

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 7th March, 2023

10.00 am

Council Chamber





AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 7 March 2023 at 10.00 am
Council Chamber, Sessions House,
County Hall, Maidstone

Ask for: **Matt Dentten**
Telephone: **03000 418 381**

Membership (16)

Conservative (12):	Mr S Holden (Chairman), Mr N J Collor (Vice-Chairman), Mr N Baker, Mr T Bond, Mr D Crow-Brown, Mr M Dendor, Mr A R Hills, Mrs S Hudson, Mr H Rayner, Mr A Sandhu, MBE, Mr D Watkins and Vacancy
Labour (2):	Ms M Dawkins and Mr B H Lewis
Liberal Democrat (1):	Mr I S Chittenden
Green and Independent (1):	Mr M Baldock

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present.
- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.
- 4 Minutes of the meeting held on 19 January 2023 (Pages 1 - 10)
To consider and approve the minutes as a correct record.
- 5 Verbal Updates by Cabinet Members and Corporate Director
- 6 Performance Dashboard (Pages 11 - 22)

- 7 Corporate Risk Register (Pages 23 - 38)
- 8 Southern Water - Presentation
- 9 Work Programme (Pages 39 - 42)
- 10 Future meeting dates
All meetings are scheduled to begin at 10:00.

14 September 2023
15 November 2023
11 January 2024
7 March 2024
21 May 2024
9 July 2024

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Monday, 27 February 2023

KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 19 January 2023.

PRESENT: Mr S Holden (Chairman), Mr N J Collor (Vice-Chairman), Mr N Baker, Mr M Baldock, Mr T Bond, Mr D Crow-Brown, Mr M Dendor, Mr A R Hills, Mrs S Hudson, Mr B H Lewis, Mr H Rayner, Mr A Sandhu, MBE and Mr D Watkins

ALSO PRESENT: Mr D L Brazier (Cabinet Member for Highways and Transport) and Mr M A J Hood

IN ATTENDANCE: Mr S Jones (Corporate Director of Growth, Environment and Transport), Ms H Chughtai (Director of Highways and Transportation), Mr M Smyth (Director of Environment and Waste) and Mr M Dentten (Democratic Services Officer)

IN ATTENDANCE VIRTUALLY: Mr I Chittenden

UNRESTRICTED ITEMS**123. Declarations of Interest by Members in items on the Agenda**
(Item 3)

No declarations were made.

124. Minutes of the meeting held on 8 November 2022
(Item 4)

RESOLVED that the minutes of the meeting held on 8 November 2022 were an accurate record and that they be signed by the chairman.

125. Verbal Updates by Cabinet Members and Corporate Director
(Item 5)

Apologies for absence were received from Miss Carey, Cabinet Member for Environment.

1. Mr Brazier gave a verbal update. He told members that his first Highways and Transport member newsletter would be circulated in the coming days. He explained that he had discussed the successes of 20mph zones in Kent in an interview on BBC Radio Norfolk, with recent schemes in Faversham highlighted. Concerning winter weather, he verified that 64 gritters had been used and that the weather had impacted the network. Members were reminded that temporary highway repairs were used to ensure highway safety and would be permanently repaired when the weather improved. He confirmed that an all-member briefing on road closures, including KCC's powers to act,

was being planned. He noted that a successful £560,000 active travel bid, to create schemes which encourage walking and cycling, had been made.

2. Mr Jones gave a verbal update. He confirmed that Kent had received £121m from round 2 of the Levelling Up Fund with schemes in Dover, Canterbury, Folkestone and Hythe, Swale and Canterbury receiving funding. Concerning the proposed Lower Thames Crossing he reminded members that the project was at the pre-examination stage, which included local representations from KCC, and agreed to update members on future developments. Regarding winter operations, he told members that in excess of 2,500 flooding enquires had been received and acted upon; over 1,700 gritting runs had taken place, with 98% on timetable; in excess of 1,800 salt bins had been refilled; and responses to over 8,000 defects dealt with.

RESOLVED to note the updates.

126. Performance Dashboard

(Item 6)

Rachel Kennard (Chief Analyst) was in attendance for this item.

1. Ms Kennard gave a verbal summary of the performance dashboard up to October 2022. She confirmed that of the 17 key performance indicators within the remit of environment and transport, 10 had been RAG rated green, 6 amber and 1 red. She explained that two indicators were amber due to increased targets whilst another was a new indicator, with the target set an aspirational level. On the red indicator, WM01 (Municipal waste recycled and composted), she reminded members that recycling and composting had been negatively affected by the loss of wood recycling at Household Waste Recycling Centres (HWRCs) because of changes to government regulations that meant wood that could previously been recycled was now used as waste to energy and that there had also been lower volumes of organic waste than expected, following dry summer weather. She assured the committee that this reflected good overall performance.
2. Members asked whether there was an indicator to monitor the time taken to fix drainage issues and for an indication of long term pothole repair performance. Mr Jones confirmed that the Highways Asset Management Plan set out how highways drainage assets were maintained, with drainage faults tracked, and that long term performance could be supplied for Mr Brazier's future Cabinet Member newsletters. He assured members that contractors were financially penalised for poor performance.
3. Mr Sandhu asked that the total volume of potholes repaired in 28 calendar days be reported in addition to the percentage. Mr Jones assured the committee that figures would be reported in future newsletters to members.

RESOLVED to note the Performance Dashboard.

127. Draft Ten Year Capital Programme, Revenue Budget 2023-24 and Medium Term Financial Plan 2023-26

(Item 7)

Mr P Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) and Zena Cooke (Corporate Director of Finance) were in attendance for this item.

1. Mr Oakford presented the Draft Ten Year Capital Programme, Revenue Budget 2023-24 and Medium Term Financial Plan 2023-26 to the committee. He acknowledged that whilst the local government finance settlement from government had exceeded original expectations, it did not significantly alleviate the Council's budgetary pressures. He told members that until government resolved social care funding, the authority's budget as a whole would be severely strained, with the impact felt across all directorates. Further explaining that the draft budget was the most challenging in recent years, Mr Oakford highlighted the significant budgetary pressures caused by inflation. He confirmed that £40m of savings would be required in the 2023/24 financial year. He recognised that achieving savings objectives in previous financial years had been a challenge and underscored that there was little margin for failure in the next year. The proposed 4.99% increase in Council Tax, including the adult social care levy, was drawn to the committee's attention. He noted that the administration continued to lobby government for further funding and that the highest Council Tax increase was considered necessary for realistic negotiations. Further details of proposed savings were shared, including the Community Asset Programme, which aimed to save the Council £6m annually, whilst also reducing building maintenance by £7m, he reminded members that the Programme was in the consultation phase. He concluded by explaining that overspend in the 2022/23 financial year would be covered by the risk reserve up to £25m and general reserve beyond that point.
2. Following a series of questions from the committee, Ms Cooke explained the implications of a Section 114 notice and reassured the committee that such notice was not anticipated so long as the proposed budget, including its planned spending reductions and additional funding were achieved. She reminded members that the Council was legally required to set a balanced budget.
3. Members commented that a breakdown of the anticipated impact of the proposed budgetary changes would enhance members' consideration. An additional request to include a year-by-year comparison in future draft budgets was made. Mr Rayner added that further detail on the impact of budgetary changes was important for assisting members' consultation with community organisations on draft budget proposals. He noted that he had struggled to explain what impact proposed changes to the funding of KCC's subsidised bus passes would have on the cost of passes to residents, due to a lack of information in the report.
4. Mr Baldock raised concerns at the differential between the Council Tax and adult social care levy uprate cap of 5% and inflation, in excess of 10%, noting that demand would further outstrip funding if inflation continued to outstrip KCC's revenue raising abilities. He recognised that this was a national challenge.

5. Mrs Hudson asked whether agreement with government on the Safety Value would be in place by Budget County Council on 9 February. Ms Cooke advised that an agreement in principle with DfE was expected for the end of January, with a final agreement expected in mid-February. She explained the legal statutory override currently in place.

RESOLVED to comment on the draft capital and revenue budgets relevant to the committee including responses to consultation.

128. 22/00110 - Thames Way Scheme - Kent Thameside Strategic Infrastructure Programme

(Item 8)

This item was considered following item 12 (Projects and initiatives at the Household Waste Recycling Centres - Update).

Lee Burchill (Local Growth Fund Programme Manager) and Abigail Roscoe (Project Manager) were in attendance for this item.

1. Mr Brazier introduced his proposed decision to progress, to the detailed design stage, the Thames Way Scheme in Ebbsfleet, as a project within the Kent Strategic Transport Infrastructure Programme. He explained that recent modelling indicated that there had been a modal shift which made the original scheme unnecessary and made a smaller and less costly scheme viable. Mr Burchill further explained that the scheme would deliver a junction improvement at the Thamesway-Springhead Road junction.

RESOLVED to endorse the Cabinet Member for Highways and Transport on the proposed decision to give approval to progress the Thames Way scheme through the stages of development and delivery as indicated below and specifically for:

- I. Approval to delegate the scope change decision, required to allow the scheme to proceed through to detailed design and for the Ebbsfleet Central Application to be determined, to the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.
- II. Approval to delegate the decisions to enter into the appropriate land, development and funding agreements, and all other acts, consents and any subsidiary contracts required to allow the scheme to be progressed to the appropriate Corporate Director.
- III. Approval to carry out any public engagement or consultation required for the Thames Way scheme; and
- IV. Approval for any further decisions required to allow the scheme to proceed through to detailed design to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

129. 22/00111 - Folkestone 'A Brighter Future' Levelling Up Fund Round 2 bid

(Item 9)

Lee Burchill (Local Growth Fund Programme Manager) and Kerry Clarke (Senior Project Manager) were in attendance for this item.

1. Mr Brazier introduced the proposed decision to deliver the transport and public realm elements of the Folkestone 'A Brighter Future' scheme. He confirmed that there was no revenue or capital cost to KCC and clarified that KCC would be the delivery agent for the scheme.

RESOLVED to endorse the Cabinet Member for Highways and Transport on the proposed decision, subject to a successful bid to Department for Levelling Up, Housing and Communities (DLUHC) for Levelling Up Fund Round 2 (LUF2) for £19,791,819 to deliver the Folkestone 'A Brighter Future' scheme to:

- I. Delegate to the Corporate Director of Finance the authority to enter into a delivery partner agreement with Folkestone and Hythe District Council, to deliver the transport and public realm elements of the Folkestone 'A Brighter Future' scheme aimed at improving gateway to town centre, public realm, and town centre connections.
- II. Delegate to the Corporate Director of Growth, Environment & Transport the authority to enter into the appropriate land and development agreements, commission detailed design and relevant surveys and the award of the construction contract, and all other acts and consents and any subsidiary contracts required to allow the scheme to be implemented.
- III. Delegate to the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations following prior consultation with the Cabinet Member, any further or other decisions as may be appropriate to deliver the Folkestone 'A Brighter Future' LUF scheme.

130. 22/00112 - M20 Junction 7 Capacity Improvements

(Item 10)

Lee Burchill (Local Growth Fund Programme Manager) and Kerry Clarke (Senior Project Manager) were in attendance for this item.

1. Mr Brazier provided an overview of his proposed decision to, subject to grant funding, approve a scheme to improve the A249 roundabout at Junction 7 of the M20. He explained that the area was undergoing rapid development, which included the Kent Medical Campus, and required highway capacity improvements in order to accommodate a greater volume of traffic.
2. Mr Burchill informed the committee that the Department for Levelling Up, Housing and Communities had confirmed, on the day of the meeting, that the bid for £7.3m from the Levelling-up Fund, to go contribute towards funding the scheme, had been unsuccessful. He assured the committee that alternative funding sources, including a community infrastructure mirror bid, would be investigated.
3. In response to a question from Mr Chittenden on whether there would be an additional opportunity to secure funding for the scheme, Mr Burchill explained

that a further Levelling-up Fund round was anticipated, but not confirmed by the Department for Levelling Up, Housing and Communities.

4. Following the confirmation from Mr Burchill that the £7.3m bid to the Levelling-up Fund had been unsuccessful, the chairman moved an amendment, to remove “I) Subject to a successful bid, delegate to the Corporate Director of Finance the authority to accept up to £7.3m of Levelling-up Funding from Government (Department for Levelling up, Housing and Communities) to deliver the M20 Junction 7 Capacity Improvements scheme aimed at reducing congestion, queuing, and air pollution” from the motion.
5. The amendment was approved without a vote.

RESOLVED to endorse the Cabinet Member for Highways & Transport on sections ii, iii, iv, and v of the proposed decision to give approval, subject to a successful bid, to:

- II. Delegate to the Corporate Director of Finance the authority to accept up to £5.4m of Community Infrastructure Levy funding from Maidstone Borough Council to deliver the M20 Junction 7 Capacity Improvements scheme aimed at reducing congestion, queuing, and air pollution.
- III. Adopt the M20 Junction 7 Capacity Improvements scheme shown on Drg. Nos. 70040984-GA-0101 T01 and 70040984-GA-0102 T01 for implementation.
- IV. Delegate to the Corporate Director of Growth, Environment & Transport the authority to enter into the appropriate land, development and funding agreements and the award of the construction contract, and all other acts and consents and any subsidiary contracts required to allow the scheme to be implemented.
- V. Delegate to the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations following prior consultation with the Cabinet Member, any further or other decisions as may be appropriate to deliver the M20 Junction 7 scheme.

131. 22/00113 - Review and revision of charges for non-household waste received at Household Waste Recycling Centres

(Item 11)

This item was considered following item 15 (Kent Resource Partnership - Presentation).

David Beaver (Head of Waste Management) was in attendance for this item.

1. Mr Hills, as Deputy Cabinet Member for Environment, provided an overview of the Cabinet Member for Environment’s proposed decision to increase disposal charges levied at HWRCs for non-household waste materials and through delegation, for the Director of Environment and Waste to annually review and publish charges in line with changing operational costs. He emphasised the need to bring prices in line with costs in order to avoid subsidisation.

2. Mr Beaver reminded the committee that the policy to charge for the disposal of non-household materials, including soil, rubble, hardcore and plasterboard was introduced in June 2019. He noted that prices had not increased since the policy was agreed and that costs to KCC had increased during the intervening period.
3. Mr Lewis raised concerns that an increase in disposal charges levied at the HWRCs for non-household waste materials could lead to a loss of revenue, due to lower use, and cause an increase in fly tipping across the county.
4. Mr Rayner commented that the disposal charges levied at the HWRCs for non-household waste materials by should be increased by 42%, with profits to be used to bolster KCC's reserves.
5. Mr Rayner moved and Mr Baldock seconded a motion "that the Cabinet Committee recommend that the Cabinet Member for Environment increase disposal charges levied at the HWRCs for non-household waste materials by 42%."
6. Members voted on the motion. The motion failed.
7. Members raised concerns that the officer delegation included within the proposed decision did not allow for sufficient member oversight of future charging changes.
8. Mr Baker commented that public communications needed to clearly set out what KCC did and did not levy charges on for disposals at HWRCs.
9. Mr Beaver confirmed, following a question from Mr Chittenden, that plaster board disposal at HWRC had reduced from 33,000 tonnes, before implementation of the policy, to 4,700 tonnes in the previous year. He added that £360,000 income was forecast for the coming year and that the fly-tying of materials related to policy had decreased.
10. Mrs Hudson moved and Mr Baldock seconded a motion "that the Cabinet Committee recommend that the Cabinet Member for Environment does not increase disposal charges levied at the HWRCs for non-household waste materials."
11. Members voted on the motion. The motion failed.
12. The Chairman moved a motion 'to endorse the Cabinet Member for Environment on the proposed decision to increase disposal charges levied at the HWRCs for non-household waste materials and through the main delegations, via the Officer Scheme of Delegation, for the Director of Environment and Waste to annually review and publish charges in line with changing operational costs.'
13. Members voted on the motion. The votes cast were as follows:

For (7)

Mr N Collor, Mr D Crow-Brown, Mr M Dendor, Mr T Hills, Mr S Holden, Mr A Sandhu MBE, Mr D Watkins

Against (5)

Mr M Baldock, Mr T Bond, Mrs S Hudson, Mr H Rayner, Mr B Lewis

Abstain (1)

Mr B Sweetland

14. The motion passed.

RESOLVED to endorse the Cabinet Member for Environment on the proposed decision to increase disposal charges levied at the HWRCs for non-household waste materials and through the main delegations, via the Officer Scheme of Delegation, for the Director of Environment and Waste to annually review and publish charges in line with changing operational costs.

132. Projects and initiatives at the Household Waste Recycling Centres - Update
(Item 12)

David Beaver (Head of Waste Management) and Hannah Allard (Waste Business Development Manager) were in attendance for this item.

RESOLVED to note the report and appendices.

133. 22/00114 - Transport for the South East (TfSE) - Strategic Investment Plan
(Item 13)

This item was considered following item 10 (22/00112 - M20 Junction 7 Capacity Improvements).

Joseph Ratcliffe (Transport Strategy Manager) and Mark Welch (Principal Transport Planner) were in attendance for this item.

1. Mr Watkins, as Deputy Cabinet Member for Highways and Transport and KCC's representative on Transport for the South East's Board, provided an overview of the Leader's proposed decision to endorse Transport for the South East's Strategic Investment Plan and support the Plan's implementation. He explained the need for KCC to endorse the Plan as constituent member of the non-statutory sub-national transport body.
2. Following a question from Mr Baldock, Mr Watkins addressed the need for core funding for highways to be supported; the schemes included within the plan; and strong relationship enjoyed between Transport for the South East and the Department for Transport, which had garnered positive outcomes. Mr Ratcliffe explained that no schemes had been removed since previous discussion of Transport for the South East by committee at its previous meeting.

RESOLVED to endorse the Leader in respect of the proposed decision to:

- I. Endorse the Strategic Investment Plan prepared by Transport for the South East and support TfSE with its implementation.
- II. Delegate to the Corporate Director Growth, Environment and Transport to take, in consultation with the Cabinet Member for Highways and Transport, the actions necessary to implement the decision.

134. Ash Dieback in Kent - Update
(Item 14)

Tony Harwood (Resilience and Emergency Planning Manager) was in attendance for this item.

1. Mr Harwood provided an overview of the report, noting that a science-led approach, including targeted health and safety interventions, continued to be used in Kent to mitigate the impact of ash die back. He explained that Kent had not experienced the costs originally anticipated as a result of the disease and compared favourably to other areas of the country. The impact of climate change and secondary attack through infection was addressed. He informed members that DEFRA's strategic ash die back group had been repurposed to the tree health strategic coordinating group, which reflected the lessened threat of ash die back and variety of other risks to trees. Concerning geology, he told the committee that chalk downs and Wealden clay areas were disproportionately affected by the disease.
2. Members asked that future annual reports address bio-security and tree health, in order to provide a broader overview of the threats to Kent's wildlife, including and beyond ash die back.

RESOLVED to:

- I. note the significant threat Ash Dieback poses to the environment and economy of Kent and the leadership role being played by the County Council in the response to the outbreak; and
- II. endorse the monitoring, planning, and response strategy outlined within this report.

135. Kent Resource Partnership - Presentation
(Item 15)

This item was considered following item 7 (Draft Ten Year Capital Programme, Revenue Budget 2023-24 and Medium Term Financial Plan 2023-26).

David Beaver (Head of Waste Management), Sally Ward (Kent Resource Partnership Manager) and Hannah Allard (Waste Business Development Manager) was in attendance for this item.

1. Ms Ward gave a presentation. The contents of the presentation included: increasing the quantity and quality of kerbside recycling; general waste composition analysis; flats recycling and bin store improvements; Podback; paint recycling ambitions; days of action; and fly tipping trends.

2. Following a series of questions from Members, Mr Beaver, Ms Ward and Ms Allard confirmed that:
- a) KCC as a disposal authority measured fly tipped materials by tonnage and that there had been a decline in recent years, with 2022 the lowest year for over a decade;
 - b) the Partnership had entered into discussions with Tesco on public plastic film recycling points at stores, and that Sainsburys and Aldi had also been engaged in the past month;
 - c) DEFRA's proposed resources and waste strategy, which formed part of the Environment Act, would guide national policy on consistency in waste collection services, with it noted that KCC submitted responses to the consultation;
 - d) district recycling education officers worked closely with schools to educate children on recycling and avoiding single use plastic;
 - e) concerning the Partnership's communication with businesses, further engagement was planned with responses to fly-tipping a priority;
 - f) Tetra Pak recycling continued to be expensive, as there was only 1 plant in England equipped to recycle the product, it was noted that regional facilities would be required to reduced recycling costs;
 - g) further information on blister pack recycling would be circulated in the coming year; and
 - h) there was a joint initiative, organised through the National Association of Waste Disposal Officers, which continued to lobby the Sentencing Council for broader sentencing for fly tipping offences.

RESOLVED to note the contents of the presentation.

136. Work Programme

(Item 16)

RESOLVED that the work programme be agreed.

From: David Brazier, Cabinet Member for Highways and Transportation
Susan Carey, Cabinet Member for Environment
Simon Jones, Corporate Director for Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 7 March 2023

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Environment and Transport Cabinet Committee Performance Dashboard shows progress made against targets set for Key Performance Indicators (KPIs). The latest Dashboard includes data up to December 2022.

Nine of the seventeen KPIs achieved target for latest performance and are RAG rated Green. Six KPIs were below target but did achieve the floor standard and are RAG rated Amber. Two KPIs were below floor standard and are RAG rated Red.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE the Performance Dashboard.

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the fifth report for the 2022/23 financial year.

2. Performance Dashboard

2.1. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2022/23. These KPIs, activity indicators and targets came before the Cabinet Committee for comment in May 2022. The current Environment and Transport Cabinet Committee Performance Dashboard is attached at Appendix 1.

2.2. The current Dashboard provides results up to the end of December 2022.

2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

- 2.4. Two out of the five KPIs in Highways & Transportation achieved or exceeded target for latest month performance and were RAG rated Green. Potholes repaired in 28 calendar days remains below target, but above the floor standard, and so is RAG rated Amber. Faults reported by the public completed in 28 days is also below target for the latest month and year to date. Customer Satisfaction (100 call back survey) dropped one percentage point below target in December.
- 2.5. Two of the three digital take-up indicators in Highways and Transportation were RAG rated Green, with speed awareness course bookings, performing above the floor standard but not achieving the higher target set this year, and so RAG rated Amber.
- 2.6. Five of the nine indicators for Environment and Waste were above target. Municipal waste recycled and composted is below its floor standard and remains RAG rated Red, and Household Waste recycled and composted has also now dropped below its floor standard and so is also RAG rated Red. The other two Household Waste Recycling Centres' (HWRCs) indicators, namely waste recycled or composted and wood converted to energy, and mystery shopper assessment, remain below target but above floor standard, and so are RAG rated Amber.

3. Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE the Performance Dashboard.

4. Contact details

Report Author: Rachel Kennard
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Relevant Director: Simon Jones
Corporate Director, Growth, Environment and Transport
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Environment and Transport Performance Dashboard

Financial Year 2022/23

Results up to December 2022

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Produced by Kent Analytics

Guidance Notes

Data is provided with monthly frequency except for Waste Management and Greenhouse Gases where indicators are reported with quarterly frequency and as rolling 12-month figures to remove seasonality.

RAG RATINGS

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

*Floor Standards are the minimum performance expected and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating. Instead, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are within their expected range or not. Results can either be within their expected range (**Yes**), or **Above** or **Below** their expected range

Key Performance Indicators Summary

Highways & Transportation	Monthly RAG	YTD RAG
HT01 : Potholes repaired in 28 calendar days (routine works not programmed)	AMBER	RED
HT02 : Faults reported by the public completed in 28 calendar days	AMBER	AMBER
HT04 : Customer satisfaction with service delivery (100 Call Back)	AMBER	GREEN
HT08 : Emergency incidents attended to within 2 hours	GREEN	GREEN
HT12 : Streetlights, illuminated signs and bollards repaired in 28 calendar days	GREEN	GREEN

Digital Take up	RAG
DT01 : Percentage of public enquiries for Highways Maintenance completed online	GREEN
DT03 : Percentage of concessionary bus pass applications completed online	GREEN
DT04 : Percentage of speed awareness courses booking completed online	AMBER

Environment & Waste	RAG
WM01 : Municipal waste recycled and composted	RED
WM02 : Municipal waste converted to energy	GREEN
WM01 + WM02 : Municipal waste diverted from landfill	GREEN
WM03 : Waste recycled and composted at HWRCs	RED
WM04 : Percentage of HWRC waste recycled and wood converted to energy at biomass facility	AMBER
WM08 : Percentage of customers satisfied with HWRC services	AMBER
EPE14 : Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN
EW1: Percentage of statutory planning consultee responses submitted within 21 days	GREEN
DT05 : Percentage of HWRC voucher applications completed online	GREEN

Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	David Brazier

Key Performance Indicators

Ref	Indicator description	Sep-22	Oct-22	Nov-22	Dec-22	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	84%	84%	93%	84%	AMBER	77%	RED	90%	80%	95%
HT02	Faults reported by the public completed in 28 calendar days	88%	91%	88%	88%	AMBER	88%	AMBER	90%	80%	90%
HT04	Customer satisfaction with service delivery (100 Call Back)	*	94%	96%	89%	AMBER	95%	GREEN	95%	85%	96%
HT08	Emergency incidents attended to within 2 hours	98%	98%	86%	99%	GREEN	95%	GREEN	98%	95%	98%
HT12	Streetlights, illuminated signs and bollards repaired in 28 calendar days	93%	97%	96%	**	GREEN	94%	GREEN	90%	80%	89%

* Call back survey paused to assist in catch up of other work.

** Not available at time of reporting.

HT01 – Although performance improved in November, December saw a drop due to the adverse weather, including periods of snow and prolonged ice, which resulted in a higher demand for repairs. The term maintenance contractor continues to arrange additional resources but market price increases and difficulties in recruiting experienced staff continues to hamper maintaining sufficient resources in a cost-effective way. The Highways Management team continues to work with the term maintenance contractor to ensure performance gets back to the target level.

HT02 – Similar issues outlined in HT01 are reflected in performance here. Coupled with the snow in December, November also experienced heavy rainfall which led to increase in demand to the service. The freeze thaw conditions during December coupled with wet weather have continued to impact on road condition into January with exceptionally high demand on highway services, this will be reflected in more detail in the next performance report.

HT04 – Very cold weather in December resulted in some delays to work, with those delays commented on by some respondents as well as a lack of gritting on pavements (although that is outside the Council's remit).

Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	David Brazier

Activity Indicators

Ref	Indicator description	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Year to Date	In expected range?	Expected Range	
									Upper	Lower
HT01b	Potholes repaired (as routine works and not programmed)	389	239	335	398	801	6,190	Below	10,350	6,750
HT02b	Routine faults reported by the public completed	3,947	3,463	3,500	3,661	5,251	35,015	Yes	42,400	33,400
HT06	Number of new enquiries requiring further action (total new faults)	5,951	5,825	5,793	9,323	8,384	58,418	Below	79,000	64,000
HT07	Work in Progress (active enquiries/jobs) - end of month snapshot	5,043	4,921	5,676	6,727	7,318	N/a	Above	7,200	6,200
HT13	Streetwork permits issued	12,724	11,708	12,273	13,483	10,599	111,360	Above	110,300	90,300

HT01b – To ensure consistency, this measure only includes potholes completed by Amey and so does not include the potholes completed through the Pothole Blitz contractors between August and September, which can make the figures appear lower. However, the bad weather in December saw a sharp increase in the number of repairs for that month.

HT06 – Although earlier in the year demand was below previous years across all our key service areas (potholes, street lighting, insurance enquiries, drainage, trees, soft landscapes) mainly due to the warmer weather, heavy rain in November, and snow and ice in December has brought about an increase in demand.

HT07 – As a result of adverse weather in November and December, work in progress was impacted by higher demand from drainage, pothole and Winter service enquiries.

HT13 - The high demand from utility companies to access their infrastructure under Kent roads and the roll out of Broadband continues to increase permit volumes. Permits are now being restricted on some roads in order to reduce disruption and congestion.

Division	Corporate Director	Cabinet Member
Highways and Transportation	Simon Jones	David Brazier

Digital Take-up indicators

Ref	Indicator description	Sep-22	Oct-22	Nov-22	Dec-22	Year to Date	YTD RAG	Target	Floor	Prev. Year
DT01	Percentage of public enquiries for Highways Maintenance completed online	58%	60%	64%	69%	60%	GREEN	60%	50%	59%
DT03	Percentage of concessionary bus pass applications completed online	68%	69%	73%	83%	74%	GREEN	70%	60%	70%
DT04	Percentage of speed awareness courses bookings completed online	83%	81%	82%	89%	85%	AMBER	90%	80%	87%

DT04 – Some clients choose to call because they do not have online access or prefer to make the booking with the help of a call adviser. Whilst there is a free text space and various options that a client can select when making a booking online for special requirements, many prefer calling to discuss their medical conditions, mobility issues, breast feeding requirements etc. to assist them in attending and completing a course in Kent.

The demand for both classroom and online courses has increased significantly with clients living outside the authority now able to attend courses; this has resulted in an increase in client queries for last minute bookings so they meet their given timeframe

Division	Corporate Director	Cabinet Members
Environment & Waste	Simon Jones	Susan Carey

Key Performance Indicators - Rolling 12 months except WM04 (YTD from 1st April 2022) and WM08 (Quarterly)

Ref	Indicator description	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	46%	45%	44%	43%	43%	RED	50%	45%
WM02	Municipal waste* converted to energy	54%	54%	55%	56%	57%	GREEN	49%	44%
01+02	Municipal waste diverted from landfill	99.8%	99.2%	99.2%	99.2%	99.2%	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRCs)	66%	61%	55%	48%	43%	RED	50%	45%
WM04	Percentage HWRC waste recycled/composted & wood converted to energy at biomass facility	New indicator from Jun 22		67%	66%	66%	AMBER	70%	65%
WM08	Overall score for mystery shopper assessment of Household Waste Recycling Centres	96%	97%	93%	96%	95%	AMBER	97%	90%

* This is waste collected by Districts, and by KCC via HWRCs.

WM01 – Recycling and composting is being negatively affected by the loss of wood recycling at HWRCs which is now being used as waste to energy. There have also been lower volumes of organic waste than expected, following dry summer weather, with 15% less garden waste collected between May and August 2022 compared to 2021. The 50% target for this KPI is within the Kent Joint Municipal Waste Strategy agreed by the Kent Resource Partnership and those Collection Authorities with Inter Authority Agreements with KCC tend to achieve better rates of recycling.

WM03 – Lower volumes of garden waste due to dry summer weather and the regulatory position, whereby HWRC wood can no longer be recycled, continue to impact this measure.

WM04 – Although wood waste volumes have been within expectations, the lower-than-expected volume of organic waste has also impacted on this KPI.

WM08 – The overall score for December is now two percentage points below the 97% target. The key area which requires improvement has been identified as 'Entering the Facility', with improvements including the need to ensure there is a "meet and greet" service at the entrance to sites and consistent checking of vehicle / booking details.

Division	Corporate Director	Cabinet Members
Environment & Waste	Simon Jones	Susan Carey

Activity Indicators (Rolling 12 months, except WM09)

Ref	Indicator description	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	In expected range?	Expected Range Upper Lower	
WM05	Waste tonnage collected by District Councils	591,800	584,371	575,765	562,301	563,172	Yes	570,000	550,000
WM06	Waste tonnage collected at HWRCs	95,721	95,616	97,326	93,128	94,387	Below	120,000	100,000
05+06	Total waste tonnage collected	687,522	679,987	673,091	655,428	657,559	Yes	690,000	650,000
WM07	Waste tonnage converted to energy at Allington Waste to Energy Plant	343,989	334,601	330,283	320,213	320,340	Below	347,250	327,250
WM09	Wood Tonnage converted to energy at Biomass Facility (from April 2022, not rolling 12 months)	New indicator from Jun 22		5,973	11,446	16,996	Yes	17,438	15,188

WM06 – The volume of waste taken to HWRCs is around two-thirds of pre-pandemic levels¹. Cross border usage is at its lowest with less than 2% of visitors to HWRCs now living outside of Kent, compared with 6% in 2018. Good levels of booking capacity exist which is spread evenly through the day, with higher demand at weekends. On-the-day bookings remain available at all sites.

WM07 – Volumes at Allington are lower than expected, but reflect the decline in waste volumes overall, and are now at a similar level to pre-pandemic.

¹ This excludes hardcore volumes which have been affected more by the introduction of price charging since 2019 than the pandemic.

Division	Corporate Director	Cabinet Member
Environment & Waste	Simon Jones	Susan Carey

Key Performance Indicator (reported quarterly in arrears, rolling 12-month total)

Ref	Indicator description	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	RAG	Target	Floor
EW2	Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	16,519	16,601	16,774	17,353	15,605	15,324	GREEN	17,362	19,098

EW2 – We have seen significant electricity generation from KCC’s Bowerhouse II solar farm which is having a positive impact on KCC’s carbon journey. The solar energy produced is sent directly to the grid, with Bowerhouse II expected to deliver approximately 30% of KCC’s Net Zero carbon reductions. Our greenhouse gas emission reductions remain ahead of target, placing us in a strong position to deliver this year’s savings target as set within KCC’s Net Zero 2030 plan.

Key Performance Indicators (monthly)

Ref	Indicator description	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Year to Date	YTD RAG	Target	Floor
EW1	Percentage of statutory planning consultee responses submitted within 21 days	88%	94%	93%	97%	98%	95%	GREEN	85%	76%
DT05	Percentage of HWRC voucher applications completed online	99%	99%	99%	100%	100%	99%	GREEN	98%	90%

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From: David Brazier, Cabinet Member for Highways and Transport
 Susan Carey, Cabinet Member for Environment
 Simon Jones, Corporate Director for Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 7 March 2023

Subject: **Risk Management: Growth, Environment and Transport**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Environment and Transport Cabinet Committee, comprising of 3 risks on the Corporate Risk Register that fall within the relevant Cabinet portfolios; plus, a summary of key risks from within the Growth, Environment and Transport directorate.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented.

1. Introduction

- 1.1 Risk management is a key element of the Council’s internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled.
- 1.2 Corporate and Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.3 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.
- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at the relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.

- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly, the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced, with the aim of reducing the risk to a tolerable and realistic level. If the current level of risk is acceptable, the target risk level will match the current rating.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the 'KNet' intranet site.

2. Growth, Environment and Transport led Corporate Risks

- 2.1 The Corporate Director for the Growth, Environment and Transport directorate is the lead, on behalf of the Corporate Management Team, for several of the council's corporate risks. A brief summary of changes over the past year are outlined below, with full details contained in the risk register extract attached at Appendix 1. The risks are regularly reviewed by directorate and divisional management teams.

CRR0042	Border fluidity, infrastructure, and regulatory arrangements	High (25)	High (20)
<p>The UK now operates a full, external border as a sovereign nation and controls are now placed on the movement of goods between the UK and the EU. New border controls including the Entry/Exit System (EES) which sees non-EU citizens fingerprinted and photographed at borders are being introduced, although implementation has been delayed until the end of 2023.</p> <p>KCC's "Dover Access Improvements" £45m Levelling Up Fund bid to improve traffic flow to the EU through the Port of Dover, including additional border control points and a new exit route, has been successful.</p>			
CRR0052	Impact of Climate Change on KCC services	High (25)	High (20)
<p>This risk relates to the short-, medium- and long-term impacts of climate change on the services the Council provides and the need to embed environmental considerations in our operating model and meet our environmental commitments. There are a number of actions being put in place to mitigate this risk, including work on the KCC estate and Adaptation Programme actions.</p>			
CRR0057	Home to School Transport	High (16)	Low (6)
<p>This risk is jointly owned with the Corporate Director for CYPE, reflecting the fact the risk impacts across both directorates and has multiple points of governance across multiple business delivery points. A Home to School Transport Board chaired by the Cabinet Member for Education and Skills is in place to oversee progress in this area and a management action plan is being implemented in response to the Internal Audit lessons learned report published in autumn 2022.</p>			

3. Growth, Environment and Transport Directorate risk profile

3.1 The current risks in the GET Directorate risk register are shown below.

Risk Reference	Risk Description	Current Score	Target
GT0004	Skills shortage and capacity issues	High (20)	Medium (12)
<p>As part of the external bidding process officers are required to submit suitable business cases, which require staff with the appropriate skill set to manage contracts, projects and for planning applications. These skill sets are often transferrable and therefore there are risks relating to recruiting or retaining suitably trained project managers as the private sector remains competitive in this area.</p> <p>The risk has been acknowledged by the directorate management team as broader than project management skills and capacity issues and this risk is likely to be broadened to reflect wider recruitment and retention issues for key roles across the directorate.</p> <p>A workforce strategy and action plan has been developed and is regularly reviewed, aiming to address key skills gaps. Emphasis has been placed on raising the standards of project management, while succession planning is another mitigation.</p>			
Risk Reference	Risk Description	Current Score	Target
GT0001	Health and Safety, and wellbeing considerations	High (20)	Medium (10)
<p>Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake, in addition to factors relating to staff wellbeing.</p> <p>A Health and Safety Board for the directorate is being introduced and tasked with refreshing the Health & Safety plan for the directorate.</p>			
Risk Reference	Risk Description	Current Score	Target
GT0026	Funding sufficiency for Net Zero ambitions	High (16)	Medium (9)
<p>This risk relates to the capital investment needed to meet the 2030 Net Zero objective, which is not yet fully identified. Funding has been secured for estate decarbonisation and funding opportunities continue to be sought and applied for.</p>			
Risk Reference	Risk Description	Current Score	Target
GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	High (16)	Low (4)
<p>The directorate is required to make its contribution to the challenging savings targets required by the council over the medium term. There is a reduced ability for the directorate to mitigate year-on-year, but the Directorate participates fully in financial monitoring processes and has developed savings and income proposals that have been fed into the MTFP, as well as a more detailed financial review due to be undertaken with check and challenge. Key projects are monitored and managed by the GET Directorate</p>			

Management Team.			
Risk Reference	Risk Description	Current Score	Target
GT0025	Capital Investment and Asset Management	Medium (15)	Medium (9)
<p>There is a risk of insufficient capital funding for Highway Asset Management and Infrastructure growth, as well as achieving Net Zero for the KCC estate by 2030 (cross-reference to GT0026 above).</p> <p>Actions are taking place to source additional capital funding with ongoing oversight within the directorate.</p>			
Risk Reference	Risk Description	Current Score	Target
GT0027	Failure of ICT systems	Medium (12)	Medium (12)
<p>The directorate is growing more reliant on information held electronically and would be impacted by staff being unable to continue working remotely due to equipment failure. Business Continuity Plans have been updated to include plans to mitigate against this risk and equipment is upgraded when available and necessary.</p>			
Risk Reference	Risk Description	Current Score	Target
GT0019	Delivery of in-year budget targets.	Medium (12)	Medium (9)
<p>As well as the medium-term financial challenges raised in GT0020 above, more immediate budget challenges exist in-year. Like other parts of the council, services in the directorate are being impacted by inflation, but also income volatility can be problematic for some services and some services such as Waste Management are demand-led. At the time of reporting to Cabinet in December 2022, the GET directorate was forecasting a revenue variance of £5.1m.</p>			
Risk Reference	Risk Description	Current Score	Target
GT0021	Services provided to the Directorate do not meet an acceptable standard	Medium (12)	Medium (9)
<p>The Directorate Management Team is continually liaising with KCC commissioners on any issues regarding performance of service providers (e.g., KCC Local Authority trading companies or outsourced services), and the directorate's services are increasingly being involved as key stakeholders in matters of strategy and service design. This is in addition to liaison with corporate services to ensure they can provide expert advice at the right time.</p>			

3.2 In addition to the open risks on the directorate register, there are several risks being considered for inclusion on the directorate risk register as a result of recent Directorate Management Team discussions. These relate to:

- The need for difficult policy decisions to be taken in the challenging financial environment and associated impacts.

- Market capacity to sustain or meet growing demand and associated cost implications.
- Ensuring clarity of understanding, and adherence to, council governance arrangements.
- Dependency on partners for decisions taken at district level e.g., in relation to s106 monies.
- Implications arising from the need to make short term decisions relating to investment due to the current financial position, potentially hampering achievement of best outcomes.

4. Key Divisional Risks

4.1 The Corporate and Directorate risks are underpinned by risks at a divisional level that are typically more operational in nature. The Directorate Management Team has regular oversight of significant divisional risks, examples of which currently includes those relating to:

- Shortage of HGV Drivers, bus Drivers and School Transport Personal Assistants
- Lack of clarity over potential legislative changes e.g., Resources and Waste Strategy
- Information governance arrangements
- Maintenance of community assets as well as parts of the KCC estates from where our services operate.
- Planning decisions at major planning enquiries
- Potential impacts on the environment from development.
- Cost of living price increases
- Ash Dieback and tree health

5. Recommendation

The Cabinet Committee is asked to **consider** and **comment** on the risks presented in this report.

Contact details:

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Relevant Corporate Director:

Simon Jones, Corporate Director, Growth, Environment and Transport

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KCC Corporate Risk Register

For Presentation to Environment and Transport Cabinet
Committee on 07/03/2023

Corporate Risk Register - Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since July 2022
CRR0042	Border fluidity, infrastructure, and regulatory arrangements	High (25)	High (16)	↔
CRR0052	Impacts of Climate Change on KCC Services	High (25)	High (16)	↔
CRR0057	Home to School Transport	High (16)	Low (6)	NEW

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0042	Risk Title	Border fluidity, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Changes at the UK border with Europe means additional controls now exist on the movement of goods and people between the UK and the EU.	That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Simon Jones, Corporate Director GET	Very Likely (5)	Major (5)	
The UK Government and the EU have introduced new border controls and further changes are being introduced including the new Entry/Exit System (EES). KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.	That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the necessary infrastructure, legislation and controls to ensure long term plan for frictionless border movements.	Impacts on major traffic routes as a result of Operation Brock and other mitigations for port delays and the consequential increase in local and pan-Kent road journey times, impacting on local residents and businesses.	Responsible Cabinet Member(s): David Brazier, Highways & Transport	Target Residual Likelihood Possible (4)	Target Residual Impact Serious (4)	
KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.		Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.	Mike Hill, Community & Regulatory Services			Timescale to Target 1-2 years
		Significant increase in imported goods subject to statutory checks by Trading Standards including consumer				

	goods and animal feeds. Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards. Shortages and delay may impact supply chains.
Control Title	Control Owner
KCC engagement with and support for the Kent Resilience Forum	Lisa Guthrie, Head of Kent Resilience Team
Regular engagement with senior colleagues in relevant Government Departments.	Simon Jones, Corporate Director GET
Several training exercises have taken place to prepare for various scenarios.	Simon Jones, Corporate Director, GET / Tony Harwood, Resilience and Emergencies Manager
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel).	Simon Jones, Corporate Director GET
Operation Fennel strategic plan in place	Simon Jones, Corporate Director GET
KCC Cross Directorate Resilience Forum reviews latest situation regarding transition impacts	Tony Harwood, Resilience and Emergencies Manager
KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases	Christina Starte, Head of Communications
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR0004), with co-ordination via Directorate Resilience Groups	Service Managers

KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure etc.	Steve Rock, Head of Trading Standards	
Government funding applied for to support improving access to the borders.	Simon Jones, Corporate Director GET	
Recruited additional staff for Port Team and animal health officers to provide capacity.	Steve Rock, Head of Trading Standards	
Action Title	Action Owner	Planned Completion Date
Working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions.	Simon Jones, Corporate Director GET	July 2023 (review)
Preparation for impact of implementation of EES system.	Simon Jones, Corporate Director GET	November 2023

Risk ID	CRR0052	Risk Title	Impacts of Climate Change on KCC services			
<p>Source / Cause of risk Impacts of Climate Change, particularly in relation to extreme weather events on KCC and the services KCC provides or commissions.</p>		<p>Risk Event Continually increasing costs of dealing with the impacts of climate change on assets and services. Adverse impacts on KCC services – buildings (loss of stranded assets), staff (sickness and lower productivity), service users, and the public.</p>	<p>Consequence Loss of life, sustained deterioration of public health and increasing health inequalities across the county. Economic impacts from asset destruction / deterioration, service disruption and recovery costs of extreme weather events. Degradation and loss of Kent’s key ecosystems, impacting the health and viability of our natural environment/protected areas and Kent’s ability to effectively mitigate and adapt to climate change. Negative impact on Kent economy and wellbeing of Kent residents. Inability to keep public safe and moving around the network. Reputational damage due to customer dissatisfaction.</p>	<p>Risk Owner On behalf of CMT: Simon Jones Corporate Director, Growth Environment and Transport Responsible Cabinet Member Susan Carey Cabinet Member for Environment</p>	<p>Current Likelihood Very Likely (5) Target Residual Likelihood Likely (4)</p>	<p>Current Impact Major (5) Target Residual Impact Serious (4) Timescale to Target 3+ years</p>

Control Title	Control Owner	
Environmental risk to be built into project work.	Tom Marchant, Head of Strategic Planning and Policy	
Kent Environment Strategy – actions re emissions reduction, travel, air quality – outputs – link to Net Zero 2050	Helen Shulver, Interim Head of Sustainable Business and Communities	
Strategic Statement – Priority 3 re: Environment	Matt Smyth, Director of Environment and Waste	
ISO 14001 accreditation (the international standard for Environmental Management Systems) implemented and maintained	Matthew Williams, Sustainable Estates Programme Manager	
Estate rationalisation and building in additional measures to reduce emissions	Rebecca Spore, Director of Infrastructure	
Action Title	Action Owner	Planned Completion Date
Net Zero 2030 target – action plan for KCC Annual Report	Helen Shulver, Interim Head of Sustainable Business and Communities	March 2023 (review)
Adaptation Programme actions - Kent wide plan e.g. building differently, active travel, farming practices, flood management, partnership working – 2050 target.	Helen Shulver, Interim Head of Sustainable Business and Communities	March 2023 (review)

Risk ID	CRR0057	Risk Title	Home to School Transport – <i>Seeing Sarah Hammond on 24/02</i>			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
Home to School transport is available for SEND children with specific criteria in place. This requires close collaboration between services across the Council to ensure children are assessed and contractual arrangements for transport are put in place and communicated in a timely manner. There are multiple points of Governance across multiple business delivery points and multiple directorates.	Capacity risk of insufficient vehicles to take assessed children to school, along with lack of available drivers in driver/taxi sector.	Not meeting statutory duties or fulfilling parent / carer expectations regarding provision of appropriate access to education for all children.	Sarah Hammond, Corporate Director CYPE	Likely (4)	Serious (4)	
	Financial risk due to increased financial pressures and increased costs for service providers, with a forecast overspend in this financial year.	Implications on demand for school places.	Simon Jones, Corporate Director GET	Target Residual Likelihood	Target Residual Impact	
	Increased pressure on Officer time in relation to demand for school places.	Reputational damage if children not provided with transport in sufficient timescales.		Unlikely (2)	Significant (3)	
As children transition between schools, there are additional pressure points where schools and parents need to keep the Local Authority up to date of any changes to ensure the relevant teams are aware of new applicants and/or changes to current arrangements in sufficient time.		Reputational risk linked to insufficient communications and expectation management.	Responsible Cabinet Member(s): Rory Love, Education & Skills David Brazier, Highways and Transportation			Timescale to Target 1-3 years
Early Help and Care Plan (EHCP) numbers are currently rising across Kent (link to						

CRR0056), putting additional demand on resources and capacity in the market.		
Control Title	Control Owner	
Home to School Transport Board in place, chaired by Cabinet Member for Education and Skills.	Christine McInnes, Director of Education / Philip Lightowler, Transportation	
Increase in resource within the relevant teams.	Simon Jones. Corporate Director GET	
Ongoing identification work of all children with an EHCP, currently open to social work or early help, who have not applied for transport. The relevant social workers due to contact all parents to offer support.	Sarah Hammond, Corporate Director CYPE	
Action Title	Action Owner	Planned Completion Date
Implementation of management action plan coming out of Internal Audit Review of SEN Transport, overseen by Governance and Audit Committee	Sarah Hammond, Corporate Director CYPE / Simon Jones, Corporate Director GET / Ben Watts, General Counsel	March 2023 (review)
Work to improve inclusion and for more children to be educated in their local school, including Accelerated Progress Plan and Safety Valve work.	Sarah Hammond, Corporate Director CYPE	March 2023 (review)
Review findings and respond to Home To School Transport Policy and Post 16 Transport Policy Statement consultations	Sarah Hammond, Corporate Director CYPE	January 2023 (review)
Automation of the process where possible, including consideration of implementation of Travel Service Optimiser (TSO)	Simon Jones. Corporate Director GET / Sarah Hammond, Corporate Director CYPE	April 2023 (review)

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From: Benjamin Watts, General Counsel
To: Environment and Transport Cabinet Committee – 7 March 2023
Subject: Work Programme

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Environment and Transport Cabinet Committee.

Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme.

1. Introduction

- 1.1 The proposed work programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the chairman, in consultation with the cabinet members, is responsible for the programme's fine tuning, this item gives all members of this cabinet committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme

- 2.1 The proposed work programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this cabinet committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a cabinet committee meeting, in accordance with the constitution].
- 2.2 The cabinet committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this cabinet committee will be included in the work programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow members to have oversight of significant services delivery decisions in advance.
- 2.4 When selecting future items, the cabinet committee should consider the contents of performance monitoring reports. Any 'for information' items will be sent to members of the cabinet committee separately to the agenda and will not be discussed at the cabinet committee meetings.

3. Conclusion

- 3.1 It is vital for the cabinet committee process that the committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the cabinet committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude members making requests to the chairman or the Democratic Services Officer between meetings, for consideration.

4. Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme.

5. Background Documents: None

6. Contact details

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Environment and Transport Cabinet Committee – Work Programme 2023

Item	Cabinet Committee to receive item
Verbal Updates by Cabinet Members and Corporate Director	At each meeting
Performance Dashboard	At each meeting
Work Programme	At each meeting
Draft Budget	Annual (January)
Biosecurity and Tree Health Report	Annual (January)
Corporate Risk Register	Annual (March)
Winter Service Policy	Annual (September)
Bus Information Portal Feedback	Bi-Annual
Southern Water - Presentation	Bi-Annual

23 May 2023

No.	Item	Additional Comments
Page 41	Highway term maintenance contract - Key Decision	
	Waste Treatment and Final Disposal Contracts - Key Decision	
	Works and Asset Management System (WAMS) - Key Decision	
	Adaptation Plan	
	Household Waste Recycling Centre Review	
	Highways Asset Management Plan - Update	Requested at ETCC on 19 May 2022
	Energy and Low Emissions Strategy - Update	
	Kent Minerals and Waste Local Plan - Draft Kent Mineral Sites Plan for Hard Rock	

5 July 2023

No.	Item	Additional Comments
	Sturry Link Road - Key Decision	

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

Drainage Infrastructure Maintenance - Report	Requested at ETCC on 19 January 2023
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