

**STRATEGY AND PLANNING
ENVIRONMENT AND REGENERATION
Annual Business Unit Operational Plan
2008/9**

SECTION 1: SERVICE PROFILE

PURPOSE OF THE SERVICE

The Strategy and Planning Division has a pivotal role in developing policy for the County and in influencing, on behalf of KCC, policy development at national, regional and local level. The Division also undertakes the Council's statutory development control and planning enforcement function. The work, carried out in close consultation with the public and key stakeholders, seeks to integrate social, economic and environmental objectives and reconcile the conflicts between them.

Our mission is:

"to set a vision and strategy for a dynamic and sustainable Kent and ensure its implementation for the benefit of Kent's communities and environment"

Our primary focus is the formulation and implementation of planning and transport policy, the Kent Environment Plan, the Kent Economic Plan (Kent Prospects), statutory Minerals and Waste Development Frameworks and the determination of planning applications for minerals and waste facilities and County Council developments. Additionally we will lead for the County Council on the development and implementation of the KCC Regeneration Strategy.

OPERATING CONTEXT

Legislative Context

The legislative framework for the Division's work is contained within the Town and Country Planning Act 1990 as amended, the Planning and Compensation Act 1991, the Planning and Compulsory Purchase Act 2004, the Environment Act 1995, The Channel Tunnel Rail Link Act 1996, the Transport Act 2000, Energy Act 2004, Waste Emissions Trading Act 2003, Local Government Acts 1972, 2000 and 2003, other principal transport and environmental legislation, European Waste Directive and all associated Regulations and Statutory Instruments and Orders.

Internal Drivers

Community Plan – The Vision for Kent

KCC's approval of Kent and Medway Structure Plan (KMSP), Local Transport Plan (LTP), Kent Prospects, and Environment Plan, which the Division seeks to implement, provide key policy drivers for the ongoing implementation programmes and actions for the Community Plan. They also provide an established basis for guiding the protection and enhancement of the environment over the coming 10-15 year period. Additionally the Division provides high-level professional support in the form of Theme Leaders for Transport, Economy and Environment themes.

The Kent Commitment 2007

In undertaking its statutory roles, the Division has continuously engaged with local communities so that they are able to influence policy development and planning decisions that affect their social and economic quality of life. Proposed improvements to planning applications processes seek to increase electronic-based public accessibility to the service.

Kent Local Area Agreement 2

The division will input to most priorities and targets but will in particular have a key role in developing and co-ordinating frameworks related to the following Vision for Kent Themes: Economic Success; Learning for Everyone; High Quality Homes; Environmental Excellence; and Keeping Kent Moving.

Towards 2010

The Division's policy development role and planning regulation role will provide underpinning support to many of the Towards 2010 targets, such as regeneration, transport, environment and

improving health and quality of life. Additionally the Division has a specific lead role for three targets.

Supporting Independence Programme (SIP)

The Division's work on reviewing, updating and developing Kent Partnership and KCC led strategies aims to provide policy to support the achievement of SIP objectives and Kent Agreement outcomes. In particular, the Division provides a key role in linking strategic priorities across KCC Directorates and between partners, through its policy development and influencing role.

KCC Regeneration Strategy

This will provide a key reference framework for all partners engaged in Kent's regeneration. In particular its strategic action plan for the 3-year period from 2008 to 2011 will provide a clear indication of what KCC is doing to deliver against strategic regeneration aspirations.

External Drivers

Local Government White Paper

This includes proposals for enhanced status for community strategies and the requirement to establish Local Area Agreements delivered in partnership across all tiers of local government will increase focus and importance on the lead work we undertake in these areas.

Sub-national Review of Economic Development and Regeneration

Published during 2007, the SNR outlines Government proposals to abolish regional assemblies and transfer strategic planning powers to the Regional Development Agencies. A further proposal is to introduce a statutory economic development duty for local authorities.

The South East Plan and Regional Economic Strategy

The statutory basis now accorded to regional planning (the regional spatial strategy - the SouthEast Plan) sets an important context for our work and a focus for our policy development and influencing activity. Kent is facing major development over the next 20 years with two nationally designated growth areas and more than 120,000 new homes planned for the county by 2026. The Division's role is to guide the scale, distribution and location of development and to assess the impact of house building plans and other major development. We also need to influence and take account of the SEEDA Regional Economic Strategy.

Planning Bill

This includes provisions to amend procedures for the preparation and testing of development frameworks with potential implications for the timing and requirements arising at successive stages in the preparation of Development Plan Documents. There are implications for the scope and content of KCC and District Core Strategies. The Bill also provides for the establishment of a Planning Infrastructure Commission and this will have implications for the consideration of major infrastructure projects. The Bill will also enable the introduction of a Community Infrastructure Levy which will have implications for the framework of policy and guidance for delivery of county infrastructure and services.

Nuclear Energy White Paper

The Nuclear Energy White Paper, January 2008, commits Government to a new programme of nuclear power stations with the strong prospect of Dungeness being a central part of such a programme.

USERS

In developing policy and strategies, we engage in extensive formal and informal consultation with the public, our partners and stakeholders. We do this through focus groups, workshops and

written and electronic public consultation. During 2007/08 we undertook and led on several consultations, outcomes of which are appended to this plan. (Appendix 1) Much of our work is in collaboration with partners in the public, private and voluntary sectors and we use this partnership working to engage in dialogue to receive views and inform strategy and policy and, also, to advocate Kent's objectives.

We also have a statutory duty to consult on planning applications received.

REVIEW OF PERFORMANCE 2007/08
KEY PERFORMANCE INDICATORS

Indicator	Actual performance 2006/2007	Estimated performance 2007/08	Target 2008/09
<u>National Indicators</u>			
BVPI 109 - % of planning applications excluding those involving environmental impact assessment determined within 13 weeks	64%	68.4% ¹	70%
BVPI 111 - % of planning applicants who were satisfied with the service received (collected 3-yearly)*	89%	N/A	N/A
BVPI 200 – Plan-making*			
a. Did the local planning authority submit the Local Development Scheme (LDS) by 28 March 2005 and thereafter maintain a 3-year rolling programme?	Yes	Yes	Yes
b. Has the authority met the milestones that the current LDS sets out?	Yes	Yes	Yes
c. Did the local planning authority publish an annual monitoring report by December of the last year?	Yes	Yes	Yes
<u>Towards 2010 Indicators</u>			
% of housing completions on previously developed land	80.7%	Available October 08	70%
<u>Other Operational Indicators</u>			
Local Transport Plan block settlement	£30.3m	£36.7m	£36.9m
% of county matters applications determined within 16 weeks including EIA development	75%	74% ¹	70%
Average time taken to determine all applications for the Council's own development proposals	10	8 ¹	Under 12 weeks
% of applications for the Council's own development proposals determined within 13 weeks	78%	88% ¹	65%
% of planning applications acknowledged within 3 working days of receipt	93%	100% ¹	100%
<u>Corporate BVPI</u>			
BVPI 8: Percentage of invoices paid within 30 days	93.4%	86.5% ²	95%

KEY ACHIEVEMENTS/OUTCOMES IN 2007/08

Planning Applications

- Successfully defended against composting facilities application for Little Bayhall Farm, Tunbridge Wells

¹ Half-year performance to 30 September 2007

- Successfully claimed back KCC costs against Southern Water Services in respect of their decision to withdraw appeal for improvements to Aylesford Works on day Inquiry documents were to be exchanged
- Facilitated planning permission for wide range of community infrastructure including schools, children centres, sports facilities and roads
- Successfully defended an enforcement appeal relating to extensive importation, deposit and burning of waste at Raspberry Hill, Iwade
- Considerable progress made to procure new IT system which will lead to greater e-access and potentially an increase in Planning Delivery Grant allocation
- Introduced more formalised programme of Member training and from 2008 we are intending to secure 6 half-day sessions in the council calendar for training purposes

Transport

- Supported and facilitated the completion of CTRL and Ebbsfleet Station to unlock potential regeneration and job opportunities for people living and working in Kent
- Joint work with Southeastern on the impact of High Speed 1 commuter services has been presented to Cabinet Members, and further analysis commissioned by KCC is underway
- Completion of AS / A282 Dartford Improvement scheme
- Continuing improvements in rail services in respect of punctuality and reliability

Environment and Economy

- Completed and launched the Kent Prospects Plan

Planning Development

- Recognition given to Kent case in report of S E Plan Examination Panel including outcome on housing provision and recommendations on the economic and employment content of the Plan and thrust of sub regional strategies
- KCC's submission to the Regional Assembly of infrastructure projects needed to implement the South East Plan is regarded by them as a model
- Facilitation of Kent wide advice to SEERA involving all Kent authorities on options for the future provision of gypsy and traveler accommodation and its acceptance by the Assembly
- Successful outcome to Kent submissions to planning inquiries - rail freight interchange at Howbury Park ; London Array wind farm
- Representations made on 24 strategic planning cases - decisions , where currently in place , have been in accord with KCC's representations
- Submissions made on 6 district LDF Core Strategies at varying statutory stages in their preparation
- KCC submitted a robust objection to the Kent International Gateway proposal in November, and we continue to develop the case to be presented by KCC and Maidstone Borough Council in response to this development
- Updated evidence and forecasts for the Waste Development Framework has been commissioned and the report is nearing completion, with significant input from KCC

Management

- Developed and implemented an in-house training programme for planning and senior planning officers as part of succession planning requirements and, in response to difficulties in recruiting experienced planning officers
- Achieved level 2 rating for Investors in People and working to secure level 3

SECTION 2: PRIORITIES AND OBJECTIVES

KEY RESPONSIBILITIES OF THE SERVICE

Key Corporate / Directorate Targets		
PLAN	NAME OF TARGET IN FULL	LEAD OFFICER
The Division leads on the following T2010³ targets		
Target 35	Work with bus and train providers and lobby government to improve public transport services in Kent	Mick Sutch / David Hall
Target 36	Commission a joint feasibility study with Essex County Council into a third lower Thames Crossing	Mick Sutch
Target 38	Maximise the use of previously developed land	Richard Feasey
The Division supports the following T2010 targets. Lead officer is divisional contact.		
Target 1	Substantially increase the number of new jobs by increasing the number of companies investing in Kent and the number of businesses starting up or expanding	Steve Arnett
Target 2	Concentrate on the regeneration of Kent's deprived areas and support business growth in these areas, seeking maximum funding from Government and the EU to support the necessary infrastructure, including roads, utilities, telecoms and other services	Steve Arnett
Target 3	Support a programme of town centre regeneration	Richard Feasey
Target 40	Ensure that new housing developments include the right infrastructure and local facilities and cater of a mix of age groups and incomes	Richard Feasey
Target 42	Reduce the impact of KCC's buildings and vehicles on the environment, including trialling bio-fuels and other new technologies	Leigh Herington
Target 46	Lobby Government, the water companies and developers to ensure that house building programmes do not threaten Kent's water supplies	Environment Strategy Manager
The division supports the following Kent and Medway Structure Plan		
QL12	Provision for New Community Service and Infrastructure	Tim Martin / Jerry Crossley
TP5	Strategic Rail Schemes	Mick Sutch
TP16	Local Transport Strategies	Mick Sutch
TP17	Traffic and Management of Minor Roads	Mick Sutch
TP23	Major Distribution and Transshipment Centres	Tim Martin
Chapter 8	Transport Network Policies	Mick Sutch
Chapter 10	Managing our Minerals and Waste Resources	Sharon Thompson /Richard Feasey / Tim Martin
The division supports the following Kent Agreement 1 targets. ⁴ Lead officer is divisional contact.		
Block Four Target 8	Develop the economic Prosperity of Kent	Steve Arnett

³ Although the Division is not the nominated lead for many targets, it does provide the framework by which many of the targets will be delivered

⁴ Targets for Kent Agreement 2 are being developed. The following officers lead on the following KA2 themes: Economic Success, Learning for Everyone – Steve Arnett, High Quality Homes - Richard Feasey, Environmental Excellence – Environment Strategy Manager and Keeping Kent Moving – Rob Smith / Mick Sutch

Key Corporate / Directorate Targets		
PLAN	NAME OF TARGET IN FULL	LEAD OFFICER
The division supports the following Annual Plan performance indicators. Lead officer is divisional contact.		
Waste	Performance indicators (Page 106) of current publication	Tim Martin

Towards 2010 detailed action plans can be found at <http://www.kent.gov.uk/publications/council-and-democracy/towards-2010-action-plans.htm>.

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 plan has been developed as necessary.

CORE SERVICES AND FORECAST ACTIVITY LEVELS

Transport Planning – Accountable Officer: Mick Sutch

- T1. Implementation of LTP policies and strategies and monitoring delivery through the LTP process reporting mechanism. Ensure that the integrated transport schemes brought forward by KHS fully reflect the key objectives of the LTP and are prioritised according to Kent's scheme prioritisation methodology (PIPKIN)
- T2. Influence European, national and regional transport policy (CTRL, rail services, freight, trunk road schemes, ports and airports) in Kent's interests.
- T3. Monitor traffic flow and travel trend data in the County to inform Kent's transport policies and to ensure that the LTP best meets the needs of Kent residents and users of the county's transport systems.
- T4. Provide advice to area-based teams and other directorates on transport planning policies and plans and implementation.
- T5. Represent Kent's interests at public inquires relating to transport planning policies and major transport proposals.

Development Planning – Accountable Officer: Mick Sutch

- P1. Formulation of planning policy including influencing national and regional planning policy and specifically the SouthEast Plan in Kent's interests. Co-ordinate, either directly or through joint working, all consultations that have a relationship to planning, transport, regeneration, environment and economic strategies.
- P2. Undertake preparation, implementation and monitoring of Minerals Development Documents in accordance with Minerals and Waste Development Scheme. Produce Annual Monitoring Report (AMR)
- P3. Deliver Strategic Environmental Appraisal (SEA) and Sustainability Appraisals (SA) on all major strategies.
- P4. Influence Development Plan Documents and policies prepared by the 12 District Planning Authorities so that they are compatible with Kent's overall policies and plans and act to influence decisions on major planning applications.

- P5. In conjunction with Analysis Information Team, monitor progress and impact of Kent and Medway Structure Plan.
- P6. Represent Kent's interests at public inquires relating to planning policies.
- P7. Represent the County Council on regional partnerships and specialist working groups relating to the group's activities.

Environment and Economic Strategies – Accountable Officer: Leigh Herington

- E1. Lead the formulation and implementation of the KCC Regeneration Strategy.
- E2. Develop the County Council's approach to climate change and water resources.
- E3. Implementation and review of Kent's Environment and Kent's Economic Strategies and related activity on behalf of the Kent Partnership.
- E4. Develop and support joint working across the Directorate and in particular support the work of the Kent Partnership and delivery of the Vision for Kent.
- E5. Contribute to the development, delivery and review of the Kent Agreement 2 (2008-2010), in particular the following themes – Economic Success, High Quality Homes, Environmental Excellence and Keeping Kent Moving

Planning Applications: Accountable Officer: Sharon Thompson

- PA1 Determine planning applications for minerals, waste and County Council development in accordance with the Development Plan and other material planning considerations to ensure that quality developments are delivered. Processing of lawful use applications.
- PA2 Undertake pre-application discussions with applicant as required and where necessary carry out screening and scoping processes in accordance with Environmental Impact Assessment legislation.
- PA3 Monitor compliance with planning permissions. Work in accordance with statutory monitoring scheme for mineral and selected waste management development. Mount a co-ordinated public sector challenge to unauthorised sites. Take appropriate enforcement action where breaches of planning control have taken place in accordance with the Council's approved Enforcement Protocol.
- PA4 Comment on behalf of County Council on draft waste management licences and IPPC permits and variations to existing waste management licences issued by the Environment Agency.
- PA5 Represent the County Council on various national, regional and local partnerships and specialist working groups relating to the group's activities including provision of officer support to Community Liaison Groups for active minerals and waste sites and new community developments.
- PA6 Provide advice and training to Members and officers on development control, planning enforcement and monitoring functions. Raise Members awareness of the policy content of the emerging Minerals and Waste Development Framework.

PA7 Influence policy, guidance and good practice on minerals, waste and wider development control matters including officer input to County Council Select Committees.

Management: Accountable Officer: Leigh Herington

M1 Lead and contribute to restructuring of Directorate to produce a “fit for purpose” structure to deliver substantial objectives of the Directorate

M2 Manage divisional resources - contribute to Investors in People through staff development and internal communications, improve IT provision, particularly planning applications MVM system and use by staff and ensure budget manager compliance with corporate guidelines. Maintain and update risk register and business continuity plan.

M3 Manage reputation of Division through good customer care, marketing and communications co-ordination to the public and Local Boards and involve them in consultation processes.

Revenue Budget⁵

2008-09 Controllable Expenditure £'000	FTE	Activity/budget line	2008-09		Running Costs £'000	Contract s & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000	Cabinet Member
			FTE	Employee Costs £'000							
1017.00	11.5	Planning and Development	12.5	602.5	20.3	307.2	930.0	-46.0	0.0	884.0	RG
459.0	5.5	Transport Policy	5.5	266.2	5.7	195.1	467.0	0.0	0.0	467.0	RG/KF
699.0	25.8	Planning Applications	25.8	987.0	114.9	105.1	1207.0	-80.0	-388.0	739.0	RG
2175.0	42.8	Total Divisional Budget Memorandum Items:⁶	43.8	1855.7	140.9	607.4	2604.0	-126.0	-388.0	2090.0	
		Central Overheads									
		Directorate Overheads									
		Capital charges									
		Total Cost of Unit									

⁵ Excludes Divisional Director and PA budget shown in Resources business Plan

⁶ Final allocations to come

NEW PROJECTS, DEVELOPMENTS AND KEY ACTIONS

The Managing Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

Project/development/key action	a/c manager	Link to Corporate/Director ate Target	Deliverables or outcomes planned for 2008/09	Target dates
Policy Influencing				
P1 Respond to national, regional and local consultations	Steve Arnett Richard Feasey Mick Sutch ESM ⁷		Lead KCC response to: <ul style="list-style-type: none"> • Review of Sub National Economic Development and Regeneration in all its elements • SEEDA SE Coastal Framework • PPS4 – Planning for Economic Development • Revisions to PPS and monitoring policy statements • Government proposals for Community Infrastructure levy • Government White Paper (need title) • Climate Change Bill • Kent Environment Plan review 	To December From January January To December 2008/09 TBA To December
P1 South East Plan	Richard Feasey / Tim Martin	Supports all themes in Vision for Kent, T2010, Kent and Medway Structure Plan and Kent Agreement Outcome 8	<ul style="list-style-type: none"> • Submit response to Government on proposed changes following EIP • Review strategic and sub regional monitoring requirements • Support partnership arrangements with District Councils and other stakeholders on strategic housing market assessments in East Kent, North Kent and rest of Kent • Evaluate and progress consideration of availability of employment land supply and demand to provide enhanced monitoring and guidance for LDFs 	May/October Summer to December December December

⁷ Environmental Strategy Manager – to be appointed

Project/ development/key action	a/c manager	Link to Corporate/Director ate Target	Deliverables or outcomes planned for 2008/09	Target dates
			<ul style="list-style-type: none"> • Provide county-wide consultation on SEERA gypsy and traveller accommodation proposals and respond to them on behalf of KCC • Respond to SEERA partial review of RSS on minerals • Contribute to technical work on new partial reviews of the RSS likely to be initiated on housing, transport and economic development 	<p>July-August</p> <p>July/August</p> <p>2008/09</p>
<p>P4 Implementing strategic policies and corporate objectives through influencing of Local Development Frameworks (LDF)</p>	<p>Richard Feasey</p>	<ul style="list-style-type: none"> • Lead on T2010 target 38 • Support for T2010 targets 3 and 40 	<ul style="list-style-type: none"> • Co-ordinate and respond to statutory consultation on key stages of District LDF preparation notably in reference to Canterbury, Dartford, Dover, Gravesham and Maidstone • Progress corporate awareness of LDF preparation and proposals of corporate objectives and strategies in LDFs 	<p>2008/09</p> <p>2008/09</p>
<p>T2 Lower Thames Crossing</p>	<p>Mick Sutch</p>	<ul style="list-style-type: none"> • Lead on T2010 target 36 	<ul style="list-style-type: none"> • Undertake feasibility study, jointly with Essex County Council, on a third Lower Thames Crossing • First report findings to Cabinet 	<p>Start Summer</p> <p>Winter</p>
<p>T2 Influence provision major road and rail proposals in the best interests of Kent</p>	<p>Mick Sutch</p>	<ul style="list-style-type: none"> • Support for T2010 target 2 • Support for KMSP policy TP16 • Support for LTP objective on accessibility 	<ul style="list-style-type: none"> • Press for implementation of trunk road and motorway schemes on M25 and A21 • Press for improvement to A2/M2 corridor to provide a good standard alternative route to Dover 	<p>2008/09</p> <p>2008/09</p>
<p>T2</p>				

Project/development/key action	a/c manager	Link to Corporate/Director ate Target	Deliverables or outcomes planned for 2008/09	Target dates
Influence provision of lorry parking and solutions to Operation Stack	Mick Sutch	Support for KMSP policy TP17	<ul style="list-style-type: none"> Secure funding and planning permission for proposed lorry park for Operation Stack and overnight parking 	2008/09
Policy Development				
P1 South East Plan	Leigh Herington Richard Feasey Tim Martin	<ul style="list-style-type: none"> Support for KMSP policies Support for Kent Agreement outcome 8 	<ul style="list-style-type: none"> Contribute to first full review of South East Plan by Regional Assembly Contribute to review of South East Plan re sub regions, employment land, rail freight and waste Influence the apportionment of London's waste across the region in Kent's best interests, and inform the Waste Development Framework. 	2008/09 2008/09 April - June
P2 Minerals Development Framework	Richard Feasey	Support for KMSP Chapter 10 policies – Managing our minerals and waste resources	<ul style="list-style-type: none"> Preparation and submission to GOSE of Annual Monitoring Report (AMR) Subject to AMR review revise Minerals Development Scheme for subsequent year Consultation on options for core strategy and primary development control polices 	December March Subject to agreed Development Scheme by KCC and GOSE in March 2008
P2 Waste Development Framework	Tim Martin	<ul style="list-style-type: none"> Support for KMSP Chapter 10 policies – Managing our minerals and waste resources Support for Annual Plan waste 	<ul style="list-style-type: none"> Consultation on options for core strategy, primary development control polices and waste sites Development Plan documents and draft sustainability report including Sustainability Appraisal Nuclear waste management strategy development particularly with regard to Dungeness Power Stations 	Subject to agreed Development Scheme by KCC and GOSE in March 2008 Ongoing

Project/ development/key action	a/c manager	Link to Corporate/Director ate Target	Deliverables or outcomes planned for 2008/09	Target dates
		performance indicators		
T2 Channel Tunnel Rail Link Domestic Services (CTRL DS)	Mick Sutch Tim Martin	<ul style="list-style-type: none"> • Lead on T2010 target 35 • Support for T2010 target 1 and 2 • Support for KMSP policies on economy and transport notably TP5 	<ul style="list-style-type: none"> • Respond to Southeastern's proposals for CTRL train services in Kent • Manage studies with Southeastern and KHS on the impact of CTRL DS on the volume of commuting and pressures on stations and transport 	Summer
E1 Development of KCC Regeneration Strategy	Leigh Herington	Supports all themes in Vision for Kent, T2010 and Kent Prospects	<ul style="list-style-type: none"> • Secure Cabinet approval • Launch and publicise Strategy • Development of all themes within Strategy • Provide Directorate lead for implementation of actions and monitor progress 	May June June – December 2008/09
E2 KCC Climate Change Action Plan	ESM	Supports themes in Vision for Kent, KMSP and T2010	<ul style="list-style-type: none"> • Provide support and input to development of KCC Climate Change Action Plan ensuring consistency with the Kent Environment Review and Plan 	2008/09
E3 Kent Environmental Plan Review and Relaunch	ESM	Supports all themes in Vision for Kent, T2010 and Kent Prospects	<ul style="list-style-type: none"> • Review of plan with key stakeholder engagement • Consultation on draft plan • Final document including delivery plan • Launch at Kent Environment Conference 	Autumn Autumn Spring March
E3 Flood risk action plan	ESM	Supports themes in Vision for Kent, KMSP and T2010	<ul style="list-style-type: none"> • Lead co-ordination work with Environment Agency on flood risk and action plan developed 	2008/09

Project/development/key action	a/c manager	Link to Corporate/Directorate Target	Deliverables or outcomes planned for 2008/09	Target dates
E4 Kent Ecological Footprint Study	ESM	Supports all themes in Vision for Kent, T2010 and Kent Prospects	<ul style="list-style-type: none"> Integrate study into Kent Environment Plan Review 	Autumn
E5 Development of Kent Agreement 2 (2008 – 2011)	Mick Sutch Richard Feasey Steve Arnett	Supports all themes in Vision for Kent, T2010 and Kent Prospects	Provide specialist input to development of themes; <ul style="list-style-type: none"> Keeping Kent Moving High Quality Homes Economic Success Final theme versions produced 	To May May
Policy Implementation				
P1 South East Plan	Tim Martin	<ul style="list-style-type: none"> Support for T2010 targets 2, 40 and 46 Support for KMSP policies for infrastructure and transport, notably QL12 and TP23 	<ul style="list-style-type: none"> Undertake annual update of Sub Region Investment Frameworks for the Assembly Influence work on strategic rail freight interchanges in London and the wider South East 	November – December 2008/09
T1 Local Transport Plan 2 mid term review and forward action plan Delivery Report	Louise Bond	Support for delivery of all LTP policies	<ul style="list-style-type: none"> Liaison with GOSE on report Submit Delivery Report 	July December
T1 Accessibility Strategy for Kent	Louise Bond	Support for delivery of all LTP policies	<ul style="list-style-type: none"> Meet KCC area targets in Strategy pertaining to access to town centres and “low-floor” buses in Quality Bus Partnership areas 	2008/09
E5 Completion of Kent	Steve Arnett	Kent Agreement 1	<ul style="list-style-type: none"> Final Outcome 8 report produced 	April

Project/ development/key action	a/c manager	Link to Corporate/Director ate Target	Deliverables or outcomes planned for 2008/09	Target dates
Agreement 1 (2005 – 2008) process				
E4 Complete Micros Matter Project	Steve Arnett	Kent Prospects	<ul style="list-style-type: none"> Final report produced 	April
T3 Undertake countywide traffic counts programme and produce Kent Travel Report	Louise Bond	Support for KMSP Chapter 8 Transport Network policies	<ul style="list-style-type: none"> Produce Kent Travel Report 	July
P4 Implementing strategic policies through influencing planning decisions	Richard Feasey	<ul style="list-style-type: none"> Lead on T2010 target 38 Support for T2010 targets 3 and 40 	<ul style="list-style-type: none"> Co-ordinate and respond to consultation on strategically important planning applications and proposals including, as appropriate, to public inquiries 	2008/09
PA1 Provide professional planning input to strategic community projects including Building Schools for the Future, Academy Proposals and PFI care Homes	Sharon Thompson	<ul style="list-style-type: none"> Support for T2010 targets Support for emerging KA2 targets on education and social care 	<ul style="list-style-type: none"> Determine applications on their planning merits to ensure high quality and sustainable development of community facilities 	2008/09
P6 Planning Inquiries: <ul style="list-style-type: none"> Hollingbourne freight terminals (Kent International Gateway) Lydd Airport Woodgers Wharf, Upchurch Pluckley Brickworks 	Determined by Inquiry	Support for KMSP policies	<ul style="list-style-type: none"> Provision of evidence and representation to inquiries to support KCC view including as appropriate representation on working groups and management of consultants 	Set by Inquiry timetable

Project/development/key action	a/c manager	Link to Corporate/Director ate Target	Deliverables or outcomes planned for 2008/09	Target dates
• Sittingbourne Northern Relief Road				
P7 Kent Thameside Strategic Flood Risk Assessment and Water Cycle Strategy	Tim Martin	Support for KMSP policies	<ul style="list-style-type: none"> • Represent KCC on working group and seek outcomes consistent with KMSP policies • Contribute to draft water cycle report 	2008/09 May
Management				
PA6 Member Training for Planning Applications and Regulation committees ⁸	Sharon Thompson	Support for KMSP policies	<ul style="list-style-type: none"> • Delivery of ongoing training programmes, briefing and site tours 	2008/09
M2 Procurement and implementation of replacement planning applications system	Sharon Thompson		<ul style="list-style-type: none"> • Short listing of potential suppliers • Commence implementation • New system fully functional 	Summer Autumn Winter

In line with financial regulations, any 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

Name	Start date/End date (dd/mm/yy)	Feedback date (dd/mm/yy)	Target Group	Target area (Kent, Town, district, ward etc)	Brief summary	What we want to find out and how we will use the information, (approx 25 – 50 words)	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
KCC Regeneration	January	April	Kent Partnership, Stakeholders	Kent	To get input to regenerat	To ascertain if stakeholders are supportive of KCC's	No	Business Social Community	Steve Arnett 01622 221938 steve.arnett@k

⁸ Continuous best practice to ensure KCC planning decisions are robust and can aid KCC's case in respect of legal challenge

Name	Start date/ End date (dd/mm/yy)	Feedback date (dd/mm/yy)	Target Group	Target area (Kent, Town, district, ward etc)	Brief summary	What we want to find out and how we will use the information, (approx 25 – 50 words)	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Strategy			, Kent local authorities		ion priorities	proposals for strategic regeneration actions and to include feedback in strategy		Transport	ent.gov.uk
Gypsy and Traveller Review	May/June	July/August	All Kent communities	Kent	SEERA review on level and distribution of gypsy and traveller accommodation	To inform response to review and inform SEERA in respect of their submission to Government	Yes	Environment Social Community	Richard Feasey 01622 221611 dick.feasey@kent.gov.uk
Minerals Core Strategy	Autumn	Autumn	All Kent communities	Kent	Preparation and submission of minerals development scheme	To further inform development of core strategy	Yes	Environment, Social Community	Richard Feasey 01622 221611 dick.feasey@kent.gov.uk
Local Transport Plan Delivery Report	Summer	Autumn	Local Strategic Partnerships	Kent	Review of LTP2 and future action plan	To assist in drafting of report to GOSE	No	Transport	Louise Bond 01622 221605 louise.bond@kent.gov.uk
KCC Waste	TBA with GOSE	October	All Kent communities	Kent	Consultation on	Preferences for new waste infrastructure and	Y	Business, Council	Tim Martin 01622

Name	Start date/ End date (dd/mm/yy)	Feedback date (dd/mm/yy)	Target Group	Target area (Kent, Town, district, ward etc)	Brief summary	What we want to find out and how we will use the information,(approx 25 – 50 words)	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Development Framework					options for new waste land uses to 2021	information on the waste industry capability and viability		and Environment	221618 tim.martin@kent.gov.uk

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

CAPACITY, SKILLS AND DEVELOPMENT PLANNING

The Division's Learning and Development Plan identifies the key skills / knowledge needed to meet business plan objectives. The following key generic skills are required:

- Key professional skills (IT, transport planning, development control, minerals, waste, enforcement and judicial skills)
- Management Skills
- Project Management
- People Skills
- Advocacy

Areas for future skills development arise from changes proposed in the planning white paper and new work (regeneration strategy) as well as an increased focus on planning. Recruitment of planning and transport policy staff is becoming increasingly difficult with fewer graduates choosing a career in planning or transport in recent years, which has indirectly affected our ability to recruit now to senior and principal officer grades because of the reduced pool of experienced candidates available. Additionally, there is a problem in retaining existing staff in post because of fierce competition with other authorities and employers offering attractive terms for experienced planners. Currently we have four senior vacant posts that we have been trying to fill for over 8 months.

To help address this, in 2007/08, we have undertaken a training needs analysis of planning officer staff to identify skills development gaps. This work has been developed into a full in-house training programme for staff to help them gain knowledge to prepare them for moving into more senior positions. During 2008/09, we will continue to deliver and revise the programme to suit current business objectives. However increased workloads and the time needed to gain experience means strategic capacity at middle and senior level is stretched. In consequence of the age profile of the division we are approaching a stage where succession issues for senior staff with a view to the future where there are very tight markets for transport, planning and environment policy staff.

The following table gives an age profile⁹ for the division at January 2008. All staff are being required to complete a self-assessment skills audit as part of the 2008/09 appraisal and action planning process. We will use information provided to develop an age/skills profile matched against key generic skills in order to meet possible impacts on the service over the next 5 years. This work will be led by Leigh Herington and supported by the Divisional Learning and Development Representative.

Age Band	Number of Staff (Headcount)
Under 25	5
26 – 35	8
36 – 45	9
46 – 55	8
Over 56	11

⁹ Excludes Divisional Director

EQUALITIES AND DIVERSITY

KCC targets to achieve level 5 (highest level) of the Equality Standard for Local Government by 2010. The KCC Equality Strategy has five priority outcomes:

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

Priority Area	Actions	Lead	Date
Equal and inclusive services	<ul style="list-style-type: none">• Continue to apply the lessons learnt form equality impact assessments carried out in 2007/08 to existing and new work• Implement a process to ensure all policy development and projects are assessed for equality and diversity impacts• Review communications to consider needs of non-readers, people with reading difficulties , IT illiterate• Undertake a range of actions to increase accessibility to planning application services including:<ul style="list-style-type: none">• Placing of planning application site notes at accessible heights for wheelchair users• Ensuring all literature including letters to service users incorporate sentence offering details in large print• Use minimum font size 12 on communications and use left justification• Tailor wording in letters and reports to intended audience• Set up a travel group to help people read timetables• Ensure minicom system is fully operational	<p>Tim Martin</p> <p>Sharon Thomson</p>	All actions will be delivered in 2008/09 and will become on-going practice
Participation and involvement	<ul style="list-style-type: none">• Provide a mechanism for people to have input to the planning process	Tim Martin	

Priority Area	Actions	Lead	Date
Safe and free from harassment	<ul style="list-style-type: none"> • Continue work with Police Authority on crime reduction issues through design and layout of public buildings and spaces 	Sharon Thompson	
Reputation as an excellent employer	<ul style="list-style-type: none"> • Continue to use wide range of web sites and other media to recruit to posts • Provide access and opportunities for equalities and diversity training including refresher training and dissemination of information on legislative changes 	Leigh Herington	

STRATEGY AND PLANNING PEOPLE CHART

County Planning Officer: **Leigh Herington – extn 1600**
PA: **Alex Burnand – extn 1601**

Planning Applications	
Head of Planning Applications: Sharon Thompson - Extn 6052	
Principal Planning Officers	Extn
Jerry Crossley	1052
Mike Clifton	1054
Robin Gregory	1067
Andrea Hopkins (p/t)	1056
Paul Hopkins	1051
Jim Wooldridge	1060
2 fte vacancies	
Senior Planning Officers	Extn
Angela Watts	1059
Mary Green	1066
Lidia Cook (pt)	1613
Planning Officers	Extn
James Bickle	1068
Anna Michalska-Dober	6979
Julian Moat	6978
Adam Tomaszewski	6923
Shaun Whyman	1058
Enforcement and Monitoring	Extn
Alan Goodison	1065
Hazel Mallet	1075
Minerals Technical Advisor	Extn
.....

Transport and Planning Policy			
Head of Transport and Planning Policy: Mick Sutch – Extn 1612			
Planning	Extn	Transport	
Planning Policy Manager		Transport Policy Manager	Extn
Richard Feasey	1611	Louise Bond	1602
Projects Manager		Senior Transport Planner	
Tim Martin	1618	Vicki Farley	1602
		Rob Smith	1050
Principal Planning Officers		Transport Planner	
Julian Dipper	1607	John Luckcock	1616
Liz Shier	1613		
John Prosser	1394		
Vacancy	1605		
Senior Planning Officer			
Martin King	1606		
Planning Officers			
Steve Craddock	6997		
Susan Tipping	1931		
Development Framework Project Support			
Rachel Cutler	6908		

Economy and Environment	
Steve Arnett (Economy) – extn 1938	
Vacancy (Environment) – extn 1983	

Business and Technical Support	
• Technical Support	
Richard Bore	1071
Angela Arnold	1070
Sue Brownfield	1061
Christine Coppock	1071
• PA Support to Planning Applns	
Linda Songhurst	6100
Transport and Planning, Economy and Environment Support:	
Barbara Sacher*	1608
Business Development Manager	
Theresa Warford *	1927
* Shared support with Regeneration and Economy	

Staffing

	2007/08	2008/09
Pt13 and above or equivalent (FTEs)	5.0	5.0
Pt12 and below (FTEs)	40.8	40.8
TOTAL	45.8	45.8
Of the above total, the estimated FTE which are externally funded	0.0	0.0

SECTION 17 CRIME & DISORDER ACT

Under Section 17 of the Crime and Disorder Act, we will deliver services designed to prevent crime and disorder, to make Kent a safe place to live, work and visit. The Planning Applications Group also contributes to addressing crime reduction issues through their negotiations over the design and layout of public buildings and spaces, in association with the Police Architectural Liaison Officers.

CORPORATE ENVIRONMENTAL PERFORMANCE AND CLIMATE CHANGE ADAPTATION

Corporate Environmental Performance

The Division is committed to retaining ISO 14001 and has developed the following actions in support of 2008/09 Directorate Environmental objectives and targets.

Business Unit cross-cutting environmental objective (ISO 14001)	Lead officer	Deliverables / outcomes for 2008/09
Commitment to support revised KCC Environment Policy and implementation plans	Leigh Herington	<ul style="list-style-type: none"> Promote policy to all staff to raise awareness Division actions taken to support policy implementation plan
Reduce energy and water use within E&R occupied buildings to support achievement of T2010 target 42	SMT ¹⁰	<ul style="list-style-type: none"> Continue to promote initiatives to staff to reduce energy and water consumption in buildings(linked to Office Benchmarking audit action plan)
A 20% reduction in the amount of print and copy paper used	Tracey Wood	<ul style="list-style-type: none"> Office paper purchases to be made from 100% recyclable materials

¹⁰ SMT comprises, Leigh Herington, Mick Sutch, Sharon Thompson, Steve Arnett,

Business Unit cross-cutting environmental objective (ISO 14001)	Lead officer	Deliverables / outcomes for 2008/09
		<ul style="list-style-type: none"> • Monitor paper waste at printers and photocopiers • Monitoring of paper purchased against 07/08 baseline • Encourage use of electronic rather than paper communications • Review options to use web to share information rather than retain /send paper copies
All external and internal documents to be produced on recycled paper, with ISO 14001 logo displayed	SMT	<ul style="list-style-type: none"> • Review of intended internal publications to test compliance where appropriate
All staff to have individual environmental targets or an environmental behaviour as part of TCP	All appraisers	<ul style="list-style-type: none"> • Reminders to all staff
All new printers to have double sided capability. All existing printers to defaulted, where possible, to double-sided	Tracey Wood	<ul style="list-style-type: none"> • Any new purchases / leases to include requirement for double-sided printing and eco-tone functionality
Reduction in business mileage within the division	SMT	<ul style="list-style-type: none"> • Promote car sharing options, multiple site visits, use of IT • Investigate more opportunities for home working • Reduction of mileage against baseline 07/08
Develop action plan following “Green Office Benchmarking Audits”	Leigh Herington	<ul style="list-style-type: none"> • Red/Amber progressed to Green - audited by CEPG • Meet actions arising from audits undertaken on office environment

Climate Change Adaptation

In July 07, the Division participated in a corporate Climate Change Impacts workshop. The workshop identified the following impacts for Strategy and Planning arising from climate change:

- Climate change impacts on quality of life
- Impacts on waste. Waste will decay faster in higher summer temperatures. Also, higher temperatures and higher, more intense rainfall may affect landfill
- Additional demand for scarce water resources

- Increased risk of flooding from sea level rise and extreme weather. Increased risk of coastal erosion
- Increased carbon emissions from transport

Business activities are divided into four areas; three focused on policy work (policy influencing, policy development and policy implementation) and a fourth management area. The table below summarises the key impacts of climate change on delivering our business priorities in each of these areas and the adaptive actions we are pursuing in 2008/09 to address impacts. Actions are further cross-referenced to recommendations made to full Council as part of the KCC Climate Change Action Programme.

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery (Key Impact areas)	Adaptive action in 2008/09	Lead Officer
Policy work	<p>Decision-making role:</p> <ul style="list-style-type: none"> • Planning applications are assessed against climate change impacts <p>Leadership</p> <ul style="list-style-type: none"> • Internal policy development considers climate change impacts of business activities • Responses to external consultations on planning issues include consideration of climate change impacts 	<ul style="list-style-type: none"> • Determination of planning applications • Minerals and Waste Development Frameworks • Policy influencing role • Planning applications enforcement and monitoring work • KCC policy development role 	<ul style="list-style-type: none"> • Review business continuity plan to ensure it adequately covers climate change impacts on business activities / objectives (recommendation 2) • Make links in formal consultation responses to climate change and policy decision-making (recommendation 3) • Factor in climate change impacts in planning applications risk assessment work (recommendation 3) • Consider scope environmental performance/carbon footprint 	<p>Theresa Warford July</p> <p>Project leads and timetables as identified in new projects, developments and key actions section</p> <p>Sharon Thompson</p> <p>Planning Applications</p>

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery (Key Impact areas)	Adaptive action in 2008/09	Lead Officer
			<p>and options for reducing water consumption in new buildings (recommendation 6)</p> <ul style="list-style-type: none"> • Update data on flood risk (from Environment Agency) to help inform decisions (recommendation 3) • Integrate new PPS25 requirements for flood risk assessments (recommendation 3) • Consider climate change impacts of major infrastructure schemes and transport assessments(recommendation 7) • Set transport policies that assist KHS deliver on more sustainable transport services (recommendation 7) • Consider climate change impacts on Enforcement and Monitoring work (recommendation 3) 	<p>PPOs case leads</p> <p>TBA</p> <p>TBA</p> <p>Mick Sutch</p> <p>Mick Sutch</p> <p>Robin Gregory</p>

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery (Key Impact areas)	Adaptive action in 2008/09	Lead Officer
			<ul style="list-style-type: none"> • Subject to resources and other work commitments, lobby to make failure to comply with enforcement activity a criminal rather than civil action (recommendation 3) • Take more pro-active influencing action over disposal of spoil (recommendation 3) • Increased training for Members on climate change impacts of planning proposals (recommendation 11) • Refer in committee reports to sustainability credentials of planning proposals (recommendation 11) 	Sharon Thompson
Management (workforce development)	<ul style="list-style-type: none"> • Identifying and raising awareness of Climate Change impacts of regeneration and economic development activity 	<ul style="list-style-type: none"> • Staff - raising awareness and knowledge 	<ul style="list-style-type: none"> • Research, develop and disseminate information to staff on impacts of regeneration activity on climate change so that it is better integrated in business cases for project development 	New ESM

Project / development / key action	Evidence of compliance with KCC Environment Policy	Major climate change impacts on service delivery (Key Impact areas)	Adaptive action in 2008/09	Lead Officer
	<ul style="list-style-type: none"> • Undertake and monitor actions to support directorate objectives to retains ISO 14401 and support achievement of T2010 target 42 • Encourage and support learning and development supporting understanding of climate change 		<p>(recommendations 1 and 2)</p> <ul style="list-style-type: none"> • Greater focus on ISO 14001 objectives to raise staff awareness and meet directorate targets 	

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

Business outcomes are formally monitored twice yearly and reported to Leadership Team. These reports are shared with all staff in the division and with Members and the public annually through the business planning process. Additionally, at their weekly meeting, SMT discuss individual high profile/risk work issues to check progress and identify potential slippage or obstacles and decide what action can be taken. Where appropriate the Managing Director and Cabinet Member are updated and kept informed via verbal reports and briefing notes on particular topics.

Project management is applied to all plan-production to ensure timetables are met and there are regular and formal progress reviews.

There is also regular reporting to Cabinet at key stages of policy development and for formal sign off of strategic plans. Planning Applications Group (PAG) reports both to the Planning Applications and Regulations Committees. PAG provide ongoing training for committee Members on planning procedures and processes.

2007/08 Consultation Outcomes

Name	Start date/ End date	Feedback date	Target Group	Target area	Brief summary	Outcomes	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
Planning applications	Continuous	Continuous	Public Statutory consultees	Kent wide	Engagement with public on planning applications	Feedback considered in relation to proposals and development control proposals	Y	All	Sharon Thompson 01622 696052
Waste Development Document Preferred Options	October - delayed to 08/09	N/A	Public Statutory consultees	Kent wide	Engagement with public to inform preparation of submission document to GOSE	Consultation now being undertaken in 2008/09	Y	All	Tim Martin 01622 221618
Kent Environment Plan	Spring 07	Spring 08	Key stakeholders in particular environmental organisations and groups	Kent wide	Development and monitoring of Kent Environment Plan	Will shape future action plan and be basis for securing buy-in from key stakeholders	N	Environment	Vacant post
CTRL							N	Transport	Tim

Name	Start date/ End date	Feedback date	Target Group	Target area	Brief summary	Outcomes	Statutory Yes/No	Consultation type (*see list below table)	Contact name, e-mail & phone No.
domestic services									Martin 01622 221618
Residents Survey In new communities		March 08	New developments	Kent wide	Residents	Will give KCC officers an understanding of the relationships of new dwellings, migration into Kent, commuting and meeting local housing needs	N	Community	Tim Martin 01622 221618

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

2007/08 Performance Review

Project/development/key action <i>as per unit business plan</i>	Planned outcome/deliverable <i>as per unit business plan</i>	Progress Status
Policy Influencing		
Respond to national consultations on planning policy and process	<ul style="list-style-type: none"> Respond to Planning White Paper 	Green
South East Plan	<ul style="list-style-type: none"> Submit response to Government on Proposed changes following EIP Review strategic and sub regional monitoring requirements Evaluate and progress consideration of housing market assessments and strategic housing land supply assessments in conjunction with SEERA and Districts Evaluate and progress consideration of availability of employment land supply and demand to provide enhanced monitoring and guidance for LDFs Co-ordinate preparation of advice to SEERA on level and distribution of provision for gypsy and traveller accommodation Recast protocol with E&R Analysis Team to meet strategic client needs to monitor plan 	<p>N/A as no response received from Government N/A as SNR details not received</p> <p>N/A (see above)</p> <p>N/A (see above)</p> <p>N/A (see above)</p> <p>N/A (see above)</p>
SEEDA SE Coastal Strategy	<ul style="list-style-type: none"> Ensure Kent's coastal area challenges 	Red – resource redirected to production

Project/development/key action <i>as per unit business plan</i>	Planned outcome/deliverable <i>as per unit business plan</i>	Progress Status
	and opportunities are reflected in SEEDA's strategy	of Regeneration Strategy for Kent
Lower Thames Crossing	<ul style="list-style-type: none"> • Influence scope of DfT study to cover KCC requirements • Continue to press for direct services on Eurostar between Ashford and Brussels • Commission additional study if necessary with/without Essex CC 	<p>Green</p> <p>Green</p> <p>Green</p>
Influence major road and rail proposals in the best interests of Kent	<ul style="list-style-type: none"> • Press for implementation of trunk road and motorway schemes on M25, A21 and A2 • Press for secured funding for Thameslink scheme and for services to Dartford, Sevenoaks, Ashford and Maidstone 	<p>Green</p> <p>Green</p>
Influence provision of lorry parking and solutions to Operation Stack	<ul style="list-style-type: none"> • Press for a permanent solution to Operation Stack • Work with partners to develop proposals long term solution 	<p>Green</p> <p>Green</p>
Implementing strategic policies and corporate objectives/ (1)Influencing Local Development Frameworks	<ul style="list-style-type: none"> • Co-ordinate and respond to statutory consultation on key stages of District LDF preparation • Progress corporate awareness of LDF preparation and proposals and reflection of corporate objectives and strategies in LDFs 	<p>Green</p> <p>Green</p>
Apportionment guidelines for recycled	<ul style="list-style-type: none"> • Influence work in Kent's best interests 	Green

Project/development/key action <i>as per unit business plan</i>	Planned outcome/deliverable <i>as per unit business plan</i>	Progress Status
aggregates, hazardous waste and London's waste apportionment (joint work with SEERA and SERTAB)	and feed into emerging Mineral and Waste Development Frameworks	
Nuclear waste management strategy development particularly with regard to Dungeness Power Stations	<ul style="list-style-type: none"> • Influence emerging strategy 	Green
Policy Development		
Kent Environment Plan - review and re-launch	<ul style="list-style-type: none"> • Review of plan with key stakeholder engagement • Consultation on draft plan • Final document including delivery plan • Launch at Kent Environment Conference in Spring 	Green Red – unable to recruit to vacancy Red – as above Red – as above
Support development of Kent Agreement Block 4/ Outcome 8 (Job creation)	<ul style="list-style-type: none"> • Development Kent Agreement 2 Block 4/ Outcome 8 Framework • Finalisation of Kent Agreement 2 Block 4/ Outcome 8 Framework 	Green Green
Minerals Development Framework	<ul style="list-style-type: none"> • Prepare for and undertake a Public Examination in front of independent Public Inspectors • Preparation and submission to GOSE of Annual Monitoring Report (AMR) • Subject to AMR review and revise Minerals and Waste Development Scheme 	Red – preparation work undertaken but not taken to Public Examination as documents withdrawn by KCC following discussions with Inspectorate Green Green

Project/development/key action <i>as per unit business plan</i>	Planned outcome/deliverable <i>as per unit business plan</i>	Progress Status
	<ul style="list-style-type: none"> • Continue to meet BVPI target 	Green
Waste Development Framework	<ul style="list-style-type: none"> • Consultation of preferred options for core strategy, primary development control policies and waste sites Development Plan documents and draft sustainability report including Sustainability Assessment • Preparation and submission to GOSE of Annual Monitoring Report (AMR) • Subject to AMR review and revise Minerals and Waste Development Scheme • Continue to meet BVPI target 	<p>Red – see above</p> <p>Green</p> <p>Green</p> <p>Green</p>
Policy Implementation		
Climate Change Action Plan for Kent	<ul style="list-style-type: none"> • Delivery of Cabinet’s response to recommendations of KCC Select Committee on Climate Change • Consultation draft of Climate Change Action Plan for Kent • Production of Climate Action Plan for Kent 	Project passed to CED policy Unit
Subject to funding, survey of new residential communities ("Building new Communities")	<ul style="list-style-type: none"> • Assess sustainability of new residential communities through survey research and case studies 	Green
Implementation of Local Transport Plan	On going work to 2010/11 monitored through LTP Progress Reports	

Project/development/key action <i>as per unit business plan</i>	Planned outcome/deliverable <i>as per unit business plan</i>	Progress Status
	<ul style="list-style-type: none"> • Effective delivery of local transport policies, strategies and targets • Enhanced transport network/services for Kent • Maximised inwards investment to Kent for major transport schemes, capital maintenance and integrated transport measures 	<p>Green</p> <p>Green</p> <p>Green</p>
Accessibility Strategy for Kent	<p>On going work on LTP targets:</p> <ul style="list-style-type: none"> • Improved access to key services • Co-ordination of local policies and strategies to influence transport and land use planning 	<p>Green</p> <p>Green</p>
PIPKIN (Integrated Transport Scheme Prioritisation)	<p>On going work to 2010/11 monitored through LTP Progress Reports</p> <ul style="list-style-type: none"> • Prioritisation of countywide integrated transport schemes (capital projects under £5m) • Deliver value for money in terms of LTP capital investment 	<p>Green</p> <p>Green</p>
Kent Prospects – Development of Action Plan and monitoring framework	<ul style="list-style-type: none"> • Development of Kent Prospects 2006—2008 Action Plan • Progression of innovative actions identified through Action Plan • Baseline Kent Prospects Progress Report produced • Annual headline indicator update produced 	<p>Red – resource redirected to production of Regeneration Strategy for Kent</p> <p>Red – see above</p> <p>Green</p> <p>Red – see above</p>

Project/development/key action <i>as per unit business plan</i>	Planned outcome/deliverable <i>as per unit business plan</i>	Progress Status
Channel Tunnel Rail Link Domestic Services - Protect Kent's best interests and assess Impacts of December 2009 timetable changes	<ul style="list-style-type: none"> • Respond to Southeastern's proposed service changes • Appraise evidence of London rail commuting with Southeastern • Establish regional outlook forecasts and future Kent rail traffic with CTRL • Prepare action plans including land supply and access to stations 	<p>Green</p> <p>Green</p> <p>Green</p> <p>Green</p>
Countywide Traffic Counts Programme / Kent Travel Report	<ul style="list-style-type: none"> • Monitoring and analysis of traffic data at Countywide level to inform strategic decisions/issues • Production of Kent Travel Report including distribution to key stakeholders 	<p>Green</p> <p>Green</p>
Implementing strategic policies/ (2) Influencing planning decisions	<ul style="list-style-type: none"> • Co-ordinate and respond to consultation on strategically important planning applications and proposals including ,as appropriate , input to public inquiries 	<p>Green</p>
Planning inquiries – Howbury Park, Celcon, Factory proposal, Igtham Sandpit, Igtham, Aylesford Wastewater Treatment Works, Aylesford and unauthorised land raise, Raspberry Hill, Iwade and potentially Hollingbourne freight terminals and Lydd Airports	<ul style="list-style-type: none"> • Provision of evidence and representation to inquiries to support KCC view 	<p>Green for Howbury, Celcon, Hollingbourne and Lydd not coming forward in 2007/08 financial year Aylesford Wastewater treatment works withdrawn</p>

Project/development/key action <i>as per unit business plan</i>	Planned outcome/deliverable <i>as per unit business plan</i>	Progress Status
Management		
Member Training (Planning Applications and Regulation Committees)	<ul style="list-style-type: none"> • Delivery of on-going training programmes, briefings and site tours 	Green
Member Awareness (Transport Policy and Planning Policy functions)	<ul style="list-style-type: none"> • Delivery of formal and informal briefings 	Green
Review of planning application forms and guidance in light of emerging regulations	<ul style="list-style-type: none"> • Action plan and implementation of review 	Green
Review of development control system re web access to planning applications	<ul style="list-style-type: none"> • Identification and scoping of potential e-gov improvements to gain an improved Pendleton Score 	Red – being taken forward within IT procurement work
Review of computerised planning application system	<ul style="list-style-type: none"> ▪ Action plan and implementation of review 	Green
Improving communications	<ul style="list-style-type: none"> ▪ Review and update of web content (internal and external) 	Green

Climate Change Action Plan Recommendations

1. An explicit corporate acceptance of climate change and how human activity contributes to it
2. Detailed assessment of climate change impacts on KCC services and development of adaptive resources
3. Ensure climate change impacts on flood risk, water resources and emergency planning are taken into account
4. Provide support for better sustainable energy advice to Kent's residents
5. Complete a feasibility study for use of biomass in KCC buildings and replace with conventional fuels with bio-fuels in KCC vehicles wherever possible
6. Increase support for energy efficiency and renewable energy, particularly micro-generation, in the KCC estate and across Kent as a whole
7. Review transport policy to achieve an overall reduction in emissions from transport in the KCC estate and across Kent as a whole
8. Make more effective use of land in the development process and meet higher standards of sustainable construction
9. Introduce a Climate Change Action Plan, supported by clear targets
10. High profile communications programme
11. Clarify political and management leadership and accountability on climate change within KCC
12. Improve education on climate change impacts