

Highlights of achievements in 2011/12

1. Highways and Transportation

- 1.1. **Putting Residents First:** The Highways service now has a presence in all Kent Gateway offices with clear signposting and access to our website and contact centre to report faults. Following user feedback the fault reporting website has been improved with further enhancements planned. The new Highways Stewards are working hard to build relations in the local community and Enterprise staff carry KCC Business Cards to share with residents, outlining how to call the contact centre or use our website to report a fault.
- 1.2. **Management Structure:** A new management structure has been delivered and good progress has been made to develop a stronger culture among staff, with a focus on challenging how the service is delivered and putting the customer first.
- 1.3. **New Highway Maintenance Contract:** The award for the new contract with Enterprise was made on time and commenced in September 2011. Enterprise is adding value and challenge to how services are delivered and a robust performance and incentive framework is in place. The service was well delivered during the winter period and Enterprise reacted quickly to the windy weather in January and February.
- 1.4. **Aylesford Highways Depot:** A refurbished office opened on time at Doubleday House in April and the depot was ready for the launch of the new maintenance contract. The depot is the home of the new Highway Management Centre, an important hub to manage all activity on the highway.
- 1.5. **Highway Management Centre:** The new state of the art centre at Aylesford is successfully improving customer service for routine faults with real time information improving active management of the network. Activities managed from the centre include pro-active adjustment of traffic signal timings to improve journey times and speeding up response times to attend incidents. 'Real time' information is also available via our website, to help road users plan their journeys and avoid roadworks and incidents.
- 1.6. **Improved procurement (Bold Steps Priority 1):** Performance standards are in place in all contracts to ensure that expenditure is made with Kent suppliers and people who live in Kent. The new maintenance contract with Enterprise includes an arrangement with the Royal British Legion Village to manufacture road signs. We are also working closely with other local authorities in the south east (under the title SE7) to deliver efficient procurement of contracts for schemes up to £5million.
- 1.7. **Winter Service:** A new approach was taken for 2011/12 with the snow fall in early February successfully managed. As a result the service received a record number of compliments for a single week.

- 1.8. **Olympic Transport Plan:** Good progress has been made to ensure that highway risks in Kent are managed and mitigated during the Olympics, with operational plans developed to manage day to day events.
- 1.9. **Freedom Pass:** The 2011/12 academic year Freedom Pass scheme and on-line payment facility was launched in June 2011 and 25,593 passes had been issued by March 2012.
- 1.10. **Public transport services:** We have supported mobility for the public through schemes such as Concessionary Fares, Freedom Pass and Supported Bus Routes. KCC provides £67.6 million of funding to public transport services and ensuring this is used to deliver value for money. Reviews of the expenditure resulted in a saving of around £4million being delivered.
- 1.11. **Smart Card/Ticketing:** A contract to provide the back office systems for the Concessionary Travel schemes was awarded in February 2012 and the data migration was completed successfully while maintaining customer service levels .The contract will enable further development of smart card ticketing products and contribute to the Kent card.
- 1.12. **Member Highway Fund:** An improved process has been put in place with higher take up of annual allocation. Work is on-going to improve information and communications with Members and the turnaround time between application and completion of the works on site.
- 1.13. **Local Sustainability Fund:** KCC made a bid for £5 million and achieved funding of £2.3 million for delivery of projects up to 2014/15. The delivery of the programme of schemes is on track and we have been able to claim the full funding for 2011/12.
- 1.14. **Asset Inventory:** Progress has been made to ensure our asset register is comprehensive and to ensure the information is used to improve services and reduce costs. Progress includes, for example, ensuring streetlight locations can be viewed on maps, so customers can easily report faults.
- 1.15. **Drainage Policy and Strategy:** We have improved information on our website about our new approach to scheduled cleansing and regular updates are made to the published programme of works planned and completed.
- 1.16. **Traffic Signals contract:** The refresh of the Traffic Signals contract with Telent has been delivered on time with significant improvements and a cost saving of over £250,000 per year. Telent are meeting the repairs time standards and this is helping to ensure traffic is kept moving, especially in peak periods.
- 1.17. **Road adoption:** We have significantly reduced the backlog of estate roads for adoption from developers, thus ensuring residents have access to key maintenance services provided by KCC.
- 1.18. **New national driver diversionary scheme:** The new on-line booking system is now in place to help with the increasing demand for the National

Speed Awareness course run by KCC on behalf of Kent Police. Almost 30,000 clients undertook this course during 2011/12.

- 1.19. **Supporting the Environment Strategy (Bold Steps Priority 5):** Our contract with Enterprise includes performance measures to target increased recycling of materials and higher use of recycled materials. Our depots at Aylesford and Ashford include 'wet-bays' which help increase recycling and reduce water usage from our gully cleansing service. We have equipped all vehicles with GPS to help ensure the closest vehicles attend emergency call-outs and specialist work programming software ensures the most efficient route is planned each day for all repair work. Enterprise are working with the KCC environmental team to roll out the Steps to Environmental Management (STEM) project to their supply chain.
- 1.20. **Supporting regeneration (Bold Steps priority 8):** We continue to work closely with developers to support employment growth whilst balancing the impacts of development on the highway network. We were closely involved with the preparation of the Rural Homes protocol that was published in June 2011 and Transport Strategies have been developed to support the economic growth of Kent's Towns.

2. Waste Management

The amount of residual household waste per household continues to fall due to improved recycling performance being delivered through new joint collection contracts and because the overall volumes of waste being produced by residents continues to reduce. Recycling improvements include the introduction of weekly food collections by district councils, and improvements in the amount of waste being captured through other kerbside recycling services.

- 2.1. **East Kent Joint Waste Contract:** New waste collection and processing services were put in place to serve both Dover and Shepway residents. Overall recycling performance for both districts is approaching 50%.
- 2.2. **Mid Kent Joint Waste Project:** A business case was developed which identified that significant savings were achievable in waste and recycling collection, processing and disposal services. We have signed a 4-Way Inter-Authority Agreement with Ashford, Maidstone and Swale district councils, which commits each council to the joint project. The procurement process for this joint project commenced in the last quarter of 2011/12, and will be completed during 2012/13.
- 2.3. **South East 7 (SE7):** We have been working jointly with SE7 councils over the past 6 months on various work streams to identify where we can deliver collective savings by 2020. Key workstreams have identifying and reviewing options to reduce the costs of waste collection and disposal, increasing the re-use and value obtained from recyclable materials and developing a "greener economy" within the SE7 area. This collective approach has been examining issues which can be collectively taken forward around infrastructure and procurement. Key findings and future options were presented to the SE7 Leaders and Chief Executives in March.

- 2.4. **New Romney Household Waste Recycling Centre:** A new household waste site opened in May 2011 to serve the residents of Lydd/New Romney which offers a comprehensive range of recycling facilities for the public. This new site achieved a recycling performance of 74% for 2011/12.
- 2.5. **Household Waste Recycling Centre (HWRC) Review:** A member led service review was carried out during the year to examine options to ensure the network is fit for the future, whilst ensuring efficiency savings were identified and deliverable. The review also considered the need for additional capital funding and how this could be obtained to deliver future investments required to the network. A decision was taken in April 2012 to change the operational policies across the HWRC network and improve overall access to the HWRC network across Kent.
- 2.6. **North Farm Transfer Station/HWRC Redevelopment:** The HWRC facility was expanded and completely rebuilt in 2011. It now has a larger reception area, more unloading bays, and improved customer friendly recycling facilities. There is a new access road for householders, providing complete separation from the bulk waste transfer station vehicles. The Transfer Station drainage system has been upgraded to meet latest Environment Agency standards.

3. Planning and Environment

The Division holds the lead for delivering two of the 16 Bold Steps priorities.

Bold Steps Priority 10: Deliver Growth without Gridlock

- 3.1. Funding for transport infrastructure: Meetings have been held with Ministers and officials at the Department for Transport (DfT) and Department of Communities and Local Government and a business case for hypothecation of funding from new revenue streams is being developed with DfT. Meetings have also been held with investment bankers to gauge market appetite for investment in transport schemes. Work has help determine the annual revenue needed to support levels of private borrowing to deliver key schemes and to influence central government approaches.
- 3.2. Additional Thames Crossing Capacity: DfT has been reviewing the three options for an additional Thames crossing, with a decision on these not likely until 2013/14. KCC has secured direct representation on the next stage feasibility study. KCC responded to the government consultation on the proposed new charges for the Dartford Crossing, influenced the Local Enterprise Partnership Strategic Transport Group to prioritise a new crossing, and continued efforts to cement relations on this issue with Thurrock and Essex.
- 3.3. Operation Stack Lorry Park: A new lower cost, more realistic proposal is being developed at Aldington. Work on the environmental impact assessment has been updated and a project plan, including planning permission timing, is in place. We have undertaken traffic modelling to help shape the design of the Lorry Park.

- 3.4. A21 Dualling: KCC submitted a report showing that it could deliver the scheme for £70m, compared to the Highways Agency cost of £120m. Three meetings have been held with Ministers Greg Clarke and Mike Penning. DfT have now given approval for the planning process to be restarted and a Public Inquiry is anticipated in the Autumn of 2012. The scheme was given approval in May 2012.
- 3.5. Transport improvements for East Kent, and Parkway station at Manston: The new peak time high speed service to Deal and Sandwich commenced in Sept 2011 and continuation of the service to the end of March 2014 has been negotiated with Southeastern Railways Ltd. A Regional Growth Fund 2 bid for line speed enhancements from Ashford to Ramsgate was successful. A business case for Thanet Parkway has been developed.
- 3.6. Rail Action Plan: This plan has provided much needed real ambition around rail. It was presented to Minister Theresa Villiers, and at a senior officer level in DfT and Network Rail. A well-attended fourth Kent Rail summit was held in April 2012.

Bold Steps Priority 5: Deliver the Environment Strategy

- 3.7. The Kent Environment Strategy was launched in July 2011 and an action plan was developed. An Executive Group and a Champions Group have been appointed to oversee delivery.
- 3.8. Support the development of the green economy: Through the South East Business Carbon Hub, hosted by KCC we have been helping small and medium sized businesses to reduce their carbon emissions through the Steps to Environmental Management (STEM) certification scheme and the Sustainable Travel Service. KCC is a partner for the Green Chain online directory which helps companies find SME suppliers of low carbon technologies and services in the South East. We made a successful bid for funding for "Fusion", a project to support SMEs to develop existing and new environmental technologies, goods and services.
- 3.9. Public sector resource efficiency: KCC estate energy data at December 2011 was on track to deliver at least 2.6% reduction in carbon emissions by March 2012 (final confirmation of these energy figures due in July 2012) and schools energy data was showing a promising downward trajectory, reversing the previous upwards trend seen between 2004 and 2010. End of year business travel is predicted to have reduced by approximately 12%, giving a fourth year of reduction and far exceeding the carbon reduction target. Ten invest to save projects were completed in the year at a costs of £784,500 with expected lifetime savings of £1,532,019. Installation of solar panels on Invicta House, the Ashford Highways depot and the Broadmeadow Care Centre was approved and due to complete by July 2012.
- 3.10. Energy efficiency for residents and a Green Deal for Kent: The first meeting of the Kent Green Deal Partnership was held in March 2012 with broad agreement to maintain and establish a partnership approach to the implementation of the Green Deal. A draft action plan was completed and is currently being consulted on.

- 3.11. Rising to the challenge of climate change: As part of the European-funded project Coastal Communities 2150, we have identified coastal communities most vulnerable to the effects of climate change. Initial meetings have been held with these communities to establish local engagement groups and The University of Kent are supporting the communications aspects of the project. A renewable energy resource and opportunities study for Kent was commissioned from Aecom and completed in December 2011. From this work we are developing a Renewable Energy Action Plan for Kent with the first draft of this to be completed by June 2012.

Other Key Projects and Delivery

- 3.12. **Minerals and Waste Local Plan:** Over 700 responses to the Core Strategy consultation and over 3,000 responses to the sites consultation were received. Supplementary sites were identified during the process and the timetable has been put back by six months to allow time to consult on these during the autumn.
- 3.13. **Kent Housing figures:** We have been working with district councils to ensure a robust approach to deriving the number of new dwellings in their local plans.
- 3.14. **Consultations on local plans and major development:** We have co-ordinated KCC's response to consultations on local plan documents prepared for Ashford, Gravesham, Maidstone, Sevenoaks, Shepway, Swale and Tunbridge Wells.
- 3.15. We have also prepared KCC's response to the Vestas wind turbine manufacturing plant at Sheerness, night flying at Manston airport and the first consultations on the Community Infrastructure Levy.
- 3.16. **National consultations:** The division co-ordinated KCC's response to the government consultation on the draft National Planning Policy Framework, Regulations for the Community Infrastructure Levy and Neighbourhood Planning Regulations.
- Key Planning Applications:**
- 3.17. Waste and energy management infrastructure developments supported this year included major new waste transfer facilities and materials recovery facilities, two anaerobic digestion plants for East Kent, a sustainable energy plant for Kemsley Paper Mill, new WEEE recycling facilities in Sittingbourne, a hazardous waste transfer station at Aylesford, wood recycling facilities at Ridham and renewable generating equipment in West Malling. A decision to refuse planning permission for a waste transfer facility at Tovil was successfully defended at a public hearing.
- 3.18. Minerals planning permission were granted for a ragstone quarry at the Hermitage Quarry, Aylesford, which is to be the subject of a planning inquiry in November 2012, and for an exploratory borehole for shale gas in East Kent and modifications to Pinden Quarry, Longfield.

- 3.19. Community development approvals included new academies for Tunbridge Wells and Canterbury, a new primary school for Ashford, and a traveller site in Aylesford.
- 3.20. Planning permission has also been granted for a tunnelling logistics facility for the Crossrail Project in Northfleet.
- 3.21. **Flood Risk Management:** The Preliminary Flood Risk Assessment for Kent was completed in the year and it identified six priority areas for action, with Surface Water Management Plans now being developed for each of these areas. Flood protection funding of £112.5k has been received for Dover and £24.7m for Discovery Park at Sandwich to which KCC will contribute £4.6m.
- 3.22. **Heritage Projects:** Funding from English Heritage has allowed us to work with Dover District Council to prepare a Heritage Strategy to feed into their Local Development Framework.
- 3.23. **Coldharbour Gypsy and Traveller site:** The plans for a new 26-pitch site at Coldharbour have been progressing well, with planning permission achieved in November 2011 and work beginning on the site in May 2012.

Delayed or uncompleted projects in 2011/12

4. Highways and Transportation

- 4.1. **Materials to use in Kent:** The project to deliver an approved list of materials for use on Kent's roads and pavements was not yet completed during the year and is currently in consultation with a wide range of stakeholders and companies who can carry out work on the network.

5. Planning and Environment

- 5.1. **The Roman roads Culture 2007 project:** The external funding bid for this project was unsuccessful.
- 5.2. **Archaeological Research Centre:** The partnership bid for the Archaeological Research Centre was unsuccessful. It is expected that a revised scheme will be prepared during 2012 and resubmitted.

KEY PERFORMANCE AND ACTIVITY INFORMATION

Highways and Transportation

Performance Measure	National average 2010/11	Actual Fin Yr 2010/11	Target Fin Yr 2011/12	Outturn Fin Yr 2011/12
Percentage of streetlight faults completed in 28 calendar days (in KHS Control)	N/a	91.2%	90%	84.2%
Percentage of streetlight faults completed in 28 calendar days (requiring input from UK Power Networks)	N/a	55.8%	75%	79.4%
Percentage of traffic signals working effectively/fully available	N/a	97%	96%	98.5%
Average time to repair a pothole (calendar days)	N/a	40.1	28	20
Percentage of all routine faults/enquiries reported by the public completed in 28 calendar days	N/a	76.5%	90%	89.5%
Percentage of complaints responded to in 20 working days	N/a	95%	90%	95%
Percentage of public and Member contacts achieved in customer standard reply times	N/a	90%	90%	90%
Congestion – Average journey times (minutes per mile) into urban centres during the morning peak on major inbound routes <ul style="list-style-type: none"> ▪ Maidstone ▪ Canterbury ▪ Gravesend ▪ Dartford 	N/a	<4.4 <4.4 <4.4 tbc	<4.4 <4.4 <4.4 tbc	<4.4 <4.4 <4.4 Data due 12/13
Freedom Passes in issue	N/a	26,800	24,000	26,000
Percentage reduction in annual number of killed and seriously injured road casualties compared to 1994-98 average (calendar year)	-49%	-53.9%	-51%	-56.1%

Waste Management

Performance Measure	South east average 2010/11	Actual Fin Yr 2010/11	Target Fin Yr 2011/12	Outturn Fin Yr 2011/12
Kg of residual household waste per household	624	666	658	614
Percentage of municipal waste recycled or converted to energy	67.3%	70.2%	72.2%	78.1%
Percentage of waste recycled and composted at Household Waste Recycling Centres	N/a	69.9%	70.6%	71.8%
Percentage of waste recycled and composted at Household Waste Recycling Centres (excluding 'soil & hardcore')	N/a	61.1%	61.5%	62.8%
Percentage change in tonnage of municipal waste managed	-1.3%	+0.6%	n/a	-2.7%

Activity Measures	Actual Fin Yr 2010/11	Forecast Fin Yr 2011/12	Outturn Fin Yr 2011/12
A - Waste tonnage collected by district councils			
Residual Waste	361,722	361,500	336,158
Dry Recyclables	66,075	76,800	79,735
For Composting	59,392	68,800	70,158
Recycling Credits	57,660	49,500	38,962
Total tonnes collected – A	544,849	556,600	525,013
B - Waste tonnage collected at HWRCs			
Residual Waste	58,338	61,200	53,991
Dry Recyclables	55,881	56,350	55,855
For Composting	35,607	41,450	35,215
Soil and Rubble (Hardcore)	43,860	49,000	46,277
Total tonnes collected - B	193,687	208,000	191,338
Total tonnages of municipal waste collected excluding (A+B but excluding trade waste included in A)	735,963	760,000	716,351

Planning and Environment

Performance Measure	National average 2010/11	Actual Fin Yr 2010/11	Target Fin Yr 2011/12	Actual Fin Yr 2011/12
Percentage of mineral and waste planning applications, excluding those involving environmental impact assessment, determined within 13 weeks	63%	34.2%	70%	47% ¹
Percentage of mineral and waste planning applications, including those involving environmental impact assessment, determined within 16 weeks	N/a	65%	70%	58% ¹
Percentage of applications for the Council's own development proposals determined within 13 weeks	N/a	75%	75%	83%
Average time taken to determine all applications for the Council's own development proposals (weeks)	N/a	10.4	under 12	10.5
Percentage of planning applications acknowledged within 3 working days of receipt	N/a	100%	100%	100%
Enforcement cases defended successfully at inquiry within statutory timescales	N/a	90%	90%	100%
NI 188: Adapting to Climate Change	N/a	Level 3	n/a	This PI is no longer reported
NI 197: Improved Local Biodiversity - % of Local Sites (a total of 437 sites) where positive conservation management has been or is being implemented	N/a	58%	61%	58% ²
Ecological advice provided to agreed deadline	N/a	100%	100%	100%
Responding to requests for archaeological, historic buildings and historic landscape planning advice to time and appropriate professional standard	N/a	82%	82%	89%
Percentage of Historic Environment Record searches completed within 7 working days	N/a	83%	83%	98%
Gypsy and Traveler service Site visits	N/a	1.5	1.2	Data not available
Gypsy and Traveler service Occupancy Rate	N/a	98%	98%	98%
Gypsy and Traveler service Rent Return on Occupied Plots	N/a	98%	96%	98%

Performance Measure	National average 2010/11	Actual Fin Yr 2010/11	Target Fin Yr 2011/12	Actual Fin Yr 2011/12
Gypsy and Traveler service Keeping Essential Services Running/Repaired Within 24 Hours	N/a	99%	99%	99%
Gypsy and Traveler service Plots Vacant and Available for Letting	N/a	5%	6%	6%
FOI/EIR requests responded to within 20 working days	N/a	95%*	100%	n/a ³
Complaints acknowledged within 3 working days	N/a	97%*	100%	100%
Complaints responded to within 20 working days	N/a	98%*	100%	100%
% of invoices paid within 20 days	N/a	90%*	100%	data not available ⁴
% of Member Enquiries responded to on time	N/a	100%*	100%	83%

* as 2011-12 was the first year of P&E division, these figures are an estimation

Note 1: Target missed due to need to negotiate acceptable solutions to address issues raised during the planning process and resolution of legal agreements

Note 2: Soon after setting our target, many woodland sites came to the end of their Woodland Grant Scheme; we expect that a few will be signing Stewardship agreements in the next few months which could improve this result

Note 3: Data no longer disaggregated by directorate due to the often complicated multi-disciplinary responses required, involving a number of teams across KCC

Note 4: From September 2011 Directorates were no longer advised of their performance against this measure.