

SECTION B  
GENERAL INFORMATION

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**Item B1**

**Planning Applications Group Business Plan**

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A report by Head of Planning Applications Group to Planning Applications Committee on 16<sup>th</sup> May 2006

Summary – End of Year report against 2005/06 Business Plan and Business Plan for 2006/07

Recommendation: for information

Local Member: n/a

Unrestricted

**Background**

1. The half-yearly report on performance against Business Plan targets was reported to the 11<sup>th</sup> October 2005 meeting. This report summarises the position for the full year. It also attaches as an appendix the Business Plan for the Planning Applications Group for 2006/07.
2. The Planning Applications Group undertakes the statutory development control function on behalf of the County Council. In terms of forward planning, the Group is also leading in the preparation of the emerging Local Development Frameworks for Minerals and Waste and plays an important role in influencing emerging policy at national, regional and local level.
3. The Business Plan sets out key performance indicators for the delivery of the development control service and for the preparation of the Minerals and Waste Development Frameworks. This report summarises progress against these national and local performance indicators.

**Development Control**

4. The Group is responsible for the determination of planning applications for minerals and waste developments (county matters) and the Council's own developments (Regulation 3). The work includes pre-application advice, Appropriate Assessment and assessment in accordance with the Environmental Impact Assessment legislation. The Group is also responsible for site monitoring and planning enforcement.

**County Matter Development**

5. The number of applications remains around the same level as 2004/05. The bulk of proposals (85%) are for waste developments. As a reflection of national policy to move waste management away from landfill, applications determined were for a range of non-landfill solutions. Key applications that were permitted included:

- Improvements to waste water infrastructure for New Romney, Greatstone and Lydd, Tenterden and amendments to the approved scheme for Margate Headworks and Weatherless Waste Water Treatment Works;
- integrated Household Waste Recycling Centre and Waste Transfer facility at Pepperhill, Dartford;

- drainage treatment plant to deal with highway gully waste and aggregate washing plant at Dartford;
- plant to process incinerator bottom ash into secondary aggregate at Ridham Dock, Sheppey;
- Soil blending at Borough Green Sandpits
- Composting facilities at Conghurst Farm
- Extension and revisions to Hermitage Quarry, Aylesford to permit the extraction of ragstone and haddock and backfill with inert waste;
- Borrowpit at Dungeness for sea defence purposes.

A Members Resolution to permit was also given for an extension to mineral working with restoration by landfill at Norwood Quarry, Minster, Sheerness. The decision is dependant upon a legal agreement.

Planning permission was refused for

- Open windrow composting at Little Bayhall Farm, Tunbridge Wells,
- vehicle breaking at sites in Longfield and Sellindge;
- the screening, crushing and processing of aggregate and demolition waste at Dartford.
- Recycling facilities at Snodland

Planning appeals were successfully defended on sites in Detling (2), Lydd and Queensborough

#### **Performance against 'County Matters' Best Value Performance Indicators**

6. The National Best Value Performance Indicator (BVPI 109) which is set locally relates to county matter applications. For 2005/06 a target of 70% of applications to be determined within 13 weeks was set. The end of year performance measured against this target is almost met with 66% of applications processed within this timescale. The average time taken to determine 'county matter' applications has risen to 23 weeks, chiefly due to 3 linked applications at Hermitage Quarry which took nearly 2 years to process due to their complexity and the need for legal agreements.
7. In terms of local indicators, 34% of applications were determined within 10 weeks and 66% within 16 weeks. The end of year performance targets for these indicators is 50% and 70% respectively. The failure to meet the targets is a reflection of a combination of factors including the complexity and nature of the cases, the need for additional information to address consultee concerns and the diversion of experienced planning officers away from development control to work on the emerging Minerals and Waste Frameworks. Whilst the Group strives to meet the performance indicators, it is equally aware of the need to ensure that the speed of processing does not compromise quality of decision making.
8. The local indicators for applications to be acknowledged within 3 days and applicants notified of case officers within 10 days are set at 100%. The Group achieved 93% and 92% respectively. In the last financial year no decisions were challenged or the subject of an upheld Ombudsman complaint.
9. It should also be noted that due to the relatively small number of county matter applications involved in calculating the statistics, the processing of just one or two applications can significantly affect the results. For example the exclusion of the Hermitage cases referred to above results in an average processing time of 15 weeks (as opposed to 23 weeks)

**County Council Development (Regulation 3)**

10. The Group continues to process a large number of applications for County Council development. During the last financial year it determined 325 full applications and a similar number of amendments or details submitted pursuant to conditions. Applications have included a number of care housing developments in Folkestone, Herne Bay, Wilmington, Broadstairs, Faversham, Dover and Ashford, which are being promoted by the County Council as part of a Private Finance Initiative (PFI). New educational and sports facilities across the County have been permitted including major expansions at Milestone School, New Ash Green, Rowhill School, Wilmington, the North School, Ashford and Hythe St Leonards and Hythe Community Schools. Applications for new schools have been permitted at Platt and Longfield.

**Performance against 'Regulation 3' Best Value Performance Indicators**

11. This area of the Group's Business does not have a national indicator. Performance is assessed against 2 locally set targets. The first seeks 65% of applications for County Council development to be determined within 13 weeks. The second sets an average time to determine applications of less than 12 weeks. For the financial year 2005/06 the Group exceeded both indicators, determining 83% within 13 weeks and an average determination period of 8.8 weeks.

12. No decisions were challenged or the subject of an upheld Ombudsman complaint.

**Community Liaison Groups**

13. A number of the mineral sites and the new school academies have established Community Liaison Groups where representatives from the community, interested parties and sites representatives meet on a regular basis to discuss site issues. These are ongoing throughout the year. Officers represent the Planning Authority at these meetings.

**Planning Enforcement and Monitoring**

14. The Planning Enforcement Team operates in accordance with the Enforcement Protocol that was adopted by the Council's Regulation Committee. This targets resources at those sites that have the potential to inflict the greatest environmental damage. Workloads throughout 2005/06 have remained high with formal action being pursued on 9 cases and investigation of some 30 other cases. Where possible a negotiated solution is sought, although Enforcement Notices were served on 3 sites, all of which were appealed. The Group successfully defended appeals on 2 cases and a third is to be heard by way of a public inquiry later this year.

15. As of April 2006, new Regulations came into force that establish the principle for charging fees for selected monitoring for mining and landfill sites. The Group has been active in preparing for the new monitoring regime and intends to bring a report to a future Regulation Committee setting out proposals as to how best to implement the requirements of the new Regulations.

**Minerals and Waste Development Frameworks**

16. Work to prepare the new style Local Development Frameworks for Minerals and Waste continues to require a considerable input from the Group. A number of experienced planning officers have been diverted away from development control work to bring forward the Framework documents.

17. A Minerals and Waste Development Scheme and a Statement of Community Involvement (SCI) have been prepared and submitted to Government Office for the

South East (GoSE) for approval. The Scheme sets out a timescale for delivering various milestones in the Plan making process. National Best Value Indicator 200a required the County Council to publish the Scheme by 28<sup>th</sup> March 2005 and maintain a 3 year rolling programme, to met the milestone dates in the scheme and to publish an annual monitoring report in December 2005. These targets were met. Discussions have taken place with GoSE and a revised programme is being submitted for formal approval. The forward planning work is reported to an all cross-party Informal Member Steering Group. It is anticipated that a Member Seminar is to be held in June/July 2006 to update Members on progress on the two plans. This seminar is likely to be of considerable interest to Members of this Committee as its aim is to bring the content of the emerging plans to members attention.

### **Influencing Emerging Policy and Guidance**

18. The Group continues to play a key role in influencing emerging policy and guidance at national, regional and local level. In particular the Group was successful in influencing the new PPS10 (Planning and Sustainable Waste Management). It has been involved in developing options for the management of nuclear waste particularly relating to the decommissioning of Dungeness A Power Station and via its work with SEERA and SERTAB advised on the apportionment guidelines for recycled aggregates, hazardous waste and on London's waste apportionment. Recently, officers assisted SEERA on preparing evidence for the EIP into revisions to the Mayor of London's waste policy. At the local level, officers gave evidence to the County Council's Member Select Committee on Ashford Future – Water Resources and Cabinet Briefings on Water Policy for Kent.
19. The Group also provided planning guidance to other Directorates which has assisted in the wider delivery of Corporate policy initiatives including Building Schools for the Future Programme, PFI Social Care Housing, Fastrack and East Kent Access and advice on Thames Gateway and Kent Design.

### **Freedom of Information Requests**

20. The Group has dealt with 9 requests in the last year. In accordance with the legislation the Group has also prepared an entry for the County Council's Publications Scheme. This scheme is approved by the Information Commissioner and is a guide to the types of information that the Group routinely publishes, the format it is available in and where there are charges, how much it charges for information. The Group works on the premise that information is freely available, although there is a charge where officers need to interpret the data in order to respond to a request.

### **Member Training**

21. Following the County Council elections in May 2005, the Group organised training for Members of the Planning Applications Committee, the Regulation Committee and their regular substitutes. Further training is envisaged for Summer, Autumn 2006. To assist in the consideration of the Norwood Quarry, Minster application, Members of the Committee visited a similar waste facility in Bishops Cleeve, Gloucester. Prior to the determination of a number of controversial proposals the Committee undertook site visits.

### **Electronic Government**

22. In December 2005, Northgate Information Systems acquired MVM, the company that provides the Group's computerised planning application system. Following the acquisition, the Company announced that it was to cease supporting the MVM 20/20 system currently used by the Group. Discussions are in hand to establish whether the

Company's alternative system is 'fit for the Council's purposes' or whether we need to investigate further alternatives.

23. In terms of e-government, some services are currently available electronically. The extent of information available electronically includes Committee reports, agendas and minutes, planning application forms, the development control and enforcement protocols, various planning guidance and a weekly list of applications received. Comments on planning applications can be sent electronically to individual case officers or to the Group's email account. In addition, many of the District Councils in Kent make available on their web-sites details of applications submitted to Kent County Council for determination, thereby making details available online to interested parties.
24. At present the County Council scores poorly against other County Council's in terms of e-government. The Pendleton Survey undertaken in December 2005 on behalf of the Office of the Deputy Prime Minister scores the County as 'Fair' (2<sup>nd</sup> of 4 possible ratings). The County Council scored in 12 of the 21 assessment criteria. There are a number of potential improvements that could be made to the service which would improve this score, although achieving a score of 20 or 21 (which would allow for the submission of applications electronically) would require a significant investment in IT resources. Any improvements pending the review of the current computerised system are potentially premature and arguably may result in poor use of resources.

#### **Internal Audit**

25. The Planning Applications Service was the subject of a review by Kent Audit in March 2006. A copy of the final report of its findings is awaited. Once this information is received I will report further to this Committee.

#### **Staffing Issues**

26. The preparation of the Minerals and Waste Development Frameworks has resulted in the diversion of 2 principal planning officers and partial diversion of the Group Head away from development control responsibilities. This diversion of resources away from development control is expected to continue into the current financial year and coupled with the recent resignation of two senior planning officers (SPOs) there is the potential for an adverse impact upon the development control service. The Group has successfully recruited two planning officers to replace the SPOs but was unable to backfill the posts with candidates with development control experience. As a consequence there will be a skills shortage at the SPO level for the foreseeable future. The Group is also looking to recruit (on a term contract) for an officer to assist on the Waste Development Framework.

#### **Business Plan for 2006/07**

27. Since April 2006, the Planning Applications Group forms part of the Strategy and Planning Division of the newly created Environment and Regeneration Directorate. As in recent years, the Annual Operating Plans (Business Plans) are approved by the relevant Cabinet Member. I therefore attach as an appendix a copy of the Plan for 2006/07 for information of Members of the Planning Applications Committee. In addition to setting out the purpose and outcome of the service, it sets out the performance indicators (page B.21 and B.22) and key projects for the current financial year.
28. In terms of specific projects for the Planning Applications Group, the following are of note:
- Work with SEERA and SERTAB on apportionment guidelines for recycled aggregates, hazardous waste and London's waste apportionment

- Progress Minerals and Waste Development Frameworks
- Influence the work of agencies involved in developing options for the management of nuclear waste with particular regard to the decommissioning of Dungeness A Power Stations
- New Statutory Monitoring regime for mineral and landfill permissions
- Review of the development control system and assess scope for e-government
- Training for this Members of this Committee and regular substitutes
- Customer satisfaction survey to meet BVPI 111 (undertaken every 3 years)
- Review of computerised planning application system following take over by Northgate Information Systems.

**Conclusion and Recommendation**

29. Despite the diversion of experience staff away from development control activities, the Group has performed well this year balancing the merits of controversial developments and the need for quality decisions against the performance targets.

**Recommendation**

30. Members are asked to endorse this report.

Case Officer : Sharon Thompson

Tel. No : 01622 696052

**STRATEGY AND PLANNING  
ANNUAL OPERATING PLAN  
2006/07**

**Purpose and Outcomes of the Service**

The Strategy and Planning Division has a central role in developing policy for the County and in influencing, on behalf of KCC, policy development at international, national, regional and local level. The Division also undertakes the Council's statutory Development Control and Enforcement function. The work, carried out in consultation with the public and key stakeholders, seeks to balance social and economic needs with the purpose of protecting and enhancing Kent's environment. In addition, the Division is responsible maximising the net inflow of European funds to the County.

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 including the Kent Environment Strategy and the Kent Economic Strategy, statutory minerals and waste frameworks, the determination of minerals and waste developments and County Council facilities and lobbying and influencing international affairs policy development.

International Affairs Group is responsible for

- providing intelligence on European policy affairs to support the work of KCC directorates and influencing the evolution of European policy
- helping to secure European funding for Kent and KCC
- strengthening and developing partnerships with external European organisations and other regions

Planning and Transport Strategy (including Environment and Economy) is responsible for

- formulating statutory planning and transport policy
- preparing and implementing the Kent and Medway Structure Plan, Local Transport Plan and Waste and Minerals Plans in support of the Kent Community Strategy and monitoring of these policies
- influencing the preparation of the Regional Plan and Sub Regional Studies in Kent's interests
- representing the Council's interests at public inquiries relating to transport and planning policies
- developing and co-ordinating implementation of the Kent Environment Strategy and the Kent Economic Strategy (Kent Prospects)
- delivery of Strategic Environmental Assessments (SEA) and Sustainability Appraisals (SA) of relevant plans and strategies
- influencing national and regional policy on Kent's behalf for planning, transport and environment
- influencing and commenting on District Local Development Frameworks

Planning Applications is responsible for

- determination of planning applications for minerals and waste management facilities
- determination of applications for the Council's own developments (education, social services and transport infrastructure)
- monitoring of minerals and waste development against its planning permission and where appropriate taking enforcement action
- representing the council at appeals and in court relating to the above functions
- acting for client on preparation of the emerging Minerals and Waste Development Documents
- determination of submissions under the Channel Tunnel Rail Link Act (CTRL) and where necessary to act as consultee to District and Borough Councils
- advising County Council on minerals, waste and wider development control matters, including officer input into County Council's Select Committees
- influencing policy, guidance and good practice relating to the above at national, regional and local level

- providing officer input to various Community Liaison Groups for active minerals and waste site
- acting as consultee to various permits and licences issued by the Environment Agency

### **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, Local Government Acts 1972, 2000 and 2003, Environmental Assessment of Plans and Programmes Regulations (2004), other principal transport and environmental legislation, European Waste Directive and all associated Regulations and Statutory Instruments and Orders.

The work of the International Affairs Group is set within the European Policy Framework for Kent and is consistent with Kent objectives within the Vision for Kent, Public Service Agreement and the Kent Economic Strategies.

## **POLICY CONTEXT AND LEAD ROLES**

### **User Feedback**

In developing policy and strategies, we engage in extensive consultation with the public, our partners and stakeholders. We carry this out through focus groups, workshops and written and electronic public consultation. During 2005/06 the Division undertook and led on several consultations. Appended to this business plan is a full list of these consultations showing the policy area, timescales, organisations involved and the lead officer. (Appendix 1)

### **Partnership Working**

The division works in collaboration with other partners in the public, private and voluntary sectors. Partnership working enables two-way dialogue to receive views and inform strategy and policy. The Division seeks to influence development and implementation of strategic policies impacting on Kent. Particular focus is on joint working with Kent and International partners in Europe, plus the Commonwealth of Virginia USA.

### **Policy Drivers**

#### **KCC Strategies**

##### **Community Plan - The Vision for Kent**

The Division's work supports the development and delivery of the Vision for Kent Community Strategy and especially contributes to all themes through its policy formation and determination of planning applications functions. The Division also provides support in the form of Theme Leaders for Transport, Economy and Environment themes.

#### **Towards 2010 (T3)**

The Division will fully contribute to T3 targets currently being developed.

#### **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.

#### **Kent Local Area Agreements (LAA and PSA2)**

The Kent LAA comprises the Local Area Agreement (LAA) and the Local Public Sector Agreement (PSA2), and provides a framework for increased local autonomy for decision-making and resource allocations. The Division will input to most targets, but will in particular have a key role in developing and co-ordinating frameworks for the following blocks and outcomes:

##### **Block 2: Safer and Stronger Communities:**

Outcome 9: To make Kent a safer place in which to work, live and travel

Outcome 14: Cleaner and greener public spaces

##### **Block 3: Healthier Communities and Older People**



Outcome 15: To promote independence through employment for those who are able to work

### **Block 4: Economic Development and Sustainable Communities**

Outcome 8: To develop the economic prosperity of Kent

Outcome 13: To increase the capacity of local communities so that people are empowered to participate in local decision-making and are able to influence service delivery

Outcome 17: To improve Kent residents' access to homes of excellent quality, in the right place, at the right time and at the right costs

### **Public Service Agreement (PSA)**

The Division's work supports priorities in the PSA2, specifically quality regeneration and growth in Kent.

### **Housing Strategy**

Kent is facing major development over the next 10-15 years with an estimated 100,000 new homes planned for the County. The Division's role is to guide the scale of and location of development and to assess the impact of planned development / house building programmes. In addition, to lead Planning input to a joint County/District approach to housing strategy that complements objectives in KMSP, Vision for Kent, Kent Economic Strategy and Kent Environment Strategy.

### **Statement of Community Involvement (SCI)**

The SCI sets out the County Council's proposals for stakeholder and public involvement in the emerging Minerals and Waste Development Frameworks and in considering planning applications for minerals and waste development.

### **Other Business Plans**

Successful delivery of this plan will also rely on making appropriate links to business plans in other Strategic Planning Divisions and other Directorates and in making sure these divisions/units are able to link into both our work activity and the broader strategic objectives of the County Council.

### **National Drivers:**

#### **Planning and Compulsory Purchase Act 2004**

The Planning and Compulsory Planning replaces the current Development Plan System with a new two-tier system of Regional Spatial Strategies, (which includes sub-regional policies) and Local Development Frameworks. The Act also places a statutory duty on County Councils to support the preparation of regional spatial strategies including the formulation of proposals for constituent sub regions.

The preparation of Minerals and Waste Development Framework including an Annual Monitoring Report (AMR) remains a statutory duty of the County Council, replacing the former Minerals and Waste Local Plans. Details of the plan making process for minerals and waste development and relevant timescales are set out in the Kent Minerals and Waste Development Scheme approved by the Government.

#### **Strategic Environmental Assessments and Sustainability Appraisals (SEA/SA)**

This is a legislative requirement to undertake SEA/SA for all major strategies to ensure that they deliver on environmental protection and sustainable development principles. The Division leads development of a framework to co-ordinate quality and consistency across Environment and Regeneration Directorate

### **Income Generation**

Income derives mainly from fees for planning applications and Service Level Agreements (SLAs) with other organisations for work carried out by International Affairs Group. Government set planning application fees nationally and we have no influence in determining the final charges. SLAs are re-negotiated annually with partner organisations. In 2005/06 prices were raised 20% following a five-year period during which prices had remained static. Government also allocates a Planning Delivery Grant to local authorities based on performance against a range of measures. It is difficult to calculate with certainty, the amount of grant the Division will receive as the performance measures used by Government vary considerably each year.

Moreover, the Division, through its LTP work levers in £68.4m for spending on capital transport programmes. Kent receives one of the largest Government allocations for capital maintenance and in 2006/07 received the highest

increase for allocation for smaller schemes up to £5m.

### **Risk Management**

We record risks and mitigating actions to manage them, on a Directorate-wide risk register that is regularly reviewed. Risks are scored against a matrix measuring their impact and likelihood. Within Strategy and Planning, we have identified four risks with a medium rating. These are:

- Planning application decisions or enforcement action subject to successful legal challenge or Council decision overturned on appeal
- Failure to comply with approved dates within Minerals and Waste Development Scheme risking Planning Development Grant
- Failure to secure sufficient government funding through the LTP or rate support grant, and therefore have to reduce necessary transport infrastructure investment
- Loss of European influence and funding

In 2006/07, we will be working to implement a Business Continuity Plan to ensure our services can quickly recover from a major emergency.

### **Equality Statement**

KCC is committed to ensuring equality of opportunity and supporting diversity within the organisation and through policy development and service delivery. The Division will work towards meeting and consolidating compliance to level two of the Equalities Standard for Local Government.

### **ISO 14001**

KCC recognises that its activities and services have an impact upon the environment. As such, we are committed to identifying, monitoring and reducing these impacts to ensure we meet or exceed all environmental legislation. ISO14001 is the international standard for environmental management and all clauses must be met to ensure and maintain certification. The Environment and Regeneration Directorate will seek to achieve ISO14001 status and lead the way to sharing best environmental practice.

### **Summary of performance in 2005/06**

- The Division achieved simultaneous delivery of major strategic documents on behalf of the County
- All deadlines for production and consultation on major community, planning and transport plans were met. These include The Vision for Kent, Kent and Medway Structure Plan and Local Transport Plan.
- The review of Kent Prospects to take it forward from 2006 to 2012 is at an advanced stage, with a consultation draft out for consideration during March 2005, and the final versions scheduled for launch on July 2006
- The Provisional LTP and APR were submitted in July 2005 and secured over £46m funding allocations - by far the highest in the South East
- The APR 2005 report rating improved from 64% (average) to 84% (good) allowing increased integrated transport funding borrowing approval by £900k
- The 2006-2011 full Local Transport Plan was published in March setting out a five-year small scheme investment programme of over £60m
- New franchisee for the Integrated Rail Franchise selected and high level and range of domestic services on the CTRL secured
- The review of the Vision for Kent has been brought forward from 2007 to 2005 and a first draft was formally launched at the Kent Partnership Conference in November after extensive stakeholder engagement
- A progress report on the Kent Environment Strategy was published in March 2006 and launched at the 2<sup>nd</sup> Kent Environment Conference, which was addressed by Environment Agency Chairman Sir John Harman
- Successful recruitment has enabled the Division to begin meeting statutory obligations in respect of Sustainable Assessment work for all major strategies
- The Division has determined 300 planning applications and a further 300 submissions for details pursuant to conditions. No decisions were challenged or made the subject of an upheld Ombudsman complaint.
- Planning applications data for the first three quarters of 2005/06 show 82% of planning applications for the County Council's own development were decided within 13 weeks, significantly exceeding the 65% target figure.
- Determination of minerals and waste development applications are controversial. In the same period data, shows 63% were decided within 13 weeks against a target of 70%. Four applications took more than one year to process due to complexity of issues raised, the need for legal agreements and referral of the application to GOSE. The diversion of three officers from development control casework to prepare the Minerals and Waste Development Framework is also impacting on the development control service
- The Division has been successful at influencing emerging policy and good practice including the new PPS10 (Planning and Sustainable Waste Management). Officers gave evidence to the County Council's Member Select Committee on Ashford Future - Water Resources and Cabinet Briefings on Water Policy for Kent
- Good progress has been made in preparing the Minerals and Waste Development Frameworks and the first Annual Monitoring Report was submitted to GOSE in December.
- The Division has provided planning guidance to other Directorates which has assisted in the wider delivery of Corporate policy initiatives including Building Schools for the Future Programme, PFI Social Care Housing, *Fastrack* and East Kent Access and advice on Thames Gateway and Kent Design
- Planning Applications Group won important appeals at 2 sites in Detling and received confirmation of a number of Enforcement Notices

## Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

- The Division has maintained EU policy leads in respect of future of EU programmes such as Interreg and the future management of Structural Funds to the long-term benefit of KCC and Kent
- New international partnerships have been forged with Eastern European countries particularly Hungary and Latvia.
- Business Support Team awarded Team Bronze Quality Service Award in June

Appended to this plan is a full monitoring report for 2005/06 activity. (Appendix 2)

Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

2005-06 Controllable Expenditure  £'000	FTE	Activity/budget line	Revenue Budget (from finance)								Cabinet Member
			2006-07		Running Costs  £'000	Contracts & Projects  £'000	Gross Expenditure  £'000	External Income  £'000	Internal Income  £'000	Controllable Expenditure  £'000	
			FTE	Employee Costs  £'000							
		Development Planning	12.5	598.5	11.8	372.7	983.0	94.0	0.0	889.0	GG
		Planning Applications	25.2	916.0	219.0	0.0	1135.0	84.0	224.0	827.0	GG
		International Affairs Group	8.0	363.2	102.8	0.0	466.0	145.0	0.0	321.0	AK
		Transport Planning	6.5	295.2	7.8	224.0	527.0	0.0	0.0	527.0	KF
		<b>Total Divisional Budget</b>	<b>52.2</b>	<b>2172.9</b>	<b>341.4</b>	<b>596.7</b>	<b>3111.0</b>	<b>323.0</b>	<b>224.0</b>	<b>2564.0</b>	
		<b>Controllable Totals</b>									
		Divisional Director and PA <sup>1</sup>	2.0	151.9	1.1	0.0	153.0	0.0	0.0	153.0	
		Central Overheads			1033.0		1033.0			1033.0	
		Directorate Overheads			196.0		196.0			196.0	
		Capital charges									
		<b>Total Cost of Unit</b>	<b>54.2</b>	<b>2324.8</b>	<b>1571.5</b>	<b>596.7</b>	<b>4493.0</b>	<b>323.0</b>	<b>224.0</b>	<b>3946.0</b>	

<sup>1</sup> Appear in controllable budget of Resources Group

**CORE SERVICES AND FORECAST ACTIVITY LEVELS**

The approval of this business plan will delegate authority to the County Planning Officer, to carry out business operations; initiate new projects, developments and service improvements within the overall budget set out in sections below.

**International Affairs Group - Accountable Officer: Marie Dancourt-Cavanagh**

1. Provide information, intelligence and advice about EU policies and funding opportunities of relevance to KCC and partner organisations
2. "Mainstream" the European dimension into all relevant aspects (policy and service delivery) of KCC activities
3. Influence European policy and future EU funding programmes on behalf of KCC Directorates and partner organisations in Kent
4. Work with KCC and partner organisations to develop Kent as a Centre of Excellence on European/International Affairs.
5. Strengthen and develop strategic partnerships with other organisations in Europe and internationally.
6. Provide a strong representation for Kent interests in Brussels and play a continued lead role in the activities of South East England House
7. Lead and co-ordinate KCC's and Kent's participation in the current INTERREG III Programmes: (cross-border, inter-regional and transnational)
8. Lead KCC's preparation for deployment of Structural and other Funds under the EU budget round for 2007-2013

**Transport Planning - Accountable Officer: Mick Sutch**

1. Monitor progress of the delivery of the LTP through the Annual Progress Report. Ensure that schemes brought forward by KHS fully reflect the LTP's objectives by introducing prioritisation methodology.
2. Influence European, national and regional transport policy in Kent's interest, In particular:
  - ensure Kent's preferred pattern of domestic services on the CTRL is agreed and implemented
  - lobby for improved rail services in Kent generally
  - assist the transfer of goods to rail freight
  - ensure Kent's views prevail in the planning of motorway and trunk road schemes
  - lobby for Kent's interests in the development of national and regional ports policy
  - lobby to ensure Kent's view on National and Regional Airports policy prevails at Gatwick and in the growth of air services and employment at Manston and Lydd
  - lobby for solutions to the growing problems with international road freight
3. Monitor traffic flow and travel trend data in the County to inform Kent's transport policies and to ensure that the Local Transport Plan best meets the needs of Kent's residents and users of the county's transport systems
4. Ensure that a coherent Kent view on the development of cross Channel links and supporting infrastructure is established and that Kent's requirements are made known particularly through the Kent Ports Liaison Group
5. Provide advice to area-based teams and other Directorates on transport planning strategy and

implementation

**Development Planning - Accountable Officer: Mick Sutch**

1. Influence national and regional planning policy in Kent's interest. Co-ordinate, either directly or through joint working, all consultations that have a relationship to planning, transport, regeneration, environment and economic strategies
2. Develop and agree a protocol with the Regional Assembly guiding KCC's work in connection with the Regional Strategy
3. Respond to consultation on the submitted versions of the South East Plan and secure Kent's best interests at the Examination in Public.
4. Adopt and publish the Kent and Medway Structure Plan before July 2006.
5. Support preparation of Minerals and Waste Local Development Documents in accordance with Planning Minerals and Waste Development Scheme.
6. Deliver SEA and SA or relevant plans and Strategies
7. Influence Development Planning Documents policies prepared by the 12 District planning authorities so that they are compatible with Kent's overall strategy and act to influence decisions on major planning applications
8. Monitor progress and impact of the existing and emerging Structure Plan in conjunction with Strategic Planning Analysis and Information Team (SPAIT)

**Environment and Economic Strategies- Accountable Officer: Leigh Herington**

1. Develop, co-ordinate and monitor implementation of Kent's Environment Strategy and related activity.
2. Develop co-ordinate and monitor implementation of Kent's Economic Development and Regeneration Strategy and related activity.
3. 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
4. Contribute to the delivery of the LAA in particular outcome 8
5. Develop the County Council's approach to climate change and water resources

**Planning Applications - Accountable Officer: Bill Murphy**

1. Determine planning applications for minerals, waste and County Council development in accordance with the Development plan and other material planning considerations. Estimate 400 applications and a similar number of submissions to satisfy planning conditions during 2006/07.
2. Undertake pre-application discussions with applicant as required and where necessary carry out scoping and screening processes in accordance with Environmental Assessment legislation.
3. Undertake preparation of Minerals and Waste Development Frameworks in accordance with Planning Minerals and Waste Development Scheme
4. Monitor compliance with planning permissions. Work in accordance with emerging statutory monitoring

## Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

scheme for mineral and selected waste management development. Take appropriate enforcement action where breaches of planning control have taken place in accordance with the Council's approved Enforcement Protocol.

5. Comment on behalf of the County Council on draft waste management licences and IPPC permits and variations to existing waste management licences issued by the Environment Agency (approximately 30 per annum)
6. Represent the County Council on various national, regional and local partnerships and specialist working groups relating to the group's activities. Provide officer input to Community Liaison Groups for active minerals and waste sites (approximately 10 sites) and key new Community Developments (e.g. school academies).
7. Provide advice and training to Members and officers on development control, planning enforcement and monitoring functions. Raise Member's awareness of the policy content of the emerging minerals and waste development framework.
8. Determine any revisions to planning submissions under the CTRL Act 1996 and advise District Councils of the views of the County Planning Authority on reserved matters under the Act. Estimate to be less than 5 during 2006/07.

### **Management - Accountable Officer: Leigh Herington**

1. Support Investors in People (IiP) through staff development and appraisal and internal communications (team building, focused training, staff briefings). In 2006/07 KCC will undergo an external re-accreditation process against the revised IiP Standard.
2. Support and encourage participation in Environment and Regeneration Directorate's Peoples Groups, In particular lead the Directorate's work on Health and Safety. In 2006/07 work to achieve level 2 of the Equality Standard for Local Government.
3. Promote cultural change in line with the Directorate vision. Develop and review services in line with continuous improvement and KCC's Performance Review Programme.
4. Manage reputation of the Division (thereby the Directorate and KCC) across internal and external audiences through marketing, communications events co-ordination
5. Respond positively to customer enquiries and complaints.
6. Manage Divisional budget and ensure budget managers are compliant with and understand corporate guidelines
7. Ensure the work and outputs of the Division are made known to the Local Boards as appropriate to each District area and to involve the Boards in consultation



Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

PROJECTS, DEVELOPMENTS, KEY ACTIONS

Project/development/key action	a/c manager	Links to other plans	Deliverables or outcomes planned for 2006/07	Target dates
<b>Policy/Strategy</b>				
Develop and publicise an International Strategy for Kent	Marie Dancourt Cavanagh	V4K, PSA2	<ul style="list-style-type: none"> <li>Publicise strategy as reference document for international activity undertaken by KCC and Kent organisations</li> </ul>	March
Influence development of future Structural Funds post 2007 and maintain Kent in its lead position on regional policy in the South East region	Ron Moys Richard Tuffs	V4K, PSA2	<ul style="list-style-type: none"> <li>Future Co-operation and Competitiveness programmes in line with Kent's interests, in particularly cross-border co-operation and URBAN)</li> </ul>	March
Co-ordinate activity across Kent for European affairs/international work and develop it into a Centre of Excellence	Marie Dancourt Cavanagh, (Ron Moys Richard Tuffs)	V4K, PSA2	<ul style="list-style-type: none"> <li>Establish network/contact group</li> </ul>	March
Review Regional Economic Strategy (RES) 2006 - 2016	Steve Arnett	LAA KP	<ul style="list-style-type: none"> <li>Prepare review and report on impact of RES on Kent</li> </ul>	May - June
Influence the South East Plan in the best interests of Kent	Tim Martin, Richard Feasey	V4K, SERP	<ul style="list-style-type: none"> <li>Response to consultation draft</li> <li>Lobby on behalf of KCC interest</li> <li>Preparation for and attendance at Examination in Public</li> </ul>	June 2006/07 November - March
Advise SEERA on Sub-regional Investment Framework	Tim Martin	RES	<ul style="list-style-type: none"> <li>Influence Regional Strategy</li> </ul>	2006/07
Joint work with SEERA and SERTAB , in particular apportionment guidelines for recycled aggregates, hazardous waste and London waste apportionment	Bill Murphy	KMSP MDF WDF	<ul style="list-style-type: none"> <li>Influence apportionment figures in Kent's interests to feed into Minerals and Waste Development Frameworks</li> </ul>	Date will be determined by Regional Body
Maximise Government funding for transport capital projects via submission of Annual Progress Report (APR)	Tim Read	V4K, LTP, KMSP, SIP	<ul style="list-style-type: none"> <li>Submission of APR</li> <li>Government decision on funding for maintenance and integrated transport schemes</li> </ul>	July December
Respond to Government progress report on Airports White Paper and Ports Strategy	Mick Sutch		<ul style="list-style-type: none"> <li>Influence Government strategy</li> </ul>	Date determined by Government
Progress Kent's Development Plan	Richard Feasey	V4K	<ul style="list-style-type: none"> <li>Adoption of KMSP</li> </ul>	May
Progress Minerals Development Framework to balance the adequate supply of minerals with the need to protect the environment	Richard Feasey, Bill Murphy	V4K KMSP SEP	<ul style="list-style-type: none"> <li>Produce Preferred Options and Proposals paper for consultation and draft SA report</li> <li>Produce Submission Document and final SA report for GOSE</li> <li>Preparation and review of Annual</li> </ul>	March - April  November  October -

Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

Project/development/key action	a/c manager	Links to other plans	Deliverables or outcomes planned for 2006/07	Target dates
			<ul style="list-style-type: none"> <li>Monitoring Report (AMR)</li> <li>Submission of AMR to GOSE</li> <li>Following AMR process, review and where necessary revise Development Scheme</li> <li>Continue to meet BVPI 200</li> </ul>	November December March  March
Progress Waste Development Framework to balance the adequate disposal of waste with the need to protect the environment	Richard Feasey, Bill Murphy	V4K KMSP SEP	<ul style="list-style-type: none"> <li>Produce Preferred Options and Proposals paper for consultation and draft SA report</li> <li>SA report of Joint Municipal Waste Management Strategy</li> <li>Produce Submission Document and final SA report</li> <li>Preparation and review of Annual Monitoring Report (AMR)</li> <li>Submission of AMR to GOSE</li> <li>Following AMR process, review and where necessary revise Development Scheme</li> <li>Continue to meet BVPI 200</li> </ul>	March - April  September  November  October - November  December March  March
Wye - Imperial College Development	Leigh Herington	SEP, Ashford LDF, LTP, LAA	<ul style="list-style-type: none"> <li>Consideration of Imperial's Development proposal at key stages in South East Plan preparation and at key stages of Ashford's LDF</li> <li>Assessment of submitted planning application</li> </ul>	November - March  May - March Determined by application receipt
Review and publish revised Kent Prospects Strategy (improving economic well-being of Kent and meet LAA outcome 8, Block 4)	Steve Arnett	V4K, LAA, K- WPG, SIP	<ul style="list-style-type: none"> <li>Consultation period for draft strategy</li> <li>Final draft publication and launch</li> <li>Delivery events (subject to budget)</li> </ul>	April - June  July  July - December
Review of LAA outcome 8, Block 4 to increase number of jobs in Kent and ongoing support	Steve Arnett	V4K, LAA, K- WPG, SIP	<ul style="list-style-type: none"> <li>Updated outcome 8 delivery plan</li> </ul>	April - June
Deliver 2007 progress reporting on Kent Environment Strategy	Peter Moore	V4K, KMSP, LTP	<ul style="list-style-type: none"> <li>Publish progress report and launch at 3<sup>rd</sup> Kent Environment Conference</li> </ul>	March
Develop KCC strategy for climate change including ecological foot-printing	Peter Moore		<ul style="list-style-type: none"> <li>Delivery of specific programme of activity agreed at February Cabinet meeting</li> </ul>	2006/07
Develop KCC strategy for sustainable management of water resources	Peter Moore	V4K, KMSP	<ul style="list-style-type: none"> <li>Paper for Cabinet Briefing</li> </ul>	February
Influence the work of agencies involved in	Bill Murphy		<ul style="list-style-type: none"> <li>Ensure representation on key working groups and influence</li> </ul>	2006/07

Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

Project/development/key action	a/c manager	Links to other plans	Deliverables or outcomes planned for 2006/07	Target dates
developing options for the management of nuclear waste with particular regard to the decommissioning of Dungeness A Power Station			emerging strategy	
Influence District Council Plans Review and Local Development Frameworks to reflect KCC policies	Richard Feasey	KMSP	<ul style="list-style-type: none"> <li>Respond to consultations received (Expect to receive consultations from 10 Districts during 2006/07)</li> </ul>	2006/07
Monitoring of Mineral and Landfill Permissions - statutory function from April 2006	Bill Murphy		<ul style="list-style-type: none"> <li>Consultants report on options for introducing a charging regime including resource implications</li> </ul>	Summer
<b>Partnerships</b>				
Maintain an active and strategic partnership with Nord-Pas-de-Calais (NPdC) region	Marie Dancourt Cavanagh Ron Moys		<ul style="list-style-type: none"> <li>Work programme for co-operation agreement delivered</li> <li>Renewed links with the Regional Council for NPdC</li> <li>Development of a partnership with Dunkerque and SMCO</li> </ul>	August 2006/07 2006/07
Implement the work programme developed as a result of the renewed partnership with Bacs Kiskun	Ron Moys		<ul style="list-style-type: none"> <li>Strategic Innovation Gateway Network (SIGN) project underway</li> </ul>	March
<b>Corporate work</b>				
Match KCC priorities with key EU policy, legislation and funding opportunities	Richard Tuffs, Ron Moys	V4K, PSA2	<ul style="list-style-type: none"> <li>Table of key EU policy, legislation and funding developments against relevant KCC priorities</li> </ul>	March
<b>Projects</b>				
Lead and actively participate in the current Interreg IIIA programme	Ron Moys		<ul style="list-style-type: none"> <li>Continued strong representation of Kent projects in the programme</li> </ul>	December
Produce Congestion Plans	Tim Read		<ul style="list-style-type: none"> <li>Plans for 10 principal urban areas produced</li> </ul>	December
Influence the new franchisee of the Integrated Kent Franchise in the best interests of Kent	Mick Sutch	LTP	<ul style="list-style-type: none"> <li>Agree Memorandum of Understanding with GoVia</li> </ul>	June
Influence major road and rail proposals by other agencies in the best interests of Kent	Mick Sutch	KMSP, LTP	<ul style="list-style-type: none"> <li>Press for urgent examination of Lower Thames Crossing and Junction 5 schemes</li> <li>Press for implementation of M25, A2 and A21 schemes</li> <li>Press for extension and early delivery of Crossrail and Thameslink schemes</li> </ul>	2006/07
Review of the development control system and assess scope for improvements for e-gov	Bill Murphy	E-gov	<ul style="list-style-type: none"> <li>Identification and costing of potential improvements to the Development Control service leading to a higher Pendleton score</li> </ul>	2006/07

Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

Project/development/key action	a/c manager	Links to other plans	Deliverables or outcomes planned for 2006/07	Target dates
<b>Information and Communications</b>				
Promote IAG activities in KCC to increase awareness and understanding of how EU policy affects service delivery	Marie Dancourt Cavanagh, Richard Tufts, Ron Moys	V4K, PSA2	<ul style="list-style-type: none"> <li>Briefing and information sessions for KCC</li> <li>Requests for information / support</li> </ul>	2006/07 2006/07
<b>Management and Development</b>				
Implement management actions arising from Business Continuity Plan	Leigh Herington		<ul style="list-style-type: none"> <li>Deliver actions identified in risk and issues register</li> </ul>	March
Implement actions from Investors in People Action Plan	Leigh Herington	Staff Strategy	<ul style="list-style-type: none"> <li>KCC retains liP accreditation</li> </ul>	November
Ensure all Members of the Planning Applications and Regulation Committees and agreed substitutes receive prior and continuing training to improve decision making	Bill Murphy		<ul style="list-style-type: none"> <li>Comprehensive package including briefing on new legislation, awareness of minerals and waste issues and a tour of key sites</li> </ul>	2006/07
Customer Satisfaction Survey to meet BVPI 111 requirements	Bill Murphy	BVPI 111	<ul style="list-style-type: none"> <li>Report from independent research resource on satisfaction levels</li> </ul>	December
Determine mechanisms and resource to ensure currency and accuracy of web site information	Shirley Smith, Shivaun Riley		<ul style="list-style-type: none"> <li>Subject to training and web team availability protocol for updating web information agreed for implementation</li> </ul>	September
Review of computerised planning application system following take over by Northgate Information Systems in December 2005	Bill Murphy	BVPI	<ul style="list-style-type: none"> <li>Implement outcome of review process including possibility of tender for alternative system</li> </ul>	2006/07
Review with SPAIT work needed to support KCC strategic function	Tim Martin		<ul style="list-style-type: none"> <li>Provision of evidence supporting KCC's interests at South East Plan Examination in Public and in advice to Regional Assembly</li> </ul>	November - March
Continue to secure external income from Service Level Agreements with Kent based organisations	Ron Moys, Richard Tufts		<ul style="list-style-type: none"> <li>£100k income secured</li> </ul>	Summer

KEY PERFORMANCE INDICATORS

Indicator	Actual performance 2004/2005	Estimated performance 2005/06	Target 2006/07
<b>NATIONAL INDICATORS</b>			
BVPI 109 - Percentage of planning applications, excluding those involving an environmental assessment, determined within 13 weeks	69%	63% <sup>2</sup>	70%
BVPI 111 - Percentage of planning applicants who were satisfied with the service received (collected 3-yearly)	Not collected	Not collected	To maintain previous figure of 92% net satisfaction
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?	Not Applicable	Yes	Yes
b. Has the authority met the milestones that the current LDS sets out?	Not Applicable	Yes	Yes
c. Did the local planning authority publish an annual monitoring report by December of the last year?	Not Applicable	Yes	Yes
<b>LOCAL OPERATIONAL INDICATORS</b>			
Percentage of land for <i>housing completions</i> during the year on previously developed land (N4Ys)	76%	Not Available <sup>3</sup>	70%
Percentage of land newly <i>allocated</i> for housing development on:			
<ul style="list-style-type: none"> <li>• Previously developed land</li> <li>• Greenfield sites (N4Ys)</li> </ul>	None <sup>4</sup>	None	Sub indicator of above
Percentage of dwellings built in:			
<ul style="list-style-type: none"> <li>• Towns and villages (incl. Peripheral sites)</li> <li>• Countryside (N4Ys)</li> </ul>	85% 15%	Not Available <sup>2</sup>	Sub indicator of above
Local Transport Plan Settlement £M Major schemes			
<ul style="list-style-type: none"> <li>• Block allocation</li> </ul>	£24.6m (Majors £8.7m)	£26.3m (Majors £8.8m)	£30.3m (Majors £16.1m)
Local Transport Plan rating (out of 85 authorities)	62	69	84

<sup>2</sup> Figure based on data for April 05 to December 05

<sup>3</sup> Collection of data is annually in arrears. 2005/06 data is not available until October 2006

<sup>4</sup> Allocated land, whether it is employment or housing is required to be identified in a District Plan before it is included for monitoring purposes. Local plans are governed by statutory requirements and can take several years to adopt and once adopted last for several years. As a consequence of the new planning arrangements introduced by the 2004 Planning Act no new local plans / local development documents came forward during 2005/06

Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

<b>Indicator</b>	<b>Actual performance 2004/2005</b>	<b>Estimated performance 2005/06</b>	<b>Target 2006/07</b>
Percentage of planning applications determined or resolved to permit within 13 weeks from receipt of valid application	Not collected. New indicator for 2005/06	59%	75%
Percentage of county matters applications determined within 10 weeks (including EIA development)	47%	38%	50%
Percentage of county matters applications determined with 16 weeks (including EIA development)	73%	62%	70%
Average time taken to determine all applications for the Council's own development proposals	9.54 weeks	9 weeks	< 12 weeks
Percentage of applications for the Council's own development proposals determined within 13 weeks	87%	82%	65%
Percentage of planning applications acknowledged within 3 working days of receipt	100%	94%	100%
Percentage of applicants advised of case officer dealing with application within 10 working days	100%	94%	100%
<b>Corporate Indicator</b> BVPI 8: Payment of invoices within 30 days	N/A	90%	95%

Consultation Log 2006/07

Consultation Subject	Timescale	People/Organisations Involved	Reason	Contact name
Kent Prospects	March - June	Districts, Growth Area delivery Boards, Area Partnerships, LSPs, Kent Partnership organisations, businesses, FE/HE sector, Voluntary Sector, Public, KCC Directorates	To influence final draft	Steve Arnett
Kent and Medway Structure Plan	April - May	Stakeholders and public	Statutory consultation before formal adoption	Richard Feasey
Kent Minerals and Waste Development Frameworks	April - June (possibly two consultations)	Stakeholders and public	Inform preparation of submission document	Richard Feasey and Bill Murphy
	November - January	As Above	Inform participants of issues for 2007/08 Examination in Public	
Kent Mineral and Waste Annual Monitoring Report	September - November	Stakeholders and public	Inform final report	
Consultation on Deposit South East Plan organised by GOSE	April - June	KCC, local authorities, Stakeholders and Public	KCC will make its own response and consult as appropriate with Kent local authorities. Issues identified may be pursued at the Examination in Public (November 2006 - March 2007)	Tim Martin
Planning Applications Customer Survey Consultation		Service users	Meet BVPI 111 requirements to canvass customer satisfaction	Bill Murphy

**7. STAFFING SUMMARY**

	2005/06	2006/07 <sup>5</sup>
J and above or equivalent (FTEs)	5.0	6.0
I and below (FTEs)	26.0	48.2
TOTAL	30.0	54.2
Of the above total, the estimated FTE which are externally funded	0.5	0.5

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<sup>5</sup> Increase in staff numbers due to internal restructure



**Strategy and Planning People Chart**

Divisional Director: Leigh Herington - extn 1600  
PA Alex Bernard - extn 1601

**Planning Applications**  
Planning applications, development control, monitoring and enforcement  
**Group Manager:** Bill Murphy-  
Extn 6131

**Principal Planning officers** Extn

Jerry Crossley	1052
Mike Clifton	1054
Robin Gregory	1067
Mike Hare	1055
Sharon Thompson	6052
Jim Wooldridge	1060

**Senior Planning Officers**

Mark Funnell	1058
Andrea Hopkins (p/t)	1056
Paul Hopkins	1051
Lucy Owen	1053
Angela Watts	1059

**Planning Officers**

James Bickle	1068
Mary Green	1066
Anna Michalska-Dober	6979
Julian Moat	6978
Helena Woodcock	1063

**Enforcement and Monitoring**

Alan Goodison	1065
Hazel Mallett	1075
Rod Maloney	1064

**Transport and Planning**  
Policy, Minerals and Waste, Structure Plan, Local Transport Plan, Regional and Sub-regional Strategies  
**Group Manager:** Mick Sutch - Extn 1612

<u>Planning</u>	Extn	<u>Transport</u>	Extn
Richard Feasey	1611	Tim Read	1602
Tim Martin	1618	Darren Cook	1613
Julian Dipper	1607	James Lewis	1614
Patrick Feehily	6960	John Luckcock	1616
Jo Florey	1605	Rob Smith	1050
Martin King	1606		
Graham Philips (sec.)			
Liz Shier	1505		
Vacancy (f/t)			

**International Affairs Group**  
EU Policy, EU Frameworks, Funding, Partnerships  
**Group Manager:** Marie Dancourt-Cavanagh -  
Tel: 00 322 504(0752)

<u>Maidstone</u>	Extn	<u>Brussels</u>	Tel 00 322504 (then)
Ron Moys	1943	Richard Tuffs	0754
Alice Chapman-Hatchett	1945	Suzanne de Steur	0750
Steve Samson	1944	Nadia Elhaggagi	0766
Shirley Smith	4046	Dafydd Pugh	0759

**Economy & Environment**  
Strategy development and implementation

	Extn
Steve Arnett	1938
Peter Moore	1983

**Business Support**  
Business development, administrative support, technical planning applications assistance

**Minerals and Waste** Extn

Shivaun Riley	6908
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**Planning Applications** Extn

Richard Bore	1071
Angela Arnold	1070
Sue Brownfield	1061
Christine Coppock	1070
Gill Johns (p/t)	1062
Ann Manston	6100

**Strategy\***

Barbara Sacher	1609
Theresa Warford	1927

\*Shared resource with Regeneration and Economy and Change and Development

Consultation Log 2005/06

Details of consultation/ satisfaction survey/review	Timescales Start/Finish	People/Orgs involved	Basis for conducting work / How we will use the information	Contact Name
Vision for Kent Review	April 05 -June 05  Nov 05 - March 06	Key stakeholder events and workshops including on-line consultation with over 200 organisations, all districts and local boards  Public, District Councils, Kent Partnership organisations, Businesses, Voluntary sector, Government organisations	To inform revision and development of Kent's Community Strategy	Frances Martin
Sustainability Reviews: ➤ Scope and detail of assessment ➤ Interim Sustainability Appraisal report ➤ SA report on Minerals and Waste Development Framework (MWDF) ➤ MWDF issues and options ➤ MWDF consultations	April 05 - May 05  Sept 05 - Nov 05  Jan 06 to Feb 06  Feb 06 - Aug 08  March 06, Aug 06 (plan publication)and Oct 06 (GOSE submission)	Designated bodies  Public  Designated bodies and public  Key stakeholders and public  Key stakeholders and public	Agree scope and detail of reviews  Inform on process and draft SA Agree report  Input to preferred options Process leading up to adoption of plan	Richard Feasey/Patrick Feehily

Details of consultation/ satisfaction survey/review	Timescales Start/Finish	People/Orgs involved	Basis for conducting work / How we will use the information	Contact Name
South East Plan Sub Regional Strategies for East Kent and Ashford and Kent Thameside Gateway and rest of Kent	2005/06 - stakeholder engagement May 05 - Nov 05 formal public consultations Sept 05 - Oct 05	Public and stakeholders	Underpin the policies for Kent sub regions in the South East Plan. Inform, influence and mobilise public support for policies in Kent's best interests	Tim Martin
Kent and Medway Structure Plan proposed modifications following EIP	July 05 - Sept 05 Jan 06 - Feb 06	Public, Stakeholders, Respondents to EIP process	To take forward plan to formal adoption in December 05 (now Spring 06)	Richard Feasey
Review of Kent Prospects (Kent Economic Development Strategy) incorporating Kent's Economic Report and progress	April 05 - June 05  April 05, Jul 05, Oct 05, Nov 05 Jan 06 to March 06	Stakeholder workshops  Stakeholder workshops  Stakeholders and public	Setting scene and context of review advisory group and review update To inform review  Input to review	Steve Arnett
Local Transport Plan	April 05 - May 05  May - June 05	Stakeholder panel  Focus groups (hard to reach groups, socially excluded, possible SIP archetypes) Discussion groups (users, providers, geographical communities, district forums) As above on draft LTP Stakeholder panel	Agree objectives and parameters for research process and contribute to process design. To inform future transport infrastructure planning and development  Consider results and implications of LTP for final plan (March 06)	Tim Read

Details of consultation/ satisfaction survey/review	Timescales Start/Finish	People/Orgs involved	Basis for conducting work / How we will use the information	Contact Name
	Sept 05 - Nov 05 Nov 05 - Dec 05			
Minerals and Waste Development Frameworks	Various between 2005 - 2007	Public, Businesses, Voluntary organisations, Government organisations,	Requirement of new development framework system	Mike Hare (Planning Applications)
Consultations on Planning Applications	Continuous throughout plan period	Public, Statutory consultees	Required by statute. Basis set out on Statement of Community Involvement (SCI)	Bill Murphy

2005/06 Monitoring Report

Project/development/key action As per business plan	Planned outcome/deliverable as per business plan	Progress	Any Comments
<b>Policy/Strategy</b> Review vision for Kent	Improved economic, environmental and social well being of Kent: <ul style="list-style-type: none"> <li>• Project plan developed Establish partners priorities/key policies</li> <li>• Stakeholder engagement workshops</li> <li>• Produce draft for consultation</li> </ul>	Green	Highly successful and well supported review.
Develop strategy for formal links with District Local Strategic Partnerships	<ul style="list-style-type: none"> <li>• Report to Chief Officers Group with recommendations</li> </ul>	Green	
Review and implement the Kent Economic Strategy	Improve the economic well being of Kent <ul style="list-style-type: none"> <li>• Consultation with partners to set strategic direction/policies</li> <li>• Production of progress report</li> </ul>	Green	
Progress implementation of the Kent Environment Strategy	Protection and enhancement of Kent's environment <ul style="list-style-type: none"> <li>• Publish summary statement on future directions</li> </ul>	Green	
Under auspices of the Environment Strategy develop policies for: Natural Resources Climate Change	To inform other plans such as the South East Plan, District LDFs, KCC strategies <ul style="list-style-type: none"> <li>• Produce carbon reduction action plan</li> <li>• Agreed approach to water resources</li> </ul>	Green	
Progress Kent and Medway Structure Plan to formal adoption	<ul style="list-style-type: none"> <li>• Planning framework for development and environmental protection in Kent</li> <li>• Consultation on formal modifications following Inspector's report (January)</li> <li>• Formal adoption of plan</li> </ul>	Red	Adoption of plan now planned for May. Action in 2006/07 business plan
Lead work to co-ordinate County input to District Local Development Frameworks (LDFs)	<ul style="list-style-type: none"> <li>• Influence District LDFs to reflect KCC policies and site allocation requirements</li> <li>• Develop internal protocol to co-ordinate corporate</li> </ul>	Green	

Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

Project/development/key action As per business plan	Planned outcome/deliverable as per business plan	Progress	Any Comments
	KCC response to District LDFs		
Accessibility planning and the Local Transport Plan (LTP). Includes strategies for: <ul style="list-style-type: none"> <li>• Public Transport</li> <li>• Freight</li> <li>• Ports</li> <li>• Cycling</li> <li>• Airports</li> <li>• Strategic Environmental Assessment (SEA) of LTP</li> <li>• Target setting for LTP</li> </ul>	Improved social, economic and environmental well being of Kent through sustainable traffic patterns of movement <ul style="list-style-type: none"> <li>• Provisional LTP draft consultation</li> <li>• SEA Environmental Report</li> <li>• SEA Environmental Statement</li> <li>• Production of annual progress report</li> <li>• Publication of provisional full LTP</li> <li>• Draft Accessibility Plan published for consultation</li> <li>• Full Accessibility Plan published</li> <li>• Strategic Assessment (SA) complete</li> </ul>	Green	
Maintain a watching brief on developments in national airports policy and promote Manston and Lydd airports	<ul style="list-style-type: none"> <li>• Ensure Cliff does not reappear as an option for airport expansion</li> <li>• Sustain sustainable growth at Kent's airports</li> </ul>	Green	
Co-ordination of Strategic Environmental Assessment/Sustainability Appraisal work within major strategies/policy areas	Appraisal of: <ul style="list-style-type: none"> <li>• Issue and Options reports for Minerals and Waste Local Development Documents</li> <li>• Modifications to Structure Plan</li> <li>• Appraisal framework developed</li> </ul>	Green	
Contribute to the development of the South East Plan including further work on development of East Kent and Ashford and Thames Gateway sub regional strategies to comply with statutory duty	Furtherance of Kent's interests in the plan <ul style="list-style-type: none"> <li>• Consultation on housing numbers to agree KCC response</li> <li>• Further response of sub regional strategies</li> <li>• Formal GOSE consultation and KCC response</li> </ul>	Green	
Develop the Statement of Community Involvement (SCI)	Appropriate and inclusive consultation on major strategies <ul style="list-style-type: none"> <li>• SCI adopted</li> </ul>	Green	
Progress the Minerals and Waste Development Framework	Plan balancing adequate supply of minerals against the need to protect the environment <ul style="list-style-type: none"> <li>• Consultation on issues and options (two papers)</li> </ul>	Green	

Project/development/key action As per business plan	Planned outcome/deliverable as per business plan	Progress	Any Comments
	<ul style="list-style-type: none"> <li>• Initial SA completed</li> <li>• GOSE submission</li> </ul>		
Promote Kent as a place to live, work and visit both in the UK, EU and Internationally	<ul style="list-style-type: none"> <li>• Develop links to Virginia and support work programme</li> <li>• Develop links to new entrant EU countries</li> <li>• Maximise promotional opportunities</li> <li>• Ensure promoting Kent is reflected in the Kent Economic Strategy review</li> </ul>	Green	
Influence development of future policy of EU Structural Funds. Maintain Kent as South East Centre of Excellence on EU Regional Policy	<ul style="list-style-type: none"> <li>• Paper on future management and delivery mechanisms</li> <li>• Lead on development of SEEDA Action Lines on Co-operation and URBAN to ensure positive outcome for Kent in post 2006 programmes</li> <li>• Scenario planning for future INTERREG IV programme</li> </ul>	Green	
Lead KCC input to Lisbon Agenda (Competitiveness and knowledge economy)	<p>Kent benefits from Lisbon Agenda</p> <ul style="list-style-type: none"> <li>• Respond to March Council Strategy proposal</li> <li>• Disseminate and analyse importance of Lisbon Agenda for Kent</li> <li>• Ensure EU Structural Funds retains a Competitive Strand that can benefit Kent-based projects</li> </ul>	Green	
<p><b>Partnerships</b> Promote joint working with partners on policy development: Nord Pas de Calais  Bacs Kiskun</p>	<ul style="list-style-type: none"> <li>• Renewed Transmanche agreement between Kent and Nord Pas de Calais</li> <li>• Implement co-operation agreement with Bacs Kiskun</li> </ul>	Green	
<p><b>Corporate<sup>6</sup>:</b> Support KCC and Directorate work</p>	Represent KCC and secure influence for KCC strategic objectives	Green	

<sup>6</sup> Joint agenda with Change and Development Division

Planning Applications Group Business Plan 2006/07 Item B1 APPENDIX

Project/development/key action As per business plan	Planned outcome/deliverable as per business plan	Progress	Any Comments
Supporting Independence Programme, Local Public Service Board and Local Area Agreements	<ul style="list-style-type: none"> <li>Review economic prosperity outcomes</li> <li>Establish links to Vision for Kent</li> </ul>		
Future of Local Government	<ul style="list-style-type: none"> <li>Input to working group on the ODPM 10-year vision</li> </ul>	Green	
In partnership, develop joint County/District Kent Housing Strategy	<ul style="list-style-type: none"> <li>Produce strategy linking housing and planning function to community planning objectives</li> </ul>	Green	
Investigate KCC areas of activity in respect of Corporate social responsibility	<ul style="list-style-type: none"> <li>Issues and Options paper</li> </ul>	Green	
<b>Projects</b> Integrated Kent Franchise	<ul style="list-style-type: none"> <li>Influence future rail service patterns by discussions with franchisees and establish with Train Operating Company</li> </ul>	Green	
Kent Travel Report	<ul style="list-style-type: none"> <li>Produce annual report</li> </ul>	Green	
Input to trunk road and rail schemes	<p>Influence Highways Authority and Strategic Rail Authority in Kent's interests re:</p> <ul style="list-style-type: none"> <li>M25 (1b-3 and 5-7)</li> <li>Route management schemes</li> <li>A282 Dartford Interchange</li> <li>A2 Bean - Cobham</li> <li>A21 Tonbridge to Pembury T2000</li> </ul>	Green	
Input to the ODPM Lower Thames Crossing Study	<ul style="list-style-type: none"> <li>Influence Department of Transport ODPM study in Kent's interests</li> </ul>	Green	
Kent Partnership projects	<ul style="list-style-type: none"> <li>Briefing paper on business contact mapping</li> </ul>	Green	
Dependent on funding work with Environment and Economy and SPAIT to deliver DEFRA LIFE proposal	<ul style="list-style-type: none"> <li>Project funding secured</li> <li>Enhanced SPAIT resource on Sustainable Development Indicators</li> <li>Preliminary BASELINE Model investigations</li> </ul>		
Develop and co-ordinate Directorate input to European projects promoting joint working between maritime boarders	<ul style="list-style-type: none"> <li>Begin implementation of MOT COOPMAR and Arc Manche EMDI projects</li> </ul>	Green	
<b>Information and communication</b>	<ul style="list-style-type: none"> <li>Confirm primary objective of group as policy</li> </ul>	Green	



Project/development/key action As per business plan	Planned outcome/deliverable as per business plan	Progress	Any Comments
Mainstreaming International Affairs work in Directorate and KCC	influencing and obtaining EU funding supporting KCC core business		
<b>Management and Development</b> Behaviours for Success	<ul style="list-style-type: none"> <li>Review career grade structure and clarify links to behaviour standards and reward strategy</li> </ul>	Green	
Recruitment, Retention and Reward	<ul style="list-style-type: none"> <li>Training for and successful implementation of Reward Strategy</li> <li>Production of Divisional Learning and Development Plan</li> </ul>	Green	
Capacity building	<ul style="list-style-type: none"> <li>Deliver training for skills to deliver SCI work</li> </ul>	Green	Successful course held - further development of the network planned once funding secured
Management of resources	<ul style="list-style-type: none"> <li>Delivery of core objectives within resource allocation</li> <li>Secure additional resources for IAG to take on new work streams and unlock potential future income streams</li> <li>Secure budget to meet Community Planning objectives</li> <li>Review future funding requirements to determine on "honest" budget for IAG</li> </ul>	Green	
<b>Planning Applications</b> <b>National Influence</b> Continue to take an active role in key working groups	<ul style="list-style-type: none"> <li>Exchange/develop best practice and work together to influence national and regional policy</li> </ul>	Green	Played key role in influencing - PPS10 - Planning and Sustainable Waste Management
<b>Regional Policy Guidance Review (RPG)</b> Contribute fully to the preparation of the Regional Spatial Strategy	<ul style="list-style-type: none"> <li>Influence regional policy</li> </ul>	Green	
Respond to consultations on SE Mineral and Waste policy documents following the EIP of South East Plan	<ul style="list-style-type: none"> <li>Production of a sustainable regional policy capable of guiding County Council decisions</li> </ul>	Green	
Joint work and input into SEERA and SERTAB including work on apportionment guidelines for	<ul style="list-style-type: none"> <li>Inform RPG process and agree new apportionment figure for incorporation into</li> </ul>	Green	Contributed in particular to apportionment methodology for London residue waste and

Project/development/key action As per business plan	Planned outcome/deliverable as per business plan	Progress	Any Comments
recycled aggregates, hazardous waste and any London waste apportionment	emerging minerals and waste development frameworks		recycled construction and demolition targets
<b>Minerals and Waste</b> Following receipt of the Inspectors report into the Examination in Public to the Kent and Medway Structure Plan, assess the need for and make any appropriate changes to the Minerals and Waste Sections of the strategy	<ul style="list-style-type: none"> <li>Sustainable strategic policy capable of guiding County Council decisions and the emerging LDDs</li> </ul>	Green	Only minor changes to supporting text necessary
Prepare Minerals Development Framework	<ul style="list-style-type: none"> <li>Sustainable strategic policy capable of guiding County Council decisions. Improved performance against BVPI indicator</li> </ul>	Green	Successful issues and options consultations stage
Prepare Waste Development Framework	<ul style="list-style-type: none"> <li>Sustainable strategic policy capable of guiding County Council decisions. Improved performance against BVPI indicator</li> </ul>	Green	Successful issues and options consultations stage
<b>Development Control</b> Consider the need for further improvements to the efficiency of the development control function with particular consideration to progressing electronic access by statutory consultees and the general public and issues arising from FOI	<ul style="list-style-type: none"> <li>Improved performance against BVPI and local performance indicators</li> </ul>	Red - new project from December 05	In December, the Computerised MVM Planning Application system used was acquired by Northgate Information Solutions who do not intend to maintain the system. During 2006/07, we will assess the impact this will have on service performance and budget.
<b>Political Process</b> Ensure all new Members of the Planning Applications and Regulation Committees and agreed substitutes receive prior and continuing training. Training to include development control and an awareness of minerals and waste issues	<ul style="list-style-type: none"> <li>Improved decision making</li> <li>Reduced number of third party challenges</li> </ul>	Green	No third party challenges or upheld Ombudsman complaints
<b>Behaviours for Success (Now Ways to Success)</b> Ensure B4S is embedded in the appraisal process for the group	<ul style="list-style-type: none"> <li>B4S embedded into working practices and appraisal processes</li> </ul>	Green	

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<b>Business Continuity Planning</b> Develop and implement Business Continuity Plan	<ul style="list-style-type: none"> <li>To comply with the key timescales for re-establishment of the service as identified within the emerging Business Continuity process</li> </ul>		