2009
<b>Theme: Influencing attitudes and behaviours to our environment</b>				
Deliver informed and targeted countywide behaviour change programme to increase recycling participation, reduce contamination and waste growth	Paul Vanston	V4K & KA2 <i>Environmental Excellence</i> ; KES <i>Waste Not</i> ; <i>JWMWS Policy 4</i>	<ul style="list-style-type: none"> <li>• Improvement in quality and volume of recyclate collected by districts and at HWRC's delivering against established performance framework ( N191)</li> <li>• Effective waste reduction, reuse and recycling campaigns, services and projects delivered</li> </ul>	March 09
				March 09
Develop and implement programmes to engage with the community and partners	Paul Vanston	V4K & KA2 <i>Environmental Excellence</i> , KES <i>Waste Not</i> ; <i>JWMWS Policy 4</i>	<ul style="list-style-type: none"> <li>• An Environmental Champions programme for Kent Volunteers developed and delivered</li> </ul>	March 09
'Clean Kent' education and campaigning	Sue Barton	V4K & KA2 <i>Stronger and safer communities</i> ; KES <i>On your doorstep</i> ;	<ul style="list-style-type: none"> <li>• Roll out of secondary schools 'Streetwise' drama education projects</li> <li>• marketing and communications strategy</li> </ul>	March 09
				Oct 08

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
		Kent Agreement 2	delivery realigned to support new Kent Agreement 2	
Fly Tipping enforcement	Sue Barton	V4K <i>Stronger and safer communities</i> ; Kent Agreement, PSA 2; KES <i>On your doorstep</i>	<ul style="list-style-type: none"> <li>• Significant number of publicised successful prosecutions</li> <li>• T2010: target 43 outcomes achieved</li> </ul>	March 09 March 09
Integrate Clean Kent and Waste Services to implement Section 17 Crime and Disorder Act	Sue Barton	V4K <i>Stronger and safer communities</i> ; KES <i>On your doorstep</i> ,	<ul style="list-style-type: none"> <li>• Efficiencies of Cubit and Abandoned Vehicles schemes maximised.</li> <li>• Clean Neighbourhood Act requirements addressed</li> <li>• Improved network with Districts and Kent Community Wardens. Better liaison intelligence and analysis</li> </ul>	March 09 March 09 March 09
Implementing KCC's Environment Policy	Carolyn McKenzie  Deborah Kapaj  Deborah Kapaj Sarah Moy  Carolyn McKenzie	V4K & KA2 <i>Environmental Excellence</i> ; KES <i>On your doorstep</i> and <i>Energy Sense</i> , Environment Policy (all commitments)	<ul style="list-style-type: none"> <li>• 3 Year Implementation Strategy (Plan) and annual communications plan to be owned by the KCC Environment Board developed</li> <li>• Issue-specific evidence-led Action Plans developed and delivered; Guidance underneath the Implementation Strategy (Plan) to be delivered through issue specific cross KCC Working Groups</li> <li>• ISO14001 KCC wide achieved</li> <li>• Kent Eco Schools Programme delivered including new booklet to promote sustainable schools, twilights and Eco-Schools newsletter</li> <li>• £1m invested in energy efficiency, renewables and water projects through the KCC Energy and Water Investment Fund</li> </ul>	July 08  March 09  Dec 08  March 09  March 09



Project/ development/key action	a/c manager	Link to Corporate/ Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
			plan for future related products: <ul style="list-style-type: none"> <li>• Top Trunks produced</li> <li>• 500 sold by Christmas 2008</li> <li>• Plan for development of future products</li> </ul>	
Increase public awareness of Kent coastal issues and encourage responsible use of the resource	Chris Drake	<i>V4K Environmental Excellence; KES At the seaside</i>	Kent Coast Fact Sheets updated	July 2008
			Guide to the Kent coast produced	June 2008
			Code of conduct for activities on Kent coast developed	Sept 2008
<b>Theme: Developing and supporting the Division's business</b>				
Work towards formal accreditation for the Division's activity and maintain existing awards	Head of Business Development		<ul style="list-style-type: none"> <li>• 14001 Environmental standards maintained</li> <li>• 18001 Health and Safety standards achieved</li> <li>• Customer Charter Mark maintained</li> <li>• Investing in Volunteers achieved</li> </ul>	March 09
Income generation	Clare Saunders		<ul style="list-style-type: none"> <li>• Catering review completed and implemented</li> <li>• Opportunities explored to help deliver increased income and commercial activities in balance with social and ecological aims</li> <li>• Additional funding sought for Countryside Access activities through Interreg IV</li> </ul>	June 08 Spring 09
	Ian Baugh			Dec 08
Increasing use of volunteers	Graham Rusling		<ul style="list-style-type: none"> <li>• Volunteers trained and equipped to carry out high impact, low cost, low risk works on the PROW network</li> </ul>	July 08
Customer Focus	David Smith		<ul style="list-style-type: none"> <li>• Viability of conducting statutory consultations on- line explored</li> <li>• Programme developed for community engagement for Country Parks</li> </ul>	Aug 08
	Clare Saunders			Mar 09
Project Management	Nannette McAleer		<ul style="list-style-type: none"> <li>• Training and further work on health check reviews</li> </ul>	Nov 08
Performance management framework	Nannette McAleer		<ul style="list-style-type: none"> <li>• Suite of performance indicators developed</li> </ul>	Sept 08
Annual survey of staff	Business Development		<ul style="list-style-type: none"> <li>• Feedback report on how staff feel about working in Environment and Waste</li> </ul>	June 08

Project/ development/key action	a/c manager	Link to Corporate/ Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
			<ul style="list-style-type: none"> <li>• Results fed back to staff</li> </ul>	Aug 08

In line with financial regulations, any major capital projects on this list this will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader.



## USER/ RESIDENT INVOLVEMENT PLANNED FOR 2008/9

These are some, but by no means an exhaustive list, of the consultation and involvement exercises that are planned for this year.

<b>Name</b>	<b>Start date/ End date</b>	<b>Feedback date</b>	<b>Target Group</b>	<b>Target area (Kent, Town, district, ward etc</b>	<b>Brief summary</b>	<b>What we want to find out and how we will use the information,(approx 25 – 50 words)</b>	<b>Statutory Yes/No</b>	<b>Consultation type (*see list below table)</b>	<b>Contact name, e- mail &amp; phone No.</b>
Country Parks Visitor Survey	Summer 2008	Autumn 2008	Users of the Country Parks service	Kent (which parks to be surveyed is yet to be agreed)	Survey of visitors to three Country Parks	What visitors to the Country Parks think about the services and facilities we provide at the Parks, and what improvements we could make. We will use the results to compare against baseline data produced in 2007 for all key parks and to make improvements to the service.	No	Leisure/ Environ- ment	Amanda Dunk 01622 696955
Country Parks non-user survey	Spring 2008	Autumn 2008	Those who do not use the Country Parks	Kent	Focus groups of non-users aimed at identifying barriers to use	Once barriers and reasons for non-use of Country Parks have been identified, the information will be used to shape a forward strategy to encourage more people into the Parks.	No	Leisure/ Environ- ment	Amanda Dunk 01622 696955
Local Access Forum	On-going	On-going	Access Forum members and general public	Kent		Forum will be consulted on a range of statutory and non-statutory countryside access issues, including DEFRA's 'Access to	Yes	Leisure/ Environ- ment	Ben Collins 7696 1036

<b>Name</b>	<b>Start date/ End date</b>	<b>Feedback date</b>	<b>Target Group</b>	<b>Target area (Kent, Town, district, ward etc</b>	<b>Brief summary</b>	<b>What we want to find out and how we will use the information,(approx 25 – 50 words)</b>	<b>Statutory Yes/No</b>	<b>Consultation type (*see list below table)</b>	<b>Contact name, e- mail &amp; phone No.</b>
						Coast' consultation			
Explore Kent web trends	On-going	Ongoing	Users of Explore Kent website	World-wide		General usage volumes and behaviour data will be monitored. Website will be developed using insight gained from monthly statistics	No	Leisure/ Environ- ment	Ian Baugh 01622 221529
Public Path Orders	Through- out the year; approx 80 per year	Relative to Order – usually one month	Statutory consultees	District in which the Order is made and prescribed	Consultation carried out in respect of Public Path Orders	Opposition to and support for the proposal	Yes	Leisure/ Environ- ment	Laura Wilkins 01622 221517
Byways Working Group	c Feb 2008	May 2008	Working group reps and local communities	District, Parish, Community	Engagement and consultation with interested parties seeking views on how contentious issues relating to Byways should be managed by KCC. It aims to build consensus on both the issues and their management	How interested parties feel that the issues should be managed. This information is analysed drawn together in a report, which recommends a course of action which, if supported, is implemented	No	Leisure/ Environ- ment	Graham Rusling 01622 696995

**\* Consultation types – Business, Council, Environment, Social, Community, Education, Leisure, Transport**

## **CAPACITY, SKILLS AND DEVELOPMENT PLANNING**

Over the last year much work has been done to improve the knowledge and practice of project management. New guidance and a set of tools have been produced, and training provided in the use of the tools. This is helping to improve our project management skills across the whole division, for projects of all sizes. Over the next year we are looking to train staff in undertaking Gateway-type reviews to help ensure that our major projects will deliver the stated business benefits. Additionally we will continue to put more staff forward for formal PRINCE2™ training to ensure that our bigger projects have much more robust project management.

Last year for the first time, the Directorate encouraged staff to complete a skills audit and managers to consider the talents and potential of all their staff. Whilst there was a good response to talent management the take up of the skills audit was low in the Environment and Waste Division. This year the Leadership Team will be encouraging more staff to use this as a means of demonstrating existing skills and knowledge and planning for the future.

The age profile of the Division is much younger than the norm in KCC and many of our posts are short term, project-based jobs. This has meant that we sometime struggle to keep good, skilled people for possible longer term positions and raises issues of retention, reward and succession planning. We are using the information from the skills and talent management exercises to highlight staff with particular skills and staff needing wider experience to equip them to take on more responsibility in the future. Staff are encouraged to take on other projects and development opportunities outside their normal sphere of work (for example, taking part in the Directorate's change groups initiative, *Excellence in Everything*).

Commercial business skills are increasingly required for sustaining our country parks. To this end and having already attempted to address this through a temporary, dedicated post last year, we will this year target specific consultancy advice to test the feasibility of income-generating and cost recovery projects. This will be supplemented by business case mentoring by Kent Commercial Services.

The Directorate has a change group looking at best practice and excellence in Learning and Development. From this work the group will recommend some changes to the Directorate Strategy Team. An action plan will be developed and delivered over the coming years to tackle some of the talent management, retention and skills issues raised here.

## EQUALITIES AND DIVERSITY

Five key priority outcomes have been identified based on local data and evidence, the views of diverse groups and information about our performance. They describe our overall ambitions for equality, and provide a framework for delivering and managing all our services:

- Equal & inclusive services
- Participation and involvement
- Safe & free from harassment
- The quality of intelligence and monitoring systems
- Reputation as an excellent employer

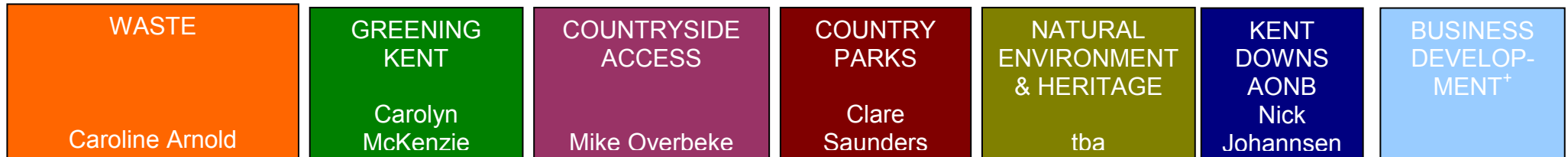
Priority outcome	Actions	Lead	Date
<b>Equal &amp; Inclusive Services</b>	Use information from survey of non-users of Country Parks to ensure barriers to use are eliminated or minimised	Clare Saunders	On-going
	Increase understanding of equalities and diversity through customer focus training programme for staff in Country Parks and Countryside Access	Amanda Dunk	Autumn 08
	Countryside Access to deliver improvements which result from full Equality Impact Assessments (EIA)	Mike Overbeke	Summer 08
	Deliver actions resulting from Customer Surveys in Waste Management	Caroline Arnold	On-going
<b>Participation and Involvement</b>	Country Parks to develop an events programme to appeal to a wider range of groups	Clare Saunders	On-going
	Apply the learning from the By All Means project (encouraging disabled people to use the Countryside)	Mike Overbeke	On-going
	Continue to involve diverse groups through the Waste campaigns e.g. Love Food Hate Waste, Clean Kent etc.	Caroline Arnold	On-going
<b>Safe &amp; free from harassment</b>	Use staff survey to monitor harassment and bullying	Linda Davies	On-going
<b>The quality of intelligence monitoring systems</b>	Review all E&W consultations to ensure equality dimension is included	Linda Davies	On-going
	Continue to conduct EIA for new work	Linda Davies	On-going
	Review complaints for equality issues	Linda Davies	On-going
<b>Reputation as an excellent employer</b>	Work to increase diverse profile of Countryside Volunteers	Linda Davies	On-going
	Ensure E&W fully contribute to Directorate wide equality activity e.g. recruitment panels having a diversity trained interviewer, all new staff complete the Equalities on-line tool etc.	Linda Davies	On-going

## RESOURCES

### i) Structure Chart

# ENVIRONMENT AND WASTE DIVISION

Director: Linda Davies



Waste Strategy and Business Development Manager  
**Sue Barton**

Waste Operations Manager  
**Peter Horn**

Behaviour Change Programme Manager  
**Paul Vanston**

Finance and Performance Manager  
**Peter Baldock**

Corporate Environmental Performance Officer  
**Deborah Kapaj**

Eco-Schools Officer  
**Sarah Moy**

PROW Manager  
**Graham Rusling**

Access Development Manager  
**Ian Baugh**

Area Managers:  
**David Munn**  
**Andrew Hutchinson**

Area Managers  
**Amanda Dunk**  
**Graham Dear**

Nat Env & Coasts Team Leader  
**Liz Holliday**

Heritage Team Leader  
**Lis Dyson**

Partnerships Manager  
**Kate Phillips**

Business Manager+  
**Nannette McAleer**

Marketing & Communications Manager+  
**Vacant**

Business Systems & Projects Manager+  
**Judith Roberts**

<sup>+</sup>These staff likely to transfer to Resources Division during the life of this plan

## **ii) Staffing**

	<b>2007/08</b>	<b>2008/09</b>
<b>Pt13 and above or equivalent (FTEs)</b>	<b>10</b>	<b>9*</b>
<b>Pt12 and below (FTEs)</b>	<b>168.98</b>	<b>169.14</b>
<b>TOTAL</b>	<b>178.98</b>	<b>178.14</b>
<b>Of the above total, the estimated FTE which are externally funded</b>	<b>48.61</b>	<b>36.68</b>

\*Includes Kent Waste Partnership Executive Officer but excludes the vacant post of Head of Business Development (which is being deleted in the revised Directorate structure)

### **SECTION 17 CRIME & DISORDER ACT**

Section 17 of the Crime & Disorder Act 1998 requires responsible authorities to consider crime and disorder reduction (including anti social behaviour and other behaviour adversely affecting the local environment) and the misuse of drugs and other substances in the exercise of all duties, activities and decision-making. This imposes a general duty on KCC to take account of the community safety dimension in all of its work. Crime & disorder issues have been considered by all teams within the division including how their work impacts on these issues. Through the Clean Kent campaign we are taking positive action to reduce anti-social behaviour such as littering and other street scene crime, particularly working with young people to show them the effects of such behaviour. During 2007 the campaign piloted an interactive theatre-style presentation with Year 7 students, involving discussions with young prisoners, to show the effect on lives of such behaviour. This campaign has been evaluated, some changes made and this year will be going county-wide.

The key crime and disorder issues for our Public Rights of Way service are low level crime, disorder and nuisance on and adjacent to the highway, misuse of the highway, usually by motorcycles, impacting on the quality of life for local residents, fly tipping at the entrance to PROW, and obstruction of the highway by landowners. The service uses funding from the Clean Kent Campaign to provide barriers (where legally permissible) to prevent fly tipping, work with District Councils and Licensed Waste Contractors to improve response times for clearing up fly-tipping on PROW, providing a limited number of Gating Orders (max 3 in 2008/9), providing barriers to prevent motorcycle access where this is a persistent problem, and using extinguishment, diversion and gating of PROW where persistent criminal and antisocial behaviour is linked to the highway.

For our Country Parks service there are issues around fly tipping and other antisocial behaviour and practices. Restrictions on the sale of alcohol at Shorne and Lullingstone parks means that it is only available for consumption with meals, in the visitor centre building and its immediate environs. The parks employ part-time wardens to lock the car parks at night to minimise the risk of fly tipping – these wardens act as “eye and ears” for any other kind of antisocial or illegal activity as well as spotting hazards which could become health and safety issues for staff and visitors. The service has also installed CCTV cameras at sites where there are large buildings to reduce crime and give visitors a sense of safety.

On Public Rights of Way, in open green space and in our Country Parks we work closely with the Police and other agencies to reduce the incidence of crime, to ensure that users of

our services can enjoy the countryside with a reduced fear of crime. Our Archaeological Finds service works with metal detector groups to ensure that finds are properly recorded and that individuals operate lawfully.

## **CORPORATE ENVIRONMENTAL PERFORMANCE AND CLIMATE CHANGE ADAPTATION**

Towards 2010 Target 42 is a key target for the whole authority and it is designed to “Reduce the impact of KCC’s buildings and vehicles on the environment, including trialling the use of bio-fuels and other new technologies”. This will contribute to a reduction in KCC’s Carbon Footprint as required by the Kent Agreement 2. The Corporate Environmental Performance Group (CEPG) works within the E&W Division and during 2007 helped the division run a 3-month “Act on CO<sub>2</sub>” initiative to reduce business miles across the service. Teams have been in competition to see which team can reduce its business mileage by the greatest percentage. This will continue for 2008/9 and it is expected that the Division will set an overall target for reduction. The Portfolio holder’s 10 Year vision will also impact here. Also all staff will be encouraged to have individual personal environmental Ways to Success targets.

<b>Business Unit cross-cutting environmental objective</b>	<b>Lead officer</b>	<b>Deliverables / outcomes for 2008/09</b>	<b>Target date</b>
1. Commitment to support revised KCC Environment Policy and implementation plans.	C McKenzie with DST	<ul style="list-style-type: none"> <li>• CEPG to develop implementation plan and gain management commitment</li> <li>• All decision making processes to include environmental and climate change considerations</li> </ul>	Mar 09
2. Reduce energy and water use within E&R occupied buildings to support achievement of T2010 target 42	EMS contact  Amanda Dunk/ Graham Dear   EMS contact	<ul style="list-style-type: none"> <li>• Encourage all staff to turn off computers and other electrical equipment when not in use</li> <li>• Continue to keep abreast of developments in bio fuels to identify a point where use will become practical for C Parks.</li> <li>• Review of current performance of buildings used by E&amp;W</li> </ul>	Ongoing  Mar 09  Mar 09
3. A 20% reduction in the amount of print and copy paper used.	Esther Parris/ Esther Lerner	<ul style="list-style-type: none"> <li>• Investigate how much print and copy paper is used</li> <li>• Set target and action plan for reduction</li> </ul>	May 08  June 08



Business Unit cross-cutting environmental objective	Lead officer	Deliverables / outcomes for 2008/09	Target date
		across E&W	
4. All external and internal documents to be produced on recycled content paper, with ISO 14001 logo displayed.	Marketing & Communications manager	<ul style="list-style-type: none"> <li>• Publications approval form</li> <li>• Reminder re printed material to have excellent environmental credentials</li> <li>• ISO 14001 logo</li> </ul>	Ongoing Ongoing Ongoing
5. All staff to have individual environmental targets or an environmental behaviour as part of TCP	Linda Davies and EW Leadership Team	<ul style="list-style-type: none"> <li>• All managers encouraged to set environmental behaviours</li> <li>• Overall champion for EMS to be appointed and report regularly to Leadership Team</li> </ul>	Ongoing Apr 08 6-monthly
6. All new printers to be have double sided capability. All existing printers to defaulted, where possible, to double-sided. (supports objective 2)	Ian Baugh/ Judith Roberts	<ul style="list-style-type: none"> <li>• Replacement of printers in Invicta House to have high environmental credentials. Double-sided printing as standard.</li> </ul>	Mar 09
7. Reduction in business mileage within the division to support achievement of T2010 target 42	Business Development  Country Parks Business Support Officer  Business Development  Leadership Team  Leadership	<ul style="list-style-type: none"> <li>• Encouraging use of existing video conferencing in Invicta House and look for other sites to expand to</li> <li>• Enable web-conferencing</li> <li>• Investigate video conferencing facilities for all major Country Parks</li> <li>• Conference calls used more frequently in Country Parks – provide a user guide for park staff.</li> <li>• Ensuring all events promoted by E&amp;W have green travel initiatives to reduce business mileage</li> <li>• Encouraging staff to replace a car journey with one more</li> </ul>	Ongoing  Ongoing Mar 09 Mar 09  Ongoing  Ongoing

<b>Business Unit cross-cutting environmental objective</b>	<b>Lead officer</b>	<b>Deliverables / outcomes for 2008/09</b>	<b>Target date</b>
	Team  CEPG	environmentally-friendly, and encourage regular home working <ul style="list-style-type: none"> <li>Tracking business travel to see if initiatives are making a difference</li> </ul>	
8. Develop action plan following 'Green Office Benchmarking Audits'	EMS Contact	<ul style="list-style-type: none"> <li>Action plan developed</li> <li>Agreed actions delivered</li> </ul>	Apr 08  Mar 09
9 E-storage target	Judith Roberts	<ul style="list-style-type: none"> <li>Develop and promote alternative and secure e-storage facility (e.g. portable drives, CD library etc)</li> </ul>	Mar 09

KCC set new objectives in its corporate Environment Policy agreed in January 2008. We are actively involved in supporting directorates to achieve these objectives through, for example, providing advice on protecting, enhancing and restoring biodiversity, the natural and historic environment on the KCC estate, as well as through the work of the CEPG. So much of our work has a climate change perspective embedded in it – from the work of our Changing Attitudes and Behaviours team in Waste in encouraging people to “reduce, reuse, recycle” to our business development team enabling, advising and encouraging others to think about the environmental aspects of their work (particularly around communications, business travel and events). Highlighted in the next section are areas where we are taking particular action which demonstrates this.

<b>Project / development / key action</b>	<b>Evidence of compliance with KCC Environment Policy</b>	<b>Major climate change impacts on service delivery</b>	<b>Adaptive action in 2008/09 (include lead and target date)</b>
North Kent Coastal Survey	Compliance with the decision making commitments – we need to understand the effects of climate change on our heritage in order “to contribute positively to Kent’s character, local environmental quality and natural environment”	Effects of rise in sea level and coastal erosion on heritage of Kent	Baseline survey against which to assess and monitor the effect of climate change
Redesign of Teston country park buildings	Will comply with the construction standards in the policy and will act as a visual stimulus to visitors to show how	Increased rainfall, particularly extreme weather events, will increase incidents of flooding at the	New visitor centre building to be designed to cope with increased flooding

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery	Adaptive action in 2008/09 (include lead and target date)
	KCC is acting on adapting to climate change	Teston site, which is sited next to the river Medway	
Advice & practical projects on water efficiency, planting, tree planting and habitat management	KCC environmental leadership role	Delivering projects which link to the climate change agenda, e.g. working with schools to encourage them to plant “dry gardens” rather than plants which need a lot of watering; Free Tree scheme to encourage the planting of trees (carbon offsetting, carbon sinks) and includes a habitat benefit;	Future work on habitat creation will have to take account of the changing climate and the effects on biodiversity

Demonstrating our commitment to reducing our (KCC’s) and Kent’s environmental effects, our portfolio holder, Keith Ferrin, has set out a draft 10 year vision. In this he has set some stretching targets to be delivered including reduction in KCC’s waste which is land filled, reduction in use of electricity, and in KCC’s carbon footprint. The final vision will form part of our action plan and performance measures for climate change.

**SECTION 3: MONITORING AND REVIEW - HOW DO WE KNOW WE ARE THERE?**

Actions in this plan form the basis of staff action plans, which are formally reviewed in July/August 2008 and December 2008. Progress against the team plans, which are the basis for this Operational Plan, and this plan, will be reviewed at six months (in October 2008) and at year end (February 2009). The Divisional Director will examine the responses and the Managing Director will examine all the Divisional plans and the Directorate plan. The head of service will take appropriate action if there is insufficient progress against any of the key actions.

An end-of-year review will be produced as an appendix to the 2009/10 Operating Plan and this will be considered by the Cabinet and the Policy & Overview committee in March/April 2009 as part of the business planning process.