

Division	Highways & Transportation	
Director	John Burr	
Priority		Progress
1) Improve customer experience and satisfaction with highway services		GREEN
2) Deliver key improvement projects		AMBER
3) Driving further improvements in our contract with Enterprise		GREEN
4) Deliver better services through improved arrangements with Consultants		GREEN
<p>Key Achievements:</p> <p>Highways and Transportation set out 53 new projects to be delivered in 2012/13. Delivery was completed on 49 of these and there were 4 where work was started and more needs to be done. Some key achievements from the 49 projects completed are:</p> <ul style="list-style-type: none"> • In December 2012, the Department for Transport gave approval for Kent to become the first County in the country to operate a Lane Rental scheme. The scheme will start in May this year and will help minimise the disruption caused by road works on the most critical parts of the County's road network • East Kent Access Phase 2 opened in May 2012. • Effectively managed the traffic demand from the London 2012 Olympics events held in Kent. • Procured a new technical and environmental services contract which was awarded to Amey and commenced in April 2013, replacing Jacobs. • Brought some key services back in-house, such as Soft Landscaping, Structures and Intelligent Transport Systems to deliver efficiencies and a strong client role. • Over 600 buses in Kent now equipped with a Smart Ticket Machine and Smartcards are being issued. • A Freight Action Plan has been completed following discussion with key stakeholders and a public consultation. The first community based Lorry Watch scheme took place in November in Leeds and Langley villages to the east of Maidstone. • A Village Caretaker pilot scheme has been developed and is currently up and running in the Ashford area led by Wittersham Parish Council. • The Highway Management Centre opening hours have been increased to 06.00-22.00 Monday to Friday and 09.00-17.00 Saturdays to help manage real time traffic incidents and provide information and response in emergency situations. <p>In addition whilst delivering our 'business as usual' we:</p> <ul style="list-style-type: none"> • Delivered a successful winter service during one of the coldest and longest winters on record. 		

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<ul style="list-style-type: none"> • Reacted quickly with the Find & Fix programme to repairs potholes after the winter damage whilst keeping the repair time for potholes reported by customers below our 28 day published standard. • Automatically issued over 200,000 ENCTS Concessionary Bus Passes thereby saving applicants time in reapplying and KCC £200,000 in costs of writing to all potential applicants. • Issued over 27,500 Kent Freedom Passes which contribute to tackling congestion, freeing up school choice and removing costs as a barrier to young people travelling. • Won the Prince Michael of Kent Road Safety Award for the Driving Business Safely initiative supporting and promoting road safety with Kent businesses • Launched a new web site enabling clients to self book on National Speed Awareness courses provided by Kent County Council and delivery of over 30,000 courses during the year to improve road safety in Kent. • Delivered Member Highway Fund projects to the value of £3.1million involving over 700 schemes and improvements. • Started the community engagement work to support the Streetlight Energy Saving project and improved streetlight repair times to achieve above our 90% standard for repairs completed within 28 days. • Delivered £23 million resurfacing on 650 roads and pavements across the County. • Improved the web fault reporting tool on the KCC website to allow customers to check if a fault has already been reported, report a fault on a map and track the progress of work. • Recovered £600,000 from insurance companies where drivers have damaged our asset to re-invest in the business and ensure that our maintenance budget is focussed on true 'wear and tear'. • Worked closely with Enterprise, our maintenance contractor to improve key services such as streetlighting, drainage, winter service and pothole repairs. <p>Issues:</p> <p>The 4 projects where work has started but not yet completed are:</p> <ul style="list-style-type: none"> • Due to new Insurance legislation being delayed, the review of our processes to ensure any changes to legislation have a positive impact on customer claims handling will now be completed in 2013/14. • Planning consent has not yet been achieved for the Gravesend Transport Quarter and a revised Planning Application is being prepared. • The timing of the Project Design and Programme for the Gravesend Transport Quarter has been revised to the new Planning Application date. • Progress has been made in driving better value from the £70 million investment in transport including the review of Supported Bus Routes and this work will continue into the 2013/14 financial year. 	

Division	Waste Management	
Head of Service	Roger Wilkin	
Priority		Progress
1) Working with the waste collection authorities to drive efficiencies in the service		GREEN
2) Improving the HWRC network provision		GREEN
3) Work with SE7 Waste Project to reduce waste collection and maximise waste as a resource		AMBER
4) Delivery of contracts, projects and operations		AMBER
<p>Key Achievements:</p> <ul style="list-style-type: none"> • Waste Volumes: The amount of municipal waste tonnage managed for 2012/13 was 688,000 tonnes and this was a reduction of 28,000 tonnes on the previous year. This reduction was mostly due to the policy changes implemented at the household waste recycling centres in October 2012. • Diversion from Landfill: The percentage of Kent's waste being diverted away from landfill, to either recycling or conversion to energy increased to 79% this year. A further stepped change will be delivered in 2013/14 when residual waste from Canterbury City Council is diverted away from landfill and used to create energy at the Allington Waste to Energy Plant. • Household Waste Recycling Centre (HWRC) Review: Following the decision to change operating policies at the HWRCs, an implementation plan was delivered to support customer engagement and to ensure smooth operation at the sites. Increased customer service capacity was created to respond to a temporary lift in complaints, compliments and enquiries. Additional fly tipping deterrent campaigns in targeted areas have been delivered to reinforce existing messages established through the Clean Kent campaign. The amount of waste managed at the HWRC's for the year was 25,000 tonnes less than the previous year but the percentage recycled and composted increased slightly. • Improving the HWRC Network: Following on from the review of HWRCs, additional investment has been provided for waste infrastructure projects through the capital programme. Several site searches have been initiated in order to identify new or replacement sites. At the same time work is underway to ensure that if compulsory purchase should become necessary, the business case can be fully demonstrated. Construction work has been completed at Herne Bay HWRC to enlarge and improve the site and the site re-opened in March 2013. The redevelopment of the Ashford HWRC has commenced to provide a new waste transfer station and HWRC, and is due to open towards the end of the first quarter in 2013/14. • East Kent Joint Waste Contract: The contractor's performance has improved through effective management of the contract from all partners involved. On-going support is provided to all partners through a mixture of direct support from KCC and via the East Kent Project Steering Group. Plans for implementation and mobilisation of new recycling services for Canterbury 		

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<p>and Thanet have been reviewed and new services will commence in June 2013 October 2013 respectively.</p> <ul style="list-style-type: none"> • Mid Kent Joint Waste Project: The new joint waste collection contract serving the Mid Kent Boroughs' was awarded in October 2012, as planned, and mobilisation of the new recycling services will commence from July 2013 for Ashford, from August 2013 for Maidstone and from December 2013 for Swale. The procurement of this joint contract was led by Maidstone Borough Council with support from KCC. • West Kent Waste Project: Service review opportunities for Gravesham have been completed as planned and following the successful award of funding under DCLG's Support for Weekly Waste Collections, new recycling and waste services will be implemented during 2013. Service review options for Sevenoaks and Dartford will continue to be explored during 2013/14 through a West Kent sub-group of the Kent Waste Partnership. Dartford Borough Council was successful with their bid for funding from DCLG's Support for Weekly Waste Collections. • South East 7 (SE7): The secondment of WRAP Market Economist as a resource to the Project Team has provided the project with an essential overview for future market demand. A material flow analysis to assess supply of materials (household waste) has been developed and approved by all partners and an initial market analysis has been completed to ascertain which commercial and industrial waste streams could be captured for the benefit of all the partners. An overview of current waste infrastructure and contracts across the SE7 region has been completed. Delivery Plan options were presented to the SE7 Leaders in March 2013. <p>Issues:</p> <ul style="list-style-type: none"> • Procurement of new contract for waste transfer for the Canterbury area has been delayed due to a legal challenge following the initial award process during 2012. The procurement process is set to re-commence during early in 2013/14 and interim arrangements have been put in place. • Site improvements and repairs at Tovil HWRC were deferred to avoid another temporary closure in the year and work will commence in summer 2013. • The contract award for processing various recyclable materials collected from the Mid-Kent Joint Waste Collection Contract has been deferred until April 2014 to enable opportunities with SE7 Partners to be explored. Interim arrangements have been put in place. • Agreement on the SE7 programme delivery plan has been delayed and will now be taken at the June 2013 SE7 Leaders meeting. • Procurement of new or replacement contracts for the operation and management of the HWRC's/Transfer Stations network has been deferred following a review of the Waste procurement strategy. A revised Procurement Plan has been developed and new contracts will now commence in February 2014. Interim arrangements have been put in place. 	

Division	Planning & Environment	
Director	Paul Crick	
Priority		Progress
1)	Delivering Growth without Gridlock	GREEN
2)	Delivering Kent Environment Strategy Themes 1 and 2	AMBER
3)	Preparation and submission of the Minerals & Waste Development Framework	AMBER
4)	Statutory lead on Flood risk management	GREEN
5)	Facilitating sustainable development via development management and influencing planning policy	GREEN
6)	Delivering Theme 3 of Kent Environment Strategy	AMBER
7)	Gypsy & Traveller site management and development	GREEN
<p>Key Achievements:</p> <ul style="list-style-type: none"> • Funding for transport infrastructure: We have continued to press Government on hypothecation of HGV road user charging and developed a business case for a fuel loyalty card. • Local Transport Body: The first meeting of the Local Transport Body was held in January 2013 and draft Terms of Reference and governance arrangements are in place. • Third Thames Crossing: Economic and environmental assessments were completed and will be used as part of KCC's response to the Department for Transport's Corridor Option consultation. • Operation Stack: Meetings were held with the Planning Inspectorate. THE priority has been to progress lower cost options, including solutions to overnight lorry parking. • A21 dualling: Influenced the Highways Agency to commit to funding the A21 Public Inquiry, commencing in May 2013, and progress the scheme development. • Rail: Worked with Network Rail to secure government funding to improve the railway line between Ashford and Ramsgate, responded to the DfT rail franchise consultation including preparing the South East Local Enterprise Partnership response, and secured incremental enhancements to the rail network by influencing Southeastern. • Green Deal: Established the Kent and Medway Green Deal Partnership with the potential to bring in £80m for retrofitting green technologies to households in Kent. Pilot areas were agreed with training carried out for small and medium enterprises to benefit from this programme. Brought in £100,000 from DECC for Green Deal Pioneers with 5 show homes retrofitted, 150 free assessments offered and energy champions recruited. • Minerals and Waste Local Plan: A series of successful stakeholder meetings were held to consult on the minerals and waste sites identified. 		

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<ul style="list-style-type: none"> • Flooding: The Local Flood Risk Management Strategy was drafted and widely consulted on, and is now due for formal adoption by KCC's Cabinet in late May 2013. Surface water management plans were completed for nine areas to provide a better understanding of local flooding issues we need to manage and to help prioritise further work. • Sandwich flood defence works: Planning permission was granted in January 2013 and construction of the flood defence scheme began in March 2013. • Community Infrastructure Levy: Prepared the KCC response to the published consultations for the preliminary draft charging schedules for Dartford, Dover and Sevenoaks. A zero CIL charge for KCC's community uses, waste and minerals have been promoted. Meetings have been held with 11 of Kent's 12 District/Borough councils to discuss and agree KCC's infrastructure priorities. • Planning Applications: Supported the delivery of a wide range of community projects, including academy schools for Sevenoaks, Dartford, Sheppey and Maidstone, new primary schools at Benenden and Ashford, a gypsy and traveller site at Aylesford and the completion of a number of road schemes (Rushenden Relief Road, Sheppey, Victoria Way, Ashford, Sittingbourne Northern Relief Road and East Kent Access Phase 2). Decisions have also been taken to enable the Waste Capital Programme to be delivered. • Kent Local Nature Partnership: Received Government recognition in June 2012 for this partnership which aims to deliver social and economic benefits through the appropriate management, conservation and enhancement of Kent's natural assets. • ARCH (Assessing Regional Habitat Change) project: This three-year project was completed and has pulled together a comprehensive set of data about Kent's landscape and habitats and was recognised for a national award by the British Cartographic Society. • Coldharbour Gypsy and Traveller site: Funding for a further eight pitches was secured, increasing the number of new pitches to 26. Construction began on site in May 2012 and is due for completion in late August 2013. <p>Issues:</p> <ul style="list-style-type: none"> • The Minerals and Waste core strategy has been delayed due to additional legislative requirements and will now be submitted to the Secretary of State in 2014 • Progress has been hampered in developing and implementing an agreed KCC standard for energy and water efficiency measures for capital projects. This will be achieved during 2013/14. • The joint KCC/English Heritage bid for Heritage Lottery Funding for the Archaeological Resource Centre was unsuccessful, but work has continued on developing a series of options for this much-needed facility. 	