Environment Directorate

Business Plan
Level 2
2006 - 2007
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Environment – Level 2 Business Plan 2006/7

Website at www.gloucestershire.gov.uk
Most of you will be aware that my role as Group Director: Environment is only an interim one, before a new Director is appointed in May 2006. I certainly can’t claim expertise on all of our services, but I do know enough to be able to see that 2006-7 will bring big challenges to all parts of the Directorate and that, as the year unfolds, these will impact on everybody working here.

We’ve already seen the effect of last May’s change in political control of the Council on some issues, such as the content of the Local Transport Plan. 2006-7 will be the first full year of the new Administration’s Corporate Strategy and budget, including increased spending to improve road conditions. This will be on top of the usual mixture of the effect of legislative changes, such as decriminalised parking, and Government policy, such as new targets for recycling. All of these are reflected in this Business Plan, but perhaps the biggest challenge for us will be to ensure that delivering all these changes improves customer satisfaction with our services, which will be the ultimate indicator of our success.
What We Do And Why

We provide a wide range of services:

Highways and traffic management

We are responsible for the improvement and upkeep of the roads of Gloucestershire (excluding the motorways and some trunk roads, notably the A417/A419.) This covers activities ranging from mowing the verges, to mending potholes, gritting in winter, making minor improvements such as additional pedestrian crossings, through to designing and developing major schemes such as the new Gloucester South West Bypass.

Activities also include promoting road safety through education, improved road design and publicity, and working with schools to develop school travel plans.

Public Transport

We let bus contracts for the commercial routes throughout the county, and help to provide subsidised and community transport. We also run home to school transport for school children, and provide transport for clients of our adults and children’s services.

Waste Management

We are responsible for the disposal or treatment of household waste, after collection by the districts. We also run the Household Recycling Centres and promote recycling and sustainable waste management throughout the County.

Planning

We are responsible for strategic (and environmental) planning, including input into the Regional Spatial Strategy and producing the Minerals and Waste Development Framework. We also process County planning applications including those for mineral extraction and waste management facilities.

Economic Development

Our Economic Development and Tourism services are delivered by acting as an integrated component of Gloucestershire First, the County Council’s partnership with the Gloucestershire Development Agency. Our main function is to support and encourage a thriving local economy and to promote community well being. We use a holistic approach, co-ordinating services to targeted rural and urban communities, not for profit organisations and companies. To deliver this service, we work with officers across all County Council Directorates, other local authorities and agencies, as well as many of the strategic partnerships in Gloucestershire.
**Requirements placed upon us**

In delivering the above services, we are required to meet demands and expectations that originate from a large number of different sources. These can be summarised as:

- Statutory duties
- Partnership working
- Internally determined corporate strategic aims and principles
- Plans and strategies involving other bodies

Our planning needs to be done within the context of these requirements. These are outlined below.

**a) Statutory duties**

**Transport and Highways Maintenance**

- **Highways Act 1980** – maintain, protect and improve the highway network (including public rights of way).
- **Transport Act 1985** – governs the County Council’s duties and powers with regard to supporting public and community transport.
- **Road Traffic Reduction Act 1987** – this obliges each local traffic authority to produce a report containing an assessment of existing levels of traffic on those roads for which it is the highway authority, and a forecast of expected growth in those levels. It should also contain targets for reducing the level of local road traffic in their area of its rate of growth.
- **New Roads and Street Works Act 1991** – governs the installation of utility apparatus (electricity, gas, etc.) within the public highway. (Updated by the Traffic Management Act)
- **Transport Act 2000** – miscellaneous duties and powers, including the statutory requirements to produce a Local Transport Plan.
- **Countryside and Rights of Way (CROW) Act 2000** – rights of way and countryside legislation, including AONBs.
- **Traffic Management Act 2004** – implementing the Act to improve network management
- **Road Traffic Acts** – powers for speed limits, weight restrictions, other traffic management
- **Health and Safety Acts** – duty of care; Construction, Design and Management Regulations covering construction projects.
- **Wildlife and Countryside Act** – protection of certain birds and their nests that must be considered in maintenance and construction
- **Disability Discrimination Act 1995** – Part 3 of the Act imposes requirements on transport infrastructure, such as bus stations and railway stations. Part 5 deals with accessibility requirements for public transport vehicles.
- The Environment Act 1995 and The Air Quality (England) (Amendment) Regulations 2002 – as well as placing a duty on districts to monitor, report, designate and draw up plans in relation to air quality, it also imposes a duty on county councils to prepare, evaluate, propose and work in partnership to implement proposal for reducing traffic emissions in air quality management areas (AQMAs).

**Planning**
- Ancient Monument and Archaeological Areas Act 1979 - Protection and recording of archaeological matters

**Waste Management**
- Waste and Emissions Trading Act 2003 – duty to limit landfilling of biodegradable waste

**Economic Development**
- Local Government Act 2000 – powers of “wellbeing” (environmental, economic and social) – our powers for all economic development activity.

**Overarching**
- The Environmental Assessment of Plans and Programmes Regulations 2004 – brings EU Directive 2001/42/EC(d) on the assessment of the effects of certain plans and programmes on the environment into force in the UK. Places requirement on the department to carry out an assessment and follow a set procedure in developing the Local Transport Plan (LTP) and the Minerals and Waste Local Development Frameworks (LDFs).

**Miscellaneous**
- Other Local Government Acts – various miscellaneous powers.

We ensure that we meet these requirements through a variety of mechanisms. For example the Highway Maintenance Handbook translates requirements into processes to follow and forms the basis of our highways contracts. The requirements of the Transport Acts are met through the Local Transport Plan (LTP), and those of the Environmental Protection Act through the Joint Municipal Waste Strategy.
b) Partnerships

Partnership working is also an important aspect of our work. Ensuring that we work in partnership with the community and with other bodies is key to the successful delivery of our vision.

c) Corporate Strategic Service Aims

Our plans support the County Council’s Corporate Strategy. The Council’s strategic aims are:

- Managing our environment and economy
- Making Transport Work
- Supporting communities and vulnerable people
- Making our communities safer
- Ensuring every child thrives and reaches their potential

The Council also strives to **drive excellence** in a number of different ways. Further information can be found in the Council’s Corporate Strategy – click [here](http://www.gloucestershire.gov.uk/index.cfm?articleid=1168) to take you to this document.  

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1 Website address for the Corporate Strategy: http://www.gloucestershire.gov.uk/index.cfm?articleid=1168
d) Plans and Strategies

This diagram summarises the other plans and strategies that are also relevant to the services that we provide.

Planning Authority

- Structure Plan Third Alteration (in abeyance)
- Minerals Local Plan (adopted April 2003)
- Waste Local Plan (adopted October 2004)
- Minerals and Waste Local Development Framework
- Minerals Core Strategy
- Waste Core Strategy

Transport & Highways Authority

- Draft Regional Spatial Strategy
- LTP2 2006-2011
- Road Safety Plan
- Bus Information Strategy
- Network Management Plan
- School Travel Plan Strategy
- Parking & demand mgt strategy
- Transport Asset Mgt Plan
- Accessibility Strategy
- Vehicle Procurement Strategy
- Rights of Way and Countryside Access Improvement Plan March 2006
- Lorry Mgt Strategy

Waste Disposal Authority

- Municipal Waste Management Strategy 2002 (under review)

BUSINESS PLAN

- MTFS
- Best value Performance Improvement Plan

Economic Development

- Regional Economic Strategy 2006-2016
- Glos Economic Strategy (inc Rural and Urban Strategies) 2003-2012
- LA 21 Strategy
- Air Quality Management Strategy

Overarching environmental

- Environment – Level 2 Business Plan 2006/7
- Website at www.gloucestershire.gov.uk

Other Overarching

- Gloucestershire Community Strategy
Who’s Who
Senior Management Structure

GROUP DIRECTOR
To be appointed May 2006

DIRECTOR
Highways and Transport Services
Paul Galland

DIRECTOR
Waste Management, Planning & Economic Development
Barry King

HEAD OF SERVICE
Parking Strategy & Decriminalisation of Parking Enforcement
Sue Robbins

Gloucestershire
Highways
Philip Hoare

Integrated Transport
Peter Sutherland

Traffic Management & Major Projects
Paul Crick

Business Support
Rob Hart

Waste Management
Mike Williams

Planning
Terry Smith

Economic Dev
Stan Jones *

* Joint appointment – Managing Director, Gloucestershire Development Agency / Economic Development Manager

Level 2 Business Plan Appendices A and B show unit structures in more detail.

Click here to read Appendix A (note: link to be inserted)
Click here to read Appendix B (note: link to be inserted)
Who’s Who

Members

Cabinet

Lead Cabinet Member – Environment, Community and Resources: Cllr Charles Gillams

Cabinet Member – Environment Cllr Stan Waddington
Responsible for Roads, Transport and Waste Management

Cabinet Member – Community Safety Cllr Shaun Parsons
Responsible for Planning and Economic Development

Environment and Community Scrutiny Committee

Chairperson: Cllr Will Windsor-Clive

Other Members:
Cllrs Booth (C); Gravells (C); MacDonald (C); Awford (C); Sudbury (C); Morgan (L); Chamberlain; Cordwell (L-D); Wheeler (L-D); Hibbert (PABAG)

Planning Committee

Conservative
Basil Booth
Mick Butler
Rob Garnham
Nigel Hanman
Robin
MacDonald
Gordon Shurmer
Klara Sudbury
Brian Thornton
Len Tomlins
Robert Vines

Labour
Peter
Chamberlain
Albert Cook
Brian Ossthuysen
Lesley Williams

Lib-Dem
Roger Brown
John Cordwell
Phil McLellan
Simon Wheeler

Independent
Sean Connors
(Brockworth Residents Group)
**Planning Process**

The Business Plan process is our plan for change and performance management. Our objectives support the Council’s Plan, which in turn reflects the Corporate Strategy and the Community Strategy developed by the Gloucestershire Strategic Partnership.

Objectives and tasks that are set out in this Business Plan and its appendices are developed in more detail in the 2006/07 Level 3 Business Plans for each of the directorate’s services.

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**Corporate Strategy**

**Level 1 - Council Plan**
Top level tasks for 06/07

**Level 2 - Business Plan**
Environment’s objectives and tasks for 06/07

**Level 3 - Business Plan**
Unit objectives, tasks and Performance Indicators 06/7

**Level 4 - PARs**
Personal Assessment Reviews

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Click [here](http://www.gloucestershire.gov.uk/index.cfm?articleid=1168) to read either the CORPORATE STRATEGY OR THE COUNCIL PLAN²

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² website address for the Corporate Strategy and the Council Plan
http://www.gloucestershire.gov.uk/index.cfm?articleid=1168
Resources

The plans and targets outlined in Section 3 have been set in conjunction with our financial plan for the next three years and our planned use of staff. Budgets and staffing figures still reflect the old management structure; these will be updated once new financial codes are established to reflect the new structure.

Our financial plan is summarised as:

Revenue Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>2006/07 £000</th>
<th>2007/08 £000</th>
<th>2008/09 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highways Maintenance Unit</td>
<td>20,644</td>
<td>20,753</td>
<td>20,652</td>
</tr>
<tr>
<td>Waste Management Unit</td>
<td>14,985</td>
<td>16,513</td>
<td>18,389</td>
</tr>
<tr>
<td>Integrated Transport Unit</td>
<td>3,351</td>
<td>3,279</td>
<td>3,258</td>
</tr>
<tr>
<td>Planning Unit</td>
<td>1,578</td>
<td>1,6338</td>
<td>1,703</td>
</tr>
<tr>
<td>Economic Development Unit</td>
<td>1,240</td>
<td>1,253</td>
<td>1,291</td>
</tr>
<tr>
<td>Transport Planning Unit</td>
<td>1,180</td>
<td>1,116</td>
<td>1,066</td>
</tr>
<tr>
<td>Capital Programme Unit</td>
<td>1,252</td>
<td>1,231</td>
<td>1,289</td>
</tr>
<tr>
<td>Directorate Management and Support</td>
<td>1,535</td>
<td>1,517</td>
<td>1,525</td>
</tr>
<tr>
<td>Recharge from Central Support</td>
<td>4,426</td>
<td>4,426</td>
<td>4,426</td>
</tr>
<tr>
<td>TOTAL NET EXPENDITURE</td>
<td>50,191</td>
<td>51,721</td>
<td>53,599</td>
</tr>
</tbody>
</table>
**Capital Budget**

- Maintenance: £17,578k
- Integrated Transport: £6,946k
- Gloucester South West Bypass: £7,590k

**Capital 2006/2007**

- Maintenance: 55%
- Integrated Transport: 24%
- South West Bypass: 21%

**Staffing**

**ESTIMATED FTE STAFFING 2006/07**

Staffing figures are not yet available for the new structure adopted on 1st April 2006. This figure will be updated when these become available.
## SECTION 2 - PERFORMANCE FOR 2005/06

### Performance Indicators

The tables below summarise the performance of our directorate against a range of national and high level indicators from the 2005/06 Best Value Performance Plan (BVPP), the Council’s Revised Annual Plan for 05/06, together with a mix of local indicators that reflect local issues and priorities from Environment’s ISPP Level 2 for 05/06.

### Key to symbols
- [Star] performance better than target
- [Circle] performance on target
- [Triangle] performance worse than target

### Key to quartiles
- 1st: Best performance
- 2nd: Better than average performance
- 3rd: Worse than average performance
- 4th: Worst performance compared to all authorities

### Key to symbols
- [Up] Improving
- [Equilibrium] Stable
- [Down] Declining

<table>
<thead>
<tr>
<th>STATUS</th>
<th>INDICATOR</th>
<th>2004/05 ACTUAL</th>
<th>2005/06 TARGET</th>
<th>Predicted outcome 2005/6</th>
<th>Direction of travel compared to 04/05</th>
<th>Our estimate of performance-05/06</th>
<th>Comparator or quartile for 04/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPA</td>
<td>BV100 – Temporary controls/road closures per km of traffic sensitive road</td>
<td>5.1</td>
<td>3.0</td>
<td>1.8</td>
<td>[Star] 4th</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI</td>
<td>BV165 – Percentage of crossings adapted</td>
<td>96.8%</td>
<td>98%</td>
<td>98%</td>
<td>[Circle] 2nd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPA</td>
<td>BV178 – Percentage of footpaths easy to use</td>
<td>51.7%</td>
<td>57%</td>
<td>78%</td>
<td>[Star] 4th</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPA</td>
<td>BV187a – Footways in categories 1/1a/2</td>
<td>21%</td>
<td>15%</td>
<td>10%</td>
<td>[Star] 2nd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI</td>
<td>BV215a.05 – Rectify street lights – non-DNO</td>
<td>[3 DAYS] 3.15</td>
<td></td>
<td></td>
<td>[-]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI</td>
<td>BV215b.05 – Rectify street lights – DNO</td>
<td>[18 DAYS] 27</td>
<td></td>
<td></td>
<td>[-]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STATUS</td>
<td>INDICATOR</td>
<td>2004/05 ACTUAL</td>
<td>2005/06 TARGET</td>
<td>Predicted outcome 2005/6</td>
<td>Direction of travel compared to 04/05</td>
<td>Our estimate of performance 05/06</td>
<td>Comparator or quartile for 04/05</td>
</tr>
<tr>
<td>--------</td>
<td>-----------</td>
<td>----------------</td>
<td>----------------</td>
<td>-------------------------</td>
<td>----------------------------------</td>
<td>---------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>BVPI AP</td>
<td>BV223.05 – Percentage of principal roads maintained</td>
<td>Old measure</td>
<td>35%</td>
<td>New methodology</td>
<td>-</td>
<td>-</td>
<td>3rd (old measure)</td>
</tr>
<tr>
<td>BVPI CPA AP</td>
<td>BV224a.05 – Percentage of non-principal roads maintained</td>
<td>Old measure</td>
<td>New measure 05/06 will set baseline</td>
<td>New methodology</td>
<td>-</td>
<td>-</td>
<td>4th (old measure)</td>
</tr>
<tr>
<td>BVPI CPA AP</td>
<td>BV224b.05 – Percentage of unclassified roads maintained</td>
<td>22.69%</td>
<td>22%</td>
<td>22%</td>
<td>↑</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>AP</td>
<td>Highways Maintenance and Transportation Contract</td>
<td>-</td>
<td>1 April 06</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CPA AP</td>
<td>Implementation of Traffic Management Act</td>
<td>-</td>
<td>Amended to April 06</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>AP</td>
<td>Local Transport Plan and Major Scheme Bid</td>
<td>-</td>
<td>Dec 05</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>BVPI AP</td>
<td>BV102 – local bus services – passenger journeys per year</td>
<td>16.6m</td>
<td>16.9m</td>
<td>16.9m</td>
<td>↑</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>LPI</td>
<td>Demand responsive passengers</td>
<td>25,000</td>
<td>56,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI</td>
<td>Park and Ride journeys</td>
<td>575,671 (return journeys)</td>
<td>595,820 (return journeys)</td>
<td>1.2m (single journeys)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### PROTECTING OUR ENVIRONMENT: A GREENER GLOUCESTERSHIRE (INCLUDING ECONOMIC DEVELOPMENT)

<table>
<thead>
<tr>
<th>STATUS</th>
<th>INDICATOR</th>
<th>2004/05 ACTUAL</th>
<th>2005/06 TARGET</th>
<th>Predicted outcome</th>
<th>Direction of travel compared to 04/05</th>
<th>Our estimate of performance 05/06</th>
<th>Comparator or quartile for 04/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>BVPI AP</td>
<td>BV82ai.05 – % Household waste recycled</td>
<td>16.43%</td>
<td>16.50%</td>
<td>18.0%</td>
<td>↑</td>
<td></td>
<td>2nd</td>
</tr>
<tr>
<td>BVPI AP</td>
<td>BV82bi.05 – % Household waste composted</td>
<td>7.84%</td>
<td>13.50%</td>
<td>11.9%</td>
<td>↑</td>
<td></td>
<td>2nd</td>
</tr>
</tbody>
</table>

Environment – Level 2 Business Plan 2006/7
Website at www.gloUCESTERSHIRE.gov.uk
<table>
<thead>
<tr>
<th>STATUS</th>
<th>INDICATOR</th>
<th>2004/05 ACTUAL</th>
<th>2005/06 TARGET</th>
<th>Predicted outcome</th>
<th>Direction of travel compared to 04/05</th>
<th>Our estimate of performance-05/06</th>
<th>Comparator or quartile for 04/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPA</td>
<td>BV 82 a and b - % Household waste recycled or composted</td>
<td>24%</td>
<td>30%</td>
<td>30%</td>
<td>↑</td>
<td></td>
<td>CPA top threshold</td>
</tr>
<tr>
<td>BVPI CPA</td>
<td>BV82di.05 – Percentage of waste landfilled</td>
<td>75.72%</td>
<td>70%</td>
<td>70%</td>
<td>↑</td>
<td></td>
<td>3rd</td>
</tr>
<tr>
<td>BVPI CPA AP</td>
<td>BV84a.05 – Household waste collected (Kgs per head)</td>
<td>510.7</td>
<td>558</td>
<td>517</td>
<td></td>
<td></td>
<td>4th (but 1st quartile for Counties)</td>
</tr>
<tr>
<td>BVPI</td>
<td>BV87 – cost of waste disposal per tonne</td>
<td>£44.99</td>
<td>£44.30</td>
<td></td>
<td></td>
<td>Coming in under budget</td>
<td>3rd</td>
</tr>
<tr>
<td>AP</td>
<td>Waste Contract</td>
<td>-</td>
<td>Contract commence Aug 06</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI AP</td>
<td>BV109a.02 – Percentage of planning applications (major)</td>
<td>62.16%</td>
<td>60%</td>
<td>63%</td>
<td></td>
<td></td>
<td>2nd</td>
</tr>
<tr>
<td>BVPI</td>
<td>BV200a.05 – Plan making – development plan</td>
<td>-</td>
<td>YES</td>
<td>YES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI</td>
<td>BV200b.05 – Plan making – milestones</td>
<td>-</td>
<td>YES</td>
<td>YES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BVPI</td>
<td>BV200c.05 – Plan making – monitor report</td>
<td>-</td>
<td>YES</td>
<td>YES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AP</td>
<td>Percentage of new homes built on previously developed land</td>
<td>&gt;50%</td>
<td>&gt;50%</td>
<td></td>
<td></td>
<td>Not yet known</td>
<td></td>
</tr>
<tr>
<td>AP</td>
<td>Regional Spatial Strategy and Structure Plan</td>
<td>-</td>
<td>Structure Plan in abeyance</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STATUS</td>
<td>INDICATOR</td>
<td>2003 ACTUAL reported as BV for 2004/5</td>
<td>2004 ACTUAL</td>
<td>2005 TARGET (strategic)</td>
<td>Predicted outcome</td>
<td>Direction of travel compared to 04/05</td>
<td>Our estimate of performance-05/06</td>
</tr>
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<td>---------</td>
<td>---------------------------------------------------------------------------</td>
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<td>--------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>BVPI CPA</td>
<td>BV99ai.05 – Number road accident casualties – KSI all</td>
<td>349</td>
<td>275</td>
<td>255</td>
<td>272</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>BVPI</td>
<td>BV99bi.05 – Number road accident cas: KSI child</td>
<td>24</td>
<td>14</td>
<td>25</td>
<td>24</td>
<td>↓</td>
<td></td>
</tr>
<tr>
<td>BVPI CPA</td>
<td>BV99ci.05 – Road accident cas: slight injuries</td>
<td>2378</td>
<td>2438</td>
<td>2406</td>
<td>2322</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>AP</td>
<td>Percentage of rural villages with 30 or 40 mph speed limits</td>
<td>-</td>
<td>70%</td>
<td>74%</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>AP</td>
<td>20 mph limits introduced outside schools</td>
<td>-</td>
<td>10</td>
<td>13</td>
<td></td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>
External Assessments

The Environment Directorate received some encouraging external assessments in 2005/6:

- Our **Waste Management Service** was inspected and assessed as *excellent with promising prospects for improvement*.

- Our **Local Transport Plan Annual Performance Review**, which shows how well we are delivering the strategy set out in our Local Transport Plan, was assessed by the Department of Transport as *good*.

- Our **draft Local Transport Plan 2**, which sets out our strategy for 2006 – 2011, was assessed as *promising*.

- Our Economic Development partnership, **Gloucestershire First**, was described by the government in the South West as ‘the best Government Sub-Regional Partnership in the region.’

- Our **Planning service** received a score of *17 out of a maximum 21* points for provision of planning application information over the web. This was a big improvement on the previous year.

- The directorate was *successful* in its reassessment against the **Investors in People (IIP)** Standard in December 2005 and subsequently reaccredited as an Investors in People Organisation.

Our CPA Service Assessment score was 2*, out of a possible 1 – 4 (4 = high). This score reflected the poor condition of our principal roads in 2003/4. Considerable improvement has already been made in this area in 2004/5 and 2005/6, and we are confident of achieving a 3* in the next CPA assessment.

Two PSA awards conclude at the end of 2005/6. These set very stretching targets. We expect to achieve our PSA for improving the condition of our principal roads, reducing the percentage in unsatisfactory condition from 10.1% to below 5.6%. Sadly we do not expect to achieve our PSA on reducing the number of people who are killed or seriously injured on Gloucestershire’s roads each year.

Consultation and Customer Feedback

Satisfaction with Environment services is on the increase. For example we saw a huge jump in public satisfaction with highway maintenance in 2004 from 33% to 52% and satisfaction at our Household Recycling Centres remains constantly high at 91%. We will continue to build on this success. Three areas we will focus on for 2006/7 are increasing satisfaction with public transport services and information, raising the profile of our countywide Economic Development service and extending the good practice from highways maintenance to our highways improvement activities.
Our customer feedback over several years has highlighted the need for us to make it much easier for the public to contact us. We have addressed this issue in several ways: achieving 100% success for BV157 which demonstrates we are making services available electronically; achieving Plain English Campaign Internet Crystal Mark for all Environment pages on our website; and from 1st April 2006 we will be promoting one number for Gloucestershire Highways (instead of the previous 15!). We will monitor the success of our one number strategy and consider how we might offer this easy access to other service areas within the Directorate.

Implementing a Customer Relationship Management (CRM) system from 1st April 2006 will also improve the way we learn, and show consistency in dealing with our customer compliments, complaints and feedback.

A wide spread public debate, the Great Gloucestershire Debate, is being run by local media. The first topic covered was transport. We played a major part in this, and the resulting public views are being considered alongside other public feedback.

**Staff Feedback**

The Environment Directorate remains one of the most positive in the County Council. Our last annual staff survey, carried out in November 2004, showed progress on several issues. Staff motivation increased to 76% and satisfaction with working for Gloucestershire County Council is up to 80% within the Environment Directorate. Significant areas of improvement include understanding our business and being able to meet the requirements of the job without working excess hours.

Over the next 12 months we will be concentrating on building a positive and united culture within the new Gloucestershire Highways service, refocusing the directorate within its new organisational structure and taking forward the issues highlighted from our recent successful Investors in People (IIP) assessment.

**Financial Management / Value for Money**

Our budget for 2005/6 has been closely controlled. We forecast a 0.16% (£75k) underspend.
Efficiencies

We currently expect to deliver £600k of Gershon efficiencies in 2005/6. These were largely preplanned and so reflected in the 2005/6 budget. The main efficiencies made are:

- Reduced cost of repairing principal roads (£400k)
- Implementing a County-wide Abandoned Car Scheme that removes vehicles from the highway within 24 hours therefore ensuring safer communities and cleaner environment. The Countywide scheme is a single Gloucestershire contract between the County and all District Councils, now managed totally by the Fire and Rescue Service. This scheme has delivered a 23% reduction in arson within the county and an immediate £100K financial savings split evenly between Environment Directorate and the Fire and Rescue Service (£100k)
- Improved management of our fleet of vehicles (£150k)

Added to the £1.9m of efficiency savings that we found in 2004/5, this brings the Environment total to date to £2.5m. We need to find a further £500k in 2006/7 and 2007/8 to reach our Gershon target of 2.5%.

Very few of our BVPIs relate to value for money, and there is little comparable financial information available elsewhere. We do know that our cost per tonne of disposing of municipal waste has increased faster than in other counties over the last 4 years. We are now more expensive than average. This reflects investment in Household Recycling Centres, which has however resulted in increased recycling rates.

Gloucestershire Highways, our new highways partnership set up jointly with Atkins, is designed to significantly improve efficiency through the reduction of duplicated duties, the co-location of staff, and the payment of profit based on performance, including efficiency savings. However in 2006/7 these efficiencies will need to be offset against the initial set up costs incurred.


Overall Assessment of Performance

It is difficult to make a single assessment of Environment as the standard of our services varies widely:

- Our Waste Management service is excellent, as assessed in a recent inspection. However BVPI figures show that, although our performance has been improving in recent years, other counties are improving faster. We need to increase our rate of improvement if we are not to fall behind.

- The state of the County’s roads is currently poor in places. We have made significant improvements on our principal roads over the last 2 years, but a significant proportion of our non-principal and unclassified roads still require work. Gloucestershire Highways, and increased funding this year, should help to improve this.

- Our planning team has shown a marked improvement in the number of major planning applications processed within 13 weeks.

- Our Economic Development service, run on a partnership basis as Gloucestershire First, is recognised as ‘best Government Strategic Partnership in the Region’ by the Government Office for the South West.

- The results of our integrated transport team are average. Gloucestershire’s residents are reasonably satisfied with their public transport, and with the timetable information provided.

- Taking the Directorate as a whole, we have generally good staff morale, with 76% of staff motivated to do their best. Given the degree of change that staff have coped with during 2005/6, this is considered a good result.

- Our BVPIs appear at first glance to compare badly to other authorities, with 9 out of 25 in the bottom quartile. However closer scrutiny suggests that this is a warped picture of our performance. Almost half of the bottom quartile indicators relate to road accidents, where historic data is used. Hence a poor year for road accidents in 2003 resulted in 4 bottom quartile PIs. A further bottom quartile BVPI was the result of having an almost permanent traffic light set up for the construction of the Gloucester South West Bypass – a one off event. Our bottom quartile score for footpaths we believe may have been a statistical fluke, as surveys in 2006/7 are showing our footpaths to be in a much better condition.
• The Directorate has **worked hard** to deliver Gershon efficiencies and to prepare a tight MTFS for the next three years, with a degree of innovative thinking being applied in some areas. Budgets are **well controlled**.

• Our direction of travel in respect of Environment CPA indicated suggests we will score 3 out of 4 for the 2005/06 assessment.

Overall we assess our performance as **good**.

<table>
<thead>
<tr>
<th>4 - Excellent (well above minimum standards)</th>
<th>3 – Good (consistently above minimum standards)</th>
<th>2 - Fair (at minimum standards)</th>
<th>1 - Poor (not meeting minimum standards)</th>
</tr>
</thead>
</table>

Website at www.gloucestershire.gov.uk
The Wider Context

In planning our work for the coming year, we have taken into account the following expected external and strategic influences:

- **LATS (Landfill Allowance Trading Scheme) fines** have now come into effect. Our allocated allowances for landfill will now reduce each year. The fines for exceeding our allowance are heavy. Our Waste Management Strategy reflects this.

- We expect a White Paper on **Local Government Reorganisation** in the summer or autumn. This could have a dramatic impact on the whole County Council.

- **Local Area Agreements (LAAs)** are being brought in nationally from 2007/8. We have a Directorate objective this year to prepare for their introduction.

- The current Administration is committed to maintaining a **low council tax**. This, together with the on-going Gershon drive, gives a clear steer to continue striving for increased efficiencies and reduced costs for the next 3 years.

- The **Regional Spatial Strategy** (RSS) is being developed, with the Examination in Public due in Spring 2007. We have a Key Task to support this.

- The law now allows local government to take over responsibility for parking from the Police (called **decriminalised parking**). GCC will be developing a policy for countywide parking, including decriminalised parking and plans for park and ride.

- The expected **White Paper on Schools** could impact on our home to school transport service. More detail should become available during the year.

- Districts will bring in **pensioners free bus travel** from 1st April 2006. This is expected to increase the demand for buses.

- Rural Bus Challenge money is expected to run out this year.

- In 2005/6 the County Council took over responsibility for a number of trunk roads in the county from the Highways Agency. Other parts of the network are yet to be determined pending discussions with the Highways Agency.

- Changes to the value of supported borrowing means the cost of borrowing to the county council for capital projects increases significantly.
**Objectives, Tasks, Measures and Targets**

Environment has 11 key **Objectives** for 2006/7 to support the Corporate Strategy:

1. The Corporate Aim of *Making Transport Work* to agreed standards and budgets
2. Implement agreed projects designed to improve our ability to deliver *Making Transport Work* in the future
3. Reduce the number of people killed and seriously injured on roads in the county.
4. Implement the new Highways and Transport Partnership successfully.
5. Deliver the Corporate Aim of *Managing our environment and economy* to agreed standards and budgets
6. Implement agreed projects designed to improve our ability to *Manage our environment and economy* in the future
7. Successfully introduce the restructure of the Directorate, including the induction of a new Group Director for Environment
8. Prepare for Local Area Agreements
9. Deliver and show that we are delivering value for money.
10. Improve the Directorate’s management of and reaction to risk.
11. Implement and contribute to the Council’s key corporate initiatives

These objectives include delivering the following 7 **Key Tasks** included in the Council Plan:

**KT1** Reduce the number of people killed and seriously injured on roads in the county

**KT13** Improve the condition of our road network

**KT14** Restrict lorry routes

**KT15** Implement a Countywide parking management strategy (including decriminalised parking enforcement)

**KT16** Continue to influence the policies of the Regional Spatial Strategy to the benefit of the people of Gloucestershire
**Forward Planning**

**KT17**  Provide improved waste management facilities

**KT18**  Improve the economic well-being of the people of Gloucestershire

**Objectives 1 – 4** are primarily the responsibility of the **Director of Highways and Transport** and are described in more detail in **Appendix A**.

**Objectives 5 – 6** are primarily the responsibility of the **Director of Waste Management, Planning and Economic Strategy** and are described in more detail in **Appendix B**.

**Objectives 7 – 11** are cross-cutting objectives shared by the **whole Directorate**. These include the **Directorate's contribution to the Key Tasks 19 – 25 in the Council Plan. They are described below.**

<table>
<thead>
<tr>
<th>Objective 7</th>
<th>Successfully introduce the restructure of the Directorate, including the induction of a new Group Director</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lead</strong></td>
<td>Peter Jones / Barry King / Paul Galland</td>
</tr>
</tbody>
</table>

The Environment Directorate will formally restructure on 1 April 2006 to the structure shown in the Who's Who section of this report. This involves changes of reporting lines, and also the physical move of a number of staff from Shire Hall to Imperial Gate in Gloucester. In addition, a new Group Director is due to be appointed in May.

These changes will need to be managed to ensure that the full benefits of the new structure are realised and the minimum of staff time is lost during the change.

The main benefits expected from the changes are:

- A management structure that fits neatly with the organisation of the Administration, enabling better communication and accountability

- Improved delivery of transport services, through the co-location of those staff joining Gloucestershire Highways, with those of our partner, Atkins.

- Improved management and leadership of the Directorate, by increasing senior management capacity.
Objective 8

Contribute to the successful negotiation of a Local Area Agreement for Gloucestershire by April 2007 (KT22)

Lead

Tony Roberts

Local Area Agreements (LAAs) involve our commitment to work on selected national priorities, in return for rewards for meeting agreed targets. They are being brought in nationally in 2007/8, so we need to prepare for their introduction. Agreements will concentrate upon four blocks of services:

- Children and Young People;
- Stronger and Safer Communities;
- Healthier Communities and Older People;
- Economic Development and Enterprise.

Environment will be lead directorate for the Economic Development block, through our partnership with Gloucestershire First. We will also have an important role in supporting Stronger and Safer Communities work, through road safety and some local community development initiatives.

**We will prepare for Local Area Agreements (LAAs) by:**

- Working with the Corporate team leading countywide LAA work, including membership of Task Groups developing the agreements
- Reviewing implications for future unit work programmes as partnership work on the four service blocks develops
- Assessing budgetary implications for 2007/8

This will put us in a position to deliver the agreed outcomes when the LAAs formally begin next year.

**We will assess our performance by:**

- Meeting milestones in the corporate programme culminating in signing the formal agreement with Government
- Ensuring LAA work is programmed into appropriate unit business plans for 2007/8
Objective 9  | Deliver, and show that we are delivering, value for money
--- | ---
Lead | Pippa Dickinson

In 2006/7 we will attempt to improve the value we provide from our resources in the following ways:

- Conduct a value for money review in Integrated Transport covering the procurement of bus services
- Conduct a value for money review in Economic Development covering making the best use of funding opportunities.
- Deliver efficiencies as shown in Table A on the following page, and document them as part of the Council’s Gershon return.
- Reduce investment in lower value added areas, as identified in MTFS. Deliver savings that do not count towards Gershon, but which are reductions in budget.
- Investigate further possibilities for future efficiencies in time to feed into next year’s MTFS and Gershon forward looking return.

**We will assess our performance in this area by:**

- Level of Gershon savings delivered in 2006/7
- Level of potential Gershon savings identified for 2007/8
- Satisfactory completion of value for money reviews, resulting in action plans for improvement.
- Preparation of MTFS 2007/8 in accordance with corporate timetable
<table>
<thead>
<tr>
<th>Corporate Reference Number</th>
<th>Description</th>
<th>Planned efficiency</th>
<th>Quality cross check</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Cashable</td>
<td>Non-cashable</td>
</tr>
<tr>
<td>27</td>
<td>Telemetry review</td>
<td>£10k</td>
<td>-</td>
</tr>
<tr>
<td>89</td>
<td>South West Bypass – value engineering</td>
<td>£60k</td>
<td>-</td>
</tr>
<tr>
<td>90</td>
<td>South West Bypass – contract administration</td>
<td>£38k</td>
<td>-</td>
</tr>
<tr>
<td>30</td>
<td>Directorate and management support (implement new directorate structure)</td>
<td>£100k</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Gloucestershire Highways - contractual savings.</td>
<td>£500k</td>
<td>-</td>
</tr>
<tr>
<td>33</td>
<td>Planning – staff reductions resulting from best value review</td>
<td>£85k</td>
<td>-</td>
</tr>
<tr>
<td>35</td>
<td>Savings from Corporate Fleet Contract</td>
<td>£100k</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Reduction in waste team expenses</td>
<td>£28k</td>
<td>-</td>
</tr>
<tr>
<td>91</td>
<td>OHIO Reduced council waste disposal costs</td>
<td>-</td>
<td>£37k</td>
</tr>
<tr>
<td>92</td>
<td>Reduction in waste promotion &amp; marketing</td>
<td>£45k</td>
<td></td>
</tr>
<tr>
<td>93</td>
<td>Increase in composting since 2003, resulting in reduced landfill charges</td>
<td>To be quantified</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>£966k</td>
<td>&gt;£37k</td>
</tr>
</tbody>
</table>
Objective 10

**Improve the Directorate’s management of, and reaction to, risk**

**Lead**  Rob Hart

We face a large number of risks all the time. These range from the undesirable (e.g. risk of causing accidents with subsequent risk of being sued for Corporate Manslaughter), through to those that may be inevitable if we are to make step changes and as such are desirable (e.g. risk of innovative approach not working).

We need to ensure that major risks are identified and assessed, and appropriately managed and reduced. On the other hand we also want to encourage risk taking where this can be controlled and might result in step changes in improved services.

We aim to clarify the desired attitude to different sorts of risk, and develop a strategy complete with action plan to encourage appropriate behaviour.

**We will assess our performance by:**

- Production of agreed risk management strategy
- Progress towards implementing action plan included in the strategy

Objective 11

**To implement and contribute to the Council’s corporate initiatives**

**Lead**  Various

The following corporate initiatives will require the support and assistance of Environment staff during the coming year. Time and resources have been allowed for these in our planning, although in some cases only a rough estimate of the time required is currently available.

**Key task 21**  Improve the levels of customer influence on, and satisfaction with, council services:

**Lead**  Caroline Anderton

The details of this task will be agreed in-year, but it seems likely that all services will need to

- complete a self assessment of whether they have key local service standards in place by January 2007
- to fill identified gaps against standards by March 2007
The amount of work and impact is unknown at this stage, but some is expected.

Key task 23  Promote Equality of Opportunity within Gloucestershire
Lead  Rob Hart

As a directorate we will continue to assist in delivering the Corporate Equalitys Programme, which aims to develop a diverse workforce to deliver effective services to the diverse communities within the county. We will do this by:

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist in the review and re-launch of the Race Equality Scheme.</td>
<td>May 2006</td>
</tr>
<tr>
<td>Assist in producing and adopting a Council Equality Plan</td>
<td>September 2006</td>
</tr>
<tr>
<td>Work towards level 2 of the Equality Standard for Local Government</td>
<td>October 2006</td>
</tr>
<tr>
<td>Assist in producing and adopting a Disability Equality Scheme</td>
<td>December 2006</td>
</tr>
<tr>
<td>Start undertaking equality impact assessments</td>
<td>June 2006</td>
</tr>
</tbody>
</table>

The amount of work involved in producing equality impact assessments is currently unknown so definite plans cannot be made for this activity.

Key task 24  Improve the safety and well-being of staff and others
Lead  Rob Hart

Environment will support the Council’s Health and Safety priority by contributing towards delivery of the 4 key objectives identified in the Safety, Health and Environment (SHE) Unit’s Business Plan 2006/7:

- **Risk assessment** –
  - Complete risk assessments
  - Implement control measures to reduce workplace risks.
  - The scope of risk assessments also includes specific items such as ‘workplace violence’.

- **Occupational road risk** –
  - Initial work to establish current practices
  - Assist in developing corporate policy/guidance

- **Safety validation of organisational change** – assisting in developing and communicating guidance on the process
Forward Planning

• **Absence management including stress** – Continue work undertaken 2005/06 and roll out framework for line managers to use. Contribute towards development of, and implement, revised corporate policy on absence management
  
  September 2006
  March 2007

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### Key task 25  Prepare the council for the CPA Assessment due in 2007/8

**Lead**  
Pippa Dickinson

A Peer Review is planned for June 2006. If we are on the list for an early 2007/8 CPA assessment some work will be required to prepare for this.

---

### Lead  Business Continuity

**Lead**  
Rob Hart

All of our business activities are at risk of disruption from a variety of threats, which vary in magnitude from catastrophic through to trivial. Business Continuity Management is a process that helps us to continue providing services to the community in the event of such serious disruptions and emergencies.

Business Continuity Plans have been developed and are in place for the following services:

- **Waste Management** – Statutory Services (loss of disposal sites/landfill, and service continuity)
- **Capital Programme** – Traffic Signal Failure (Part 1 – Service delivery in the event of disruption restricting access to Shire Hall)
- **Integrated Transport** – Home to School Transport
- **Highways Maintenance** – Highway Inspections and winter maintenance
- **Transport Planning** – Land Charge Search function

During 2006/7, Business Continuity Plans will be developed for the following services:

- **Integrated Transport** – Loss of all passenger transport services
- **Capital Programme** – Traffic Signal Failure (Part 2 – Service delivery in the event of disruption on the highway)
- **Gloucestershire Highways** – All critical highway services
- **Economic Development**

---

### Lead  Risk Management

**Lead**  
Rob Hart

As part of the Corporate Risk Management Plan to:

- Assist in the development of the Council’s Corporate Risk Register and associated Risk Management Action Plans.
Forward Planning

- Develop a Directorate Risk Register and Action Plan.
- Report to the Corporate Risk Management Steering Group, on a six monthly basis on:
  a) Progress with implementing strategic risk countermeasures
  b) New and emerging risks identified
  c) The management of operational level risks within the directorate
  d) Project and partnership risk management within the directorate

Resources

This Plan has been prepared in conjunction with the preparation of the MTFS 2006/7 – 2009/10.

The main areas where significant change has been made to previous budgets are:

- Additional £4m allocated to highways maintenance. This is to address the current poor state of our non-principal roads.

- Additional funding allocated to waste management. This is primarily to finance the new contract. No sudden increases in performance are expected to be seen in 2006/7.

Gershon efficiencies, where cashable, are reflected in reduced budgets.
Forward Planning

Key Milestones for our shared Directorate objectives

- **April 2006**: Project Plan in Place
- **May 2006**: Mid year review of Gershon 06/07
- **June 2006**: Initial list of outcomes
- **July 2006**: Initial list of outcomes
- **September 2006**: MTFS
- **October 2006**: 1st draft submitted to GOSW
- **November 2006**: 2nd draft submitted to GOSW
- **December 2006**: Staff Survey
- **January 2007**: 2nd draft submitted to GOSW
- **February 2007**: 2nd draft submitted to GOSW
- **March 2007**: Forward looking review of Gerson 07/08

- **April 2006**: Gloucestershire Highways mobilised
- **May 2006**: Backwards Gershon review of 2005/06
- **June 2006**: Report on outcome of Value for Money Reviews to CoMT & Scrutiny
- **July 2006**: Initial list of outcomes
- **September 2006**: MTFS
- **October 2006**: New Group Director in post
- **November 2006**: Agreed list of outcomes
- **December 2006**: Project Plan in Place

**Value for Money**

**Restructure**

**Local Area Agreements**
SECTION 4 - MONITORING & REVIEW

Quarterly Reviews

The Departmental Management Team (DMT) will monitor this Plan on a quarterly basis. They will monitor:

- progress against milestones.
- quarterly indicators as included in Appendices A and B. These will be discussed in more depth by service management teams. Extended Departmental Management Team (XDMT) (Directors and Heads of Profession) will monitor the overall performance of the Directorate with a view to identifying cross cutting impacts (e.g. expected CPA score, staffing issues.)
- financial spend and commitments, including projected Gershon efficiencies realised
- Service standards and corporate health indicators. (see below)

Quarterly performance will be reported to Environment Cabinet Members, and also to Environment and Community Scrutiny Committee three times yearly.

Mid Year Reviews

Once second quarter results are available, there will be a detailed mid year review of progress against this plan. The purpose of this will be to determine any additional action necessary to ensure that the Plan is delivered by the end of the year, and to agree any changes needed to the Plan to reflect in-year unplanned events.

Similarly each Head of Profession will have a thorough mid-year review of their Level 3 Plan with their Director.

Planning for 2007/8

Once all the performance figures are available for 2005/6 we will conduct an in-depth review of performance in order to set the context to start planning for 2007/8. This is expected to be in June/July 2006.

Service Standards and Business Health checks

During the year, we monitor a number of indicators as a means of assessing the health of our Directorate as a business organisation. The following will be reported to DMT on a quarterly basis. Others will be monitored by the Head of Business Services.
### Customer focus
- The percentage of phone calls that are answered within 16 seconds (5 rings). We aim for 100%, with a realistic target being to achieve more than 95%.

- Percentage of Freedom of Information and Environmental Information Regulation (EIR) enquiries responded to within 20 days. We have a statutory requirement to achieve this in all cases unless otherwise agreed with the person making the enquiry.

> We only know for certain that we responded to 68.8% of enquiries (22 out of 32) in 20 days in 2005/06

- Number of complaints received, by category and the use made of them.

### State of the workforce
- Results of staff surveys. We aim to improve our responses to questions regarding management and leadership by at least 5% to 71% satisfaction.

> Since the last staff survey, all Heads of Service and Heads of Profession have been on a leadership course. As a result of this we anticipate an improvement in results. Average score of questions 2a – 2e. Questions 23, 24, 28 also relevant.

- Sickness and absence figures. We aim for no more than 8.5 days per person in 2006/7.

> A corporate project is planned to agree the issues and the best way to address them. Head of Business Services will represent Environment on this project.

- Bullying and harassment incidents. We aim for none in our Directorate.

> The latest figures available are from a survey of a small number of staff and are therefore subject to sampling error. The percentage of incidents reported does not seem reasonable given that the Environment Directorate has just been reaccredited with the Investors in People (IIP) award. Nevertheless we do consider this an important indicator and are now attempting to determine the true picture.

> A corporate project is being led by the Equalities unit. Head of Business Services will represent Environment on this project. We aim for a reduction in incidents of at least 50% over the current reported figures.

- Skills shortages in business critical areas.

> We have a Workforce Development Plan, which proposes way of addressing skills shortages in business critical areas.

- Percentage staff turnover within Directorate

> Staff turnover will be monitored by service.

### Our sustainability
- Business mileage incurred by staff. We aim to reduce this by 5%.

> We will monitor this by monitoring the car element of the service travel budget, for each service.
The monitoring and reviewing process for this Business Plan (and its appendices) is shown below:

DMT

CABINET MEMBERS MEETING

ENVIRONMENT AND COMMUNITY SCRUTINY COMMITTEE

Website at www.gloucestershire.gov.uk
### Glossary of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AONB</td>
<td>Area of outstanding natural beauty</td>
</tr>
<tr>
<td>AQMA</td>
<td>Air quality management area</td>
</tr>
<tr>
<td>BMW</td>
<td>Biodegradable municipal waste</td>
</tr>
<tr>
<td>BVPI</td>
<td>Best Value Performance Indicator</td>
</tr>
<tr>
<td>CPA</td>
<td>Comprehensive Performance Assessment</td>
</tr>
<tr>
<td>CRM</td>
<td>Customer relationship management</td>
</tr>
<tr>
<td>DE</td>
<td>Driving excellence – service aim</td>
</tr>
<tr>
<td>DfT</td>
<td>Department for Transport</td>
</tr>
<tr>
<td>DMT</td>
<td>Departmental Management Team</td>
</tr>
<tr>
<td>DPE</td>
<td>Decriminalised parking enforcement</td>
</tr>
<tr>
<td>EIP</td>
<td>Examination in Public</td>
</tr>
<tr>
<td>EIR</td>
<td>Environmental Information Regulations</td>
</tr>
<tr>
<td>GCC</td>
<td>Gloucestershire County Council</td>
</tr>
<tr>
<td>GES</td>
<td>Gloucestershire Economic Strategy</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographic information system</td>
</tr>
<tr>
<td>GOSW</td>
<td>Government Office for the South West</td>
</tr>
<tr>
<td>IIP</td>
<td>Investors in People</td>
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Corporate Strategy  
http://www.gloucestershire.gov.uk/index.cfm?articleid=1168

Council Plan  
http://www.gloucestershire.gov.uk/index.cfm?articleid=1168

Environment Level 2 Business Plan Appendix A  
(Link to be set up)

Environment Level 2 Business Plan Appendix B  
(Link to be set up)

Local Transport Plan 2 (LTP)  
http://www.gloucestershire.gov.uk/index.cfm?articleID=10987

Tourism websites:  
http://www.cotswolds.com  
http://www.the-cotswolds.org
Useful Information

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Environment Directorate
Business Plan Level 2

Appendix A
Highways and Transport

Forward Plan - 2006/07
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✉ pippa.dickinson@gloucestershire.gov.uk
SECTION 1 - INTRODUCTION

Although the change of power following Council elections was as long ago as last May, 2006/7 will be the first year we will see the full impact of the new Administration’s priorities and financial commitments. This Business Plan sets out how we will begin to deliver some of the priorities spelt out in the recently adopted Corporate Plan for 2006 – 2009, against the background of the changes from the new Highways and Transportation contract. So, for all of those working on highways and transport, this document sets out the context for the next twelve months.

“Making Transport Work” was a clear election manifesto commitment and so it is no surprise that it shapes this Plan. It involves both re-emphasising the standards we are working to and progressing some high profile projects – in effect, covering both the “day job” and new directions. Too often in the past we have concentrated on new initiatives and given less attention to day-to-day issues. A clear corporate strategy message is that the “day job” matters, especially in terms of immediate priorities such as improving the conditions of our roads and better traffic management. Within this document you will find challenging, but realistic targets for many of our services. The recent Council budget provided more funds for highways and the onus is now on us to deliver the goods, in terms of improved day-to-day services.

Part of the delivery of election commitments will be through specific projects outlined in the Plan. So, along with improving road conditions, we have specific tasks such as greater restrictions on routes heavy lorries can use, which will provide environmental protection and improve the quality of life in a large number of communities.

For many people, however, the most important project this year will be a major push to reverse the worrying recent increase in numbers killed on Gloucestershire roads. This will include some significant changes to how we operate our capital programme, including bringing in a “fast track” approach for some safety schemes designed to reduce the number of casualties.

An important new priority in 2006/7 will be developing a countywide parking strategy, in response to a combination of public concern and the transfer of parking enforcement from the Police to local authorities. In the past, parking has been a low key concern within the Directorate, but its profile will now be raised and it will become a major issue for us in the next few years – both in terms of its impact upon motorists throughout Gloucestershire and the need to change some of our longstanding working relationships with the Police and District Councils.

Talking of working relationships, undoubtedly the most important for us in the next year will be building our partnership working with Atkins, through the establishment of Gloucestershire Highways. As in most partnerships, successful relationships need working at, so one specific objective for 2006/7 is to introduce the new partnership successfully, including the integration of staff from both partners into one organisation. In short, the new contract and all our efforts for 2006/7 will be about the challenges of delivering better services and improving customer satisfaction.
Senior Management Structure

HEAD OF SERVICE
Parking Strategy & Decriminalisation of Parking Enforcement
Sue Robbins

DIRECTOR
Highways and Transport Services
Paul Galland

BUSINESS SUPPORT
Rob Hart

PA
Hansa Patel

Glos Highways
PHILIP HOARE (Atkins)

Network Manager
MARK DAUNCEY

Perf & Project Manager
GARETH BLACKETT

Transport Engineering Manager
BOB GIBBONS

Asset Manager
ROB VALE

Network Strategy Manager
RUTH CHAPMAN

Major Projects Manager
LAWRNCE ELCOCKS

Schemes Delivery Mgr
CHRIS PANES (Atkins)

Transport Procurement & Ops Manager
DEREK LUCAS

Network Management
GERRY PRODOHL

Development Co-ordination Mgr
DAVE RADFORD

Business Manager
GRAHAM WANLESS (Atkins)

Development Co-ordination Mgr
PIPPA DICKINSON (To be confirmed)

Road Safety Manager
MARK PARKER

Public Rights of Way Manager
MARK PARKER

Website at www.gloucestershire.gov.uk
Planning Process

The Business Plan process is our plan for change and performance management. Our objectives support the Council’s Plan, which in turn reflects the Corporate Strategy and the Community Strategy developed by the Gloucestershire Strategic Partnership.

Objectives and tasks that are set out in this Business Plan and its appendices are developed in more detail in the 2006/07 Level 3 Business Plans for each of the directorate’s services.

The diagram below summarises the other plans and strategies that are also relevant to understanding the services that this section of the directorate provides:

Transport & Highways Authority

- Vehicle Procurement Strategy
- LTP2 2006-2011
- Rights of Way and Countryside Access Improvement Plan March 2006
- Network Management Plan
- School Travel Plan Strategy
- Bus Information Strategy
- Road Safety Plan
- Parking & demand mgt strategy
- Accessibility Strategy

Website at www.gloucestershire.gov.uk
SECTION 2 - FORWARD PLANNING

OBJECTIVES, TASKS, MEASURES AND TARGETS

The Highways and Transport section has the lead on delivering 4 of the Environment Directorate’s key objectives for 2006/7:

1. Deliver the Corporate Aim of ‘Making Transport Work’ to agreed standards and budgets
2. Implement agreed projects designed to improve our ability to deliver ‘Making Transport Work’ in the future
3. Reduce the number of people killed and seriously injured on roads in the county (KT1)
4. Implement the new Highways and Transportation Partnership successfully.

Staff in this section also contribute to the other Directorate objectives, described in the main section of the Level 2 Business Plan and Appendix B (Waste Management, Planning and Economic Development).

These objectives include delivering the following Key Tasks included in the Council Plan:

KT1  Reduce the number of people killed and seriously injured on roads in the county
KT13 Improve the condition of our road network
KT14 Restrict lorry routes
KT15 Implement a Countywide parking management strategy (including decriminalised parking enforcement)
The Corporate Aim of **Making Transport Work** consists of the following objectives.

- Improving the condition of county roads
- Better traffic management to make best use of the existing infrastructure
- Reducing the harmful impact of transport (especially lorries) on the environment
- Integrating our transport systems to better support regeneration and growth
- Giving people more choice where there are viable alternatives to the car

We also include in this section the following, which contributes to the strategic aim of **Making our communities safer.**

- Reduce accidents on the roads of Gloucestershire

Within these objectives, our current priorities are to:

- Reduce the number of people killed and seriously injured on roads in the county.
- Substantially improve the condition of our roads
- Put in place effective restrictions on lorry routes to improve the quality of life of local communities
- Establish a new holistic strategy for on-street parking and park and ride, and move forward plans for decriminalised parking enforcement

Details of the strategy to deliver these improvements can be found in the LTP2 [click here to take you to this document](http://www.gloucestershire.gov.uk/ltp2) and details of the actions planned for 2006/07 in the relevant Level 3 Business Plans.
The agreed standards we are aiming for in 2006/07 are listed below. Targets are consistent with other documents as follows:

- For indicators included in the Gloucestershire Highways profit calculation, the targets are those set for them to achieve full bonus, except where otherwise agreed.

- For indicators included in the LTP2, targets are in line with the strategy.

**Improving the condition of County Roads**

In 2006/7 we will:

- Resurface 20 kms full width and strengthen 17 lane kms of principal roads. The expected impact of this on our deflectograph and scanner scores (which tell us the length of road the should be considered for treatment) is currently being analysed.

  We have 900 lane kms of principal roads, plus approximately 160 lane kms lanes of ex-trunk roads recently taken over from the Highways Agency. (Note: 1 km of dual carriageway = 4 lane kms). The Government assesses us on the state of our roads as assessed by Scanner. In non-technical terms, ‘Scanner’ assesses the state of the surface of the road while ‘deflectograph’ assesses the condition of the underlying base. The Scanner readings are currently unreliable, and the instructions for the use of the data has changed year on year, hence it is difficult to predict the actual increase that will be achieved.

  Length of road resurfaced or treated monitored quarterly. Surveyed annually.

- Reduce the length of non-principal classified roads where structural maintenance should be considered from 1,108 kms.

  Gloucestershire Highways are still analysing the current state of our roads to determine a realistic target for this objective in 2006/7. See note above re Scanner readings. Length of road treated monitored quarterly. Surveyed annually.

- Reduce the length of unclassified roads where structural maintenance should be considered (negative residual life as measured by Coarse Visual Inspection) from 1,112 kms.

  Gloucestershire Highways are still analysing the current state of our roads to determine a realistic target for this objective in 2006/7. Length of road treated monitored quarterly. Surveyed annually.

- Reduce the length of well-used footways that require structural maintenance.

  Gloucestershire Highways are still analysing the current state of our roads to determine a realistic target for this objective in 2006/7. Survey results are not yet available for 2005/6, but we believe that we have about 10.8km of footways that require maintenance. ‘Well used footways’ = category 1, 1a and 1b. Footways are surveyed annually.
Review the loading and restrictions on bridges.

We have 920 bridges. Currently 111 do not meet their required loading. We have an objective in LTP2 to reduce this to 105 (11.5%) by 2006/7.

Improve the percentage of respondents in a public survey who are satisfied with the condition of the county roads from 41.5% to 51.1%

Survey conducted annually.

Aim to satisfy the public with the design of our schemes.

We will survey relevant members of the public (e.g. local residents) after a scheme is built to find out whether they are satisfied that it achieves its stated purpose. We will set a baseline based on the first schemes built where the public is surveyed, and we will try to improve on this figure during the year.

Repair or make safe all serious reported potholes within 24 hours.

We aim for 100% and achieved 99.8% in 2005/6. There are clear government guidelines on potholes that count as serious.

Better traffic management to make best use of existing infrastructure

In 2006/7 we aim to:

- Limit the use of temporary traffic lights on traffic sensitive roads to 54 days during the year.
  
  The way that work is organised and the techniques used can affect the need for traffic lights, and the time that they are needed. We hope to limit the use of temporary traffic lights, despite the ambitious programme of works planned for 2006/7. We currently have 90.7km of roads categorised as ‘traffic sensitive’. This is being reviewed and we expect to move to the use of a much more extensive network during the year. In this case we may have to reassess this target. Monitored quarterly

- Limit the number of days that road works start or finish late, or start early, as a proportion of the planned duration.

  This is a new indicator. A baseline will be set during April and May. Monitored quarterly

- Achieve 9% growth in Park and Ride passenger numbers from the Cattle Market, compared to the reduced levels following the new charging system.

  Over the last two years before the change to the charging system, we achieved a steady 9% annual growth. Numbers then dropped suddenly. We hope that we can re-establish this upward trend in numbers. This target equates to approximately 382,000 one-way journeys in 2006/7 (i.e. a return counts as 2). Monitored monthly

- Maintain Park and Ride passenger numbers from Waterwells, despite increasing charges

  We do not know what effect the new charges will have (to come into effect 1st April 2006). Current levels are 314,000 one-way journeys per year (i.e. a
Return counts as 2). Monitored monthly.

- Recover half the drop in Park and Ride passenger numbers at Arle Court caused by the change in charges
  
  Passenger numbers at Arle Court dropped by 3 – 4,000 a month when the charges were increased. Recovering half this drop will result in 481,000 one-way journeys per year (although only the driver pays at Arle Court, all passengers are counted). Monitored monthly.

- Deliver 19 schemes designed to reduce congestion, as set out in the Capital Programme.
  
  Risk adjusted forecast monitored monthly

- Spend £2.062m on schemes designed to reduce congestion, as set out in the Capital Programme
  
  Risk adjusted forecast monitored monthly

Local Transport Plan (LTP) 2 sets out our strategic plans for tackling congestion (see p111 of LTP 2). We will assess how well we are achieving this aim, at least in the town and city centres, by monitoring peak traffic flows into Cheltenham and Gloucester. To be on track in 2006/7, to achieve our 5 year strategic targets, we will need to:

- Maintain the peak traffic flow into Cheltenham at 2004 levels
  
  We measure this as the number of vehicles travelling in-bound that cross a cordon around the city centre between the hours of 7am – 10am. In 2004 this was 15,736 vehicles. Monitored annually.

- Reduce the peak traffic flow into Gloucester from 2004 levels
  
  Measured as above. In 2004 there were 10,961 vehicles. As a result of the SW Bypass and the improvements in Park and Ride we aim that this should reduce in 2006/7 to 10,851. Monitored annually.

The main actions expected to contribute directly to this indicator, are in the LTP2 – p197.

**Reducing the harmful impact of transport on the environment**

In 2006/7 we will:

- Deliver 14 schemes designed to improve air quality or quality of life, as set out in the Capital Programme.
  
  Risk adjusted forecast monitored monthly

- Spend £1.168m on schemes designed to improve air quality of quality of life, as set out in the Capital Programme
Risk adjusted forecast monitored monthly

- Set up 4 new Lorry Watches.
  
  *We are planning on 1 new one a quarter. We currently have 17 lorry watch schemes, covering 19 routes. Monitored quarterly.*

- Assess the satisfaction of lorry watch volunteers with the effectiveness of the scheme.
  
  *Monitored by survey part way through the year.*

- Complete 55 school travel plans, bringing the total number of schools with travel plans to 174.
  
  *Monitored quarterly.*

The LTP2 (p95 and p131) sets out our strategic plans for improving quality of life and delivering better air quality. To be on track in 2006/7, to achieve our 5 year strategic targets, we will need to:

- Maintain the number of cycling trips made at 2004 levels
  
  *We collect this data using the County Household Survey, and also by using 25 automatic cycle counters. Between 2003 and 2004 numbers decreased 2%. Monitored annually.*

- Reduce the number of children who travel to school as the only passenger in a car from 34.6% in 2005/6 to 32.9% in 2006/7.
  
  *We collect this by asking for a show of hands in schools in early May of each year. Monitored annually.*

- Reduce the number of large HGVs (OGV2s) on key rural routes from 1.4% of all traffic to 1.34% of all traffic
  
  *We have 15 sites on key rural routes across the County where we count the number and type of lorries monitored annually. Reduce the percentage of traffic in the Central Severn Vale with only a driver to 53.7%
  
  *We collect this by a household survey. Monitored annually.*

*Integrating the transport infrastructure to support regeneration and growth*

Our transport strategy contributes to the Community Strategy’s aim of Encouraging Thriving Communities. We plan to support the economy of Gloucester and Cheltenham by continuing to support schemes to make the centres more attractive to shoppers. These include pedestrian schemes, the Park and Ride sites and the Gloucester Urban Regeneration Company works in the Gloucester Docks.

To assess the vitality of the centres, we will monitor the number of shoppers. We do not currently have a base line for this measure.
In 2006/7 we will

- Obtain a baseline for the number of shoppers in Cheltenham and Gloucester. We hope to do this by installing pedestrian counting devices at key locations.

**Extending choice where there are viable alternatives to the car**

In 2006/7 we will:

- Maintain the percentage of households without access to a car within 30 minutes of a GP by public transport, to at least 88%
  
  *This is an indicator that we are required to report to the DfT. It shows, for people who do not own a car, how many are likely to have more than a half hour journey to get to the nearest GP by public transport. So if a surgery is closed, or a bus route is cut, we need to consider whether an alternative form of transport needs to be provided. Usually a community run scheme. This indicator is estimated using databases of local information and a modelling tool. Monitored annually.*

- Ensure that 65% (3,575 kms) of the total length of rights of way in the County are easy to use by the general public
  
  *In previous years we have sampled only a small proportion of our network of footpaths each year. This has resulted in wide fluctuations. Figures for previous years were: 2004/5 - 51.5% and 2005/6 - 78%. In 2006/7 we plan to survey the entire network; this will give us a reliable result. Monitored annually.*

- Fit all our pedestrian crossings with facilities for disabled people.
  
  *Currently 4 (2%) are not adapted. We have 288 crossings. Monitored quarterly.*

- Deliver 39 schemes designed to improve accessibility, as set out in the capital programme
  
  *Risk adjusted forecast monitored monthly*

- Spend £1.874m on schemes designed to improve accessibility, as set out in the capital programme
  
  *Risk adjusted forecast monitored monthly*
We also hope that our on-going work will result in the following; however it needs to be recognised that these targets are influenced both by work done in previous years, and also by factors outside the control of the County Council.

- **Increase the number of bus passengers to 18m**
  
  *We expect the figures for 2005/6 to show about 16.9m journeys. The increased target is based on an increase of 5% due to concessionary fares being available to pensioners, plus a further 200,000 passengers due to other increased take up. Monitored monthly.*

- **Increase the percentage of bus passengers who are satisfied with public transport information from 62% to 68%**
  
  *A survey carried out in line with Government guidelines is done every three years and the results used as part of the Council’s assessment. Note that this indicator measures the satisfaction of those who use the buses as a subset of everyone asked, which includes non-users. The next such survey is due in 2006/7.*
  
  *We conduct our own smaller surveys on a more frequent basis, and one such is planned for May 2006. This target will be reviewed once the results of this interim survey are known.*

- **Increase the percentage of public transport users who are satisfied with local bus services from 58% to 65%**
  
  *We have recently ensured that all timetables on bus stops are up to date, that timetable leaflets are available in all main outlets, and on the relevant buses, all timetables are now available on the website, and Travel Line are provided with up to date information. This should result in more satisfied customers. This target will be reviewed following the mini survey of bus users planned for May 2006.*
  
  *A survey carried out in line with Government guidelines is done every three years. Note that this indicator measures the satisfaction of those who use the buses as a subset of everyone asked, which includes non–users. The next survey is due in 2006/7.*

**Reducing accidents on the roads of Gloucestershire**

In 2006/7 we will:

- **Deliver 139 schemes designed to improve safety, as set out in the Capital Programme**
  
  *Risk adjusted forecast monitored monthly*

- **Spend £1.568m on schemes designed to improve safety, as set out in the Capital Programme**
  
  *Risk adjusted forecast monitored monthly*
Achieve a safety benefit from the schemes delivered in 2006/7 of £1.128m in the first year after they are built.

There are standard methods set out by the Department for Transport for calculating the value of safety benefits achieved. The above target gives a ‘first year rate of return’ (benefits achieved / cost of schemes) on safety schemes of 72%. We will not know whether we have achieved this until the end of 2007/8.

Repair street lights (except where the problem is due to a problem with the electricity supply) within 3 days.

Monitored monthly

Pre-salt all priority routes before 7am after a poor weather warning.

Complete a survey of our network that shows any lengths of road with insufficient friction. Draw up a programme for treating these.

Together with the Police, the City, Borough and District Councils, we are committed to two long-term strategic aims relating to road safety. These are:

a) To reduce fatal and serious casualties by at least 50% by 2010. This will involve reducing casualties from the 1994 – 1998 average of 360 per year to less than 180 per year by the end of 2010.

b) To reduce fatal and serious child casualties by at least 50% by 2010. This will involve reducing child casualties from the 1994 – 98 average of 35 per year, to less than 17 per year by the end of 2010.

We will be on track in 2006/7 to achieve these strategic targets if:

- The numbers of people killed or seriously injured in road accidents in Gloucestershire falls to no more than 240
- The numbers of children killed or seriously injured in road accidents in Gloucestershire falls to no more than 23

We also aim to:

- Reduce the number of people slightly injured in road accidents to no more than 2,376.
- Reduce the number of young people (15 – 24 years olds) injured, including slight injuries, serious injuries and deaths, in road accidents in Gloucestershire to no more than 746.
### Objective 2
Implement agreed projects designed to improve our ability to deliver ‘Making Transport Work’ and other Strategic Aims in the future

#### Leads
As shown below

Details of projects can be found in the Level 3 Business Plans and in the project initiation documents (PIDs).

---

#### KT13 Improve the condition of our road network

Three key strands of work are planned to improve the way we manage our highways maintenance function. These projects should enable the future maintenance of our roads to be carried out more efficiently and effectively.

- **Set up of Gloucestershire Highways**
  Gloucestershire Highways will legally become operational on 1st April 2006. However there will be an important period of bedding in during which new processes and working practices are put into practice. It will be important that this change is managed carefully.

  **Lead = Philip Hoare – Head of Gloucestershire Highways**

- **Review of highways works planning and programming to bring work forward**
  There has been a tendency for the majority of highways works to slip towards the end of the year, resulting in inefficient use of resources and the risk of under spending if too many schemes slip into the next year. This project will attempt to address this issue.

  **Lead = Traffic Management and Major Projects - Lawrence Elcocks**

- **Preparing for the transition of work from the Agencies (Gloucester City and Cheltenham Borough) back to GCC**
  Gloucester City and Cheltenham Borough have been carrying out highways work in their areas under an Agency agreement. This agreement will come to an end in April 2007. We need to prepare for the smooth transition of this work to Gloucestershire County Council and Gloucestershire Highways.

  **Lead = Paul Galland**

Key milestones for 2006/7 are:
Gloucestershire Highways:

a. Start of Gloucestershire Highways 1 April 2006

b. Permanent Head of Gloucestershire Highways in post 1 April 2006 (achieved March 2006)

c. First quarter review of performance indicators – levels of delivered performance agreed July 2006

Review of Highways work planning and programming:

a. Completion of 2½ year programme of design and construction, set up on the database July 2006

KT14  Restrict lorry routes

The introduction of a nighttime curfew in the AONB will be the major contributing project in 2006/07. Other relevant work includes working with the Freight Quality Partnership, continuing to input on relevant planning applications in our development coordination capacity, commissioning Lorry Watch schemes, and including lorry management in capital schemes.

Lead = Lawrence Elcocks

- AONB Restrictions – pilot night time curfew and 7.5t weight restrictions for Cotswold AONB PID will give milestones. First restrictions in place by Spring 2007

- Freight Quality Partnership to be rebranded (subsequent milestones to follow.) April 2006

- Production of Annual Lorry Monitoring Report October 2006


Other relevant work includes:

- Working with the Freight Quality Partnership
- Working with Trading Standards

Website at www.gloucestershire.gov.uk
Commissioning Lorry Watch schemes
- Including lorry management in capital schemes.

### KT15 Implement a Countywide parking management strategy (including decriminalised parking enforcement)

Over the next 5 years we plan to implement a parking management strategy for the County, beginning with Cheltenham and Gloucester, to achieve a balance between supporting economic vitality and limiting environmental impact (including congestion). The main element of work planned for 2006/7 is to plan for taking over responsibility for on-street parking enforcement from the Police, and start the necessary preparations.

In addition, we will be reviewing the processes for granting Traffic Regulation Orders, and considering integrated charging systems for the Park and Rides.

**Lead = Susan Robbins**

Key milestones for 2006/7 are:

- Develop cost neutral policy for countywide parking, including proposed use of decriminalised parking and park and ride. Produce a project initiation document for the implementation of the policy. **June 2006**
- Member agreement to undertake and fund Traffic Regulation Order (TRO) review **July 2006**
- All Traffic Regulation Orders consolidated **March 2007**
- Traffic Regulation Orders mapped onto Geographic information System (GIS) **June 2007**
- Integrate Park and Ride pricing **April 2007**
- Negotiate and agree Decriminalised Parking Enforcement (DPE) agency agreements with Districts **On-going**
- Take back the administration of on-street parking (excluding decriminalised parking enforcement) **To be determined**
- Introduce decriminalised parking – subject to agreement from District Councils, Police and DfT **October 2007**

Website at www.gloucestershire.gov.uk
Co-ordinate the Countywide Concessionary Bus Fare Scheme
The new scheme is due to commence on 1 April 2006. The key milestones to be delivered in 2006/07 are as follows:

- Review of first quarter with districts at end June
- Review and set up new contract arrangements consequent on Government decision re nationwide scheme at end July 2006
- Review of second quarter and AGM of county-wide scheme at end October 2006
- Revised / extended contract arrangements to commence April 2007.

*Lead = Peter Sutherland*

Details and timelines for the above projects are shown in their project initiation documents (PIDs).

Objective 3  Reduce the number of people killed and seriously injured on roads in the county (KT1)

**Lead**  Dave Radford

Reducing accidents on our roads is one of our strategic priorities. We have 6 main elements of work planned for 2006/7. The lead is given for each element, and further details can be found in their lower level business plan.

- Increased investment in highways maintenance work with safety benefits e.g. routine maintenance, skid resistance work, improvements
  *Lead = Gloucestershire Highways, Rob Vale*

- Reorganisation of work planning and asset management in Gloucestershire Highways to give safety a greater emphasis
  *Lead = Gloucestershire Highways, Rob Vale*

- Road Safety Education Training & Publicity – continued delivery of GCC road safety functions and services
  *Lead = Traffic Management and Major Projects, Dave Radford*

- To review the County Council’s road safety procedures, and ensure correctly set up within Gloucestershire Highways.
  *Lead = Gloucestershire Highways, Rob Vale*

- Putting recommendations on occupational road risk into practice
  *Lead = SHE Unit. Dave Radford is the key contact within Environment Directorate*
Transition of Safety Camera partnership to new funding arrangements

*Lead = Traffic Management and Major Projects, Dave Radford*

Key milestones for 2006/7 are:

1. Establish a formal, cross-cutting project team and plan with a 3 year programme to drive down KSIs, sponsored by the Group Director: Environment
   - June 2006

2. Develop new sources of accident data, to supplement existing sources and increase the timeliness and quality of information in respect of safety related incidents
   - September 2006

3. Introduce more flexibility in the management of the capital programme to speed up the implementation of engineering measures, where needed, and tackle routes with particular problems
   - Quick wins budget available
   - Procedures for use established
   - Achieved
   - Achieved April 2006

4. Develop the Asset Management function within Gloucestershire Highways, to deliver Accident Investigation and Prevention function, including Safety Audit, alongside other safety activities
   - June 2006

5. Integrate Road Safety into Gloucestershire Highways processes and culture – ensure procedures are set up
   - June 2006

6. Manage change in funding for Safety Camera Partnership to include it as fully integrated part of Local Transport Plan
   - Service Level Agreement to Cabinet
   - Sign off Operational Case for 2007/08
   - September 2006
   - January 2007
   - Future milestones to be set in
   - March 2006

7. Set up Road Safety Task Group (with Fire Service and others) to coordinate campaigns and share campaign resources
   - Initial meeting in March 2006 will set further milestones
   - Future

8. Complete works programme – routine structural improvements (including LTP2 targets) for year
   - March 2007
Objective 4  Introduce the new Highways and Transportation partnership successfully

Leads  Philip Hoare - Head of Gloucestershire Highways  
       Paul Crick - Head of Traffic Management and Major Projects

The introduction of our new Highways and Transportation Partnership, known as Gloucestershire Highways, is a major project for 2006/7. Successful implementation will impact delivery of many aspects of our transport related work, in both the coming year and in future years. Because of this importance, the main elements of the project are summarised here.

Philip Hoare, the newly appointed Head of Gloucestershire Highways, will be responsible for setting up Gloucestershire Highways. Paul Crick, Head of Traffic Management and Major Projects, will be responsible for aspects of the new way of working within Gloucestershire County Council.

Due to start on 1 April 2006, the mobilisation phase should be almost, if not entirely, completed by the time this plan comes into effect. There will be much further work to do to ensure that processes are bedded in satisfactorily, and to ensure that the contract is working as planned.

Performance assessment:
The success of the first year of the contract will be assessed on the performance against the strategic and operational indicators, as reported at the end of the year. The strategic indicators cover the areas of:

- Customer satisfaction
- Safety
- LTP APR
- Road condition
- Gershon efficiency savings

Consideration will also be taken of the results of a staff survey to assess the morale of Gloucestershire Highways staff, and of sickness and absence levels.

In year, performance will be assessed against the operational indicators which will be collected quarterly. Any deterioration in these will be reported to the Gloucestershire Highways Operational Management Team to trigger necessary action.
Key Task 1- Reduce the number of people killed and seriously injured on roads in the county

Set up Road Safety task Group with Fire Service and others: Initial meeting

Integrate road safety into Gloucestershire Highways processes and culture – ensure processes are set up

Establish cross-cutting project team and 3-year KSI reduction programme

New sources of accident data and improvements in data quality and timeliness

Set up Road Safety task Group with Fire Service and others: Initial meeting

Introduce ‘quick wins’ budget and procedures for use

Develop Asset Management function within Gloucestershire Highways

Manage change in funding for Safety Camera Partnership to include it as fully integrated part of LTP:
Service Level Agreement to Cabinet

Manage Occupational Road Risk within GCC:
Draft policy

Manage change in funding for Safety Camera Partnership to include it as fully integrated part of LTP:
Sign off Operational Case for 07/08

Complete works programme – routine structural improvements, including LTP2 targets for year

End March 2007

April 2006

June 2006

Sept 2006

November 2006

Jan 2007

Website at www.gloucestershire.gov.uk
Key Task 13 - Improve the condition of our road network

Gloucestershire Highways

Permanent Gloucestershire Highways Manager in post

1 April 2006

Start of Gloucestershire Highways

Review of Highways work planning and programming:
Completion of 2½ year programme of design and construction, set up on the database

July 2006

First quarter review of performance indicators – levels of delivered performance agreed

Website at www.gloucestershire.gov.uk
Key Task 14 - Restrict Lorry Routes

- PID will give milestones. First restrictions in place by Spring 2007
- AONB Restrictions – night time curfew and 7.5t weight restrictions for Cotswolds AONB
- April 2006
  - Freight Quality Partnership to be rebranded
- October 2006
  - Production of Annual Lorry Monitoring Report
- April 2007
  - Evaluate Lorry Watch schemes to determine best practice and proposed future enforcement strategy
Key Task 15 - Implement a Countywide parking management strategy (including decriminalised parking enforcement)

June 2006
- Develop cost neutral policy for countywide parking.

July 2006
- Member agreement to undertake and fund Traffic Regulation Order (TRO) review

March 2007
- All Traffic Regulation Orders consolidated

April 2007
- Integrate Park and Ride pricing

Ongoing
- Negotiate and agree Decriminalised Parking Enforcement (DPE) agency agreements with Districts

June 2007
- Traffic Regulation Orders mapped onto Geographic Information System (GIS)

October 2007
- Introduce Decriminalised Parking

Website at www.gloucestershire.gov.uk
Co-ordinate the Countywide Concessionary Bus Fare Scheme

- **End June 2006**: Review first quarter results with Districts
- **End July 2006**: Review and set up new contract arrangements
- **August / September 2006**: Government decision re nationwide scheme
- **Oct 2006**: Review of second quarter results
- **April 2007**: Revised / extended contract arrangements commence

Website at www.gloucestershire.gov.uk
SECTION 3 - USEFUL INFORMATION

Links

Corporate Strategy
http://www.gloucestershire.gov.uk/index.cfm?articleid=1168

Council Plan
http://www.gloucestershire.gov.uk/index.cfm?articleid=1168

Environment Level 2 Business Plan Appendix A
(Link to be set up)

Environment Level 2 Business Plan Appendix B
(Link to be set up)

Local Transport Plan 2 (LTP)
http://www.gloucestershire.gov.uk/index.cfm?articleID=10987

Tourism websites:
http://www.cotswolds.com
http://www.the-cotswolds.org
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GL1 2TH

Website at www.gloucestershire.gov.uk
Environment Directorate
Business Plan Level 2

Appendix B
Waste Management, Planning & Economic Development

Forward Plan - 2006/07
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✉ pippa.dickinson@gloucestershire.gov.uk
INTRODUCTION

Foreword by Councillors Shaun Parsons, Stan Waddington and Director, Barry King

After winning the Election last May, the new Administration changed how Cabinet responsibilities were allocated. As a result, some of the management arrangements in Environment were realigned, with the establishment of a strand covering planning, economic development and waste management. The main focus of this part of Environment is as much on policy development as it is on more direct service provision, but as, in the development of Local Area Agreements, there are very strong links between policy and service improvement.

This will be the first full year in which these new structures will have operated and our programme for 2006/7 combines commitments made by the Administration in the run-up to the 2005 elections and of our response to external timetables, especially those being set at regional level, not to mention regular day-to-day activities.

The Conservative Manifesto for the County elections included strong pledges to protect the environment, an important element of which is waste management. Election commitments included reducing rubbish going to landfill, through increasing recycling and composting rather than environmentally damaging disposal methods. With challenging targets to meet and the threat of punitive fines if we continue to rely on landfill, letting a new waste contract takes centre stage this year as the main contribution towards improved waste management facilities. This work has been underway since the abandonment of our PFI bid last year. Managing the transition to new arrangements, whilst continuing to work with colleagues in the Districts to increase recycling, is a priority for the year.

Much of the agenda for the remainder of this part of the Directorate is set by Regional Assembly timetables, for both the Regional Spatial Strategy (RSS) and the related Regional Economic Strategy. The RSS will be published in May and a major element of our planning activity in the coming year will be working to influence its final content of the Strategy, trying to ensure its proposals are in the best interest of the people of Gloucestershire. This is a case of getting the right balance between jobs and housing and where future development is allocated, both in terms of environmental protection (a strong theme from the Manifesto) and transport infrastructure. Responding to the RSS is by no means the only planning policy development issue in the next year or so, as we will be seeing the next stages in our Minerals and Waste Development Strategy work, which will be looking at options for the future.

Election pledges also confirmed that the Administration is committed to supporting the economic well-being of the County. A key component of this in 2006/7 will be reviewing the partnership based Gloucestershire Economic Strategy which guides our work on the economy – everything from supporting local food production to the imaginative regeneration proposals coming forward through the Gloucester Urban Heritage Corporation. The revision of the regional Economic Strategy will prompt a review of the County equivalent and provide an opportunity to re-examine the involvement of GCC in supporting the local economy, acting as a lead in to 2007/8, when economic development and enterprise will be one of the four strands of Local Area Agreements and raise the profile of this service considerably.
Senior Management Structure

DIRECTOR
Barry King

PA
Jacky Poole

BUSINESS SUPPORT MANAGER
Rob Hart

CORPORATE SUSTAINABILITY OFFICER
Peter Wiggins

PLANNING
Terry Smith

WASTE MANAGEMENT
Mike Williams

ECONOMIC DEVELOPMENT
Stan Jones*

Team Leader
Strategic & Local Planning & Regeneration

Team Leader
DC and Enforcement

Waste Contracts Manager

Waste Projects Manager

Economic Regeneration

Partnership Development

Project Manager

Team Leader
Minerals and waste Policy

Team Leader
Regional and Local Planning

Sustainable Resources Manager (OHIO)

Waste Programme Manager

Rural Programmes

Environment
Planning (Landscape, Ecology, Archaeology & Countryside Sites)

Investment

Tourism

* Joint appointment – Managing Director, Gloucestershire Development Agency / Economic Development Manager
Planning Process

The Business Plan process is our plan for change and performance management. Our objectives support the Council’s Plan, which in turn reflects the Corporate Strategy and the Community Strategy developed by the Gloucestershire Strategic Partnership.

Objectives and tasks that are set out in this Business Plan and its appendices are developed in more detail in the 2006/07 Level 3 Business Plans for each of the directorate’s services.

The diagram below summarises the other plans and strategies that are also relevant to understanding the services that this section of the directorate provides:

Planning Authority
- Structure Plan Third Alteration (in abeyance)
- Draft Regional Spatial Strategy
- Minerals Local Plan (adopted April 2003)
- Waste Local Plan (adopted October 2004)
- Minerals and Waste Local Development Framework
- Minerals Core Strategy
- Waste Core Strategy

Economic Development
- Regional Economic Strategy 2006-2016

Waste Disposal Authority
- Municipal Waste Management Strategy 2002 (under review)
FORWARD PLANNING

Objectives, Tasks, Measures and Targets

The Waste Management, Planning and Economic Development section of the Environment Directorate leads on the following key Objectives for 2006/7:

5. Deliver the Corporate Aim of ‘Managing our environment and economy’ to agreed standards and budgets

6. Implement agreed projects designed to improve our ability to ‘Manage our environment and economy’ in the future

Staff in this section also contribute to the other Directorate objectives as described in the main section of the Level 2 Business Plan and Appendix A (Highways and Transport).

The Waste Management, Planning and Economic Development Section also has the lead on delivering the following Tasks due to be progressed during 2006/7:

KT16 Continue to influence the policies of the Regional Spatial Strategy to the benefit of the people of Gloucestershire.

KT17 Provide improved key waste management facilities

KT18 Improve the economic well-being of the people of Gloucestershire.

### Objective 5

<table>
<thead>
<tr>
<th>Objective 5</th>
<th>Deliver the Corporate Aim of ‘Managing our environment and economy’ to agreed standards and budgets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead</td>
<td>Barry King</td>
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</tbody>
</table>

The Corporate Aim of ‘Managing our environment and economy’ consists of the following objectives.

- Protecting and enhancing our built and natural environment
- Supporting business development (including tourism) and attracting investment
- Improving skills and helping people back to work
- Working for regeneration in partnership with other organisations
- Managing waste in a sustainable way

With priorities to
- Provide improved key waste management facilities
- Increase the economic well-being of the County.

Details of the actions planned for 2006/7 can be found in the relevant Level 3 Business Plans.

Our **targets** for 2006/7 are as follows:

**Protecting and enhancing our built and natural environment**

In 2006/7 we will:

- Maintain a 3 year rolling programme, keeping the Local Development Scheme up to date.
- Meet the milestones set out in the current Local Development Scheme.
- Aim to achieve a satisfaction level of 80% in our survey of users of our planning service.
- Monitor the number of complaints on relevant matters and attempt to address underlying reasons for dissatisfaction where possible.

**Supporting business development and attracting investment**

In 2006/7 we will:

- In at least 60% of cases, make a decision on major planning applications within 13 weeks of receiving the application.

  *In 2005/6 we achieved this in 60% of cases. There are always some applications where it is inevitable that it will take much longer to reach a decision, due to the nature of the consultation required, hence we feel that 60% remains a realistic target. Monitored quarterly.*

- Support tourism by facilitating media enquiries and visits to the County, with the aim of maximising the value of the media publicity gained. We aim for a value of £8m in media articles.
This is calculated using an agreed formula based on the advertising fees that would have had to be paid to obtain the same number of column inches. This figure can be greatly affected by a few major articles in key publications, and hence can fluctuate widely.

- Aim to increase the number of visitors per day to our two key tourism web sites
  - [http://www.cotswolds.com](http://www.cotswolds.com). Increase visitors to the site from 285 per day to 313 per day by Dec 31st 2006. This is a 10% increase.
  - [http://www.the-cotswolds.org](http://www.the-cotswolds.org). This is our award winning Japanese website. We aim to increase visitors to the site from 354 per day to 362 per day by Dec 31st 2006. This is a 2% increase and reflects the fact that the site has been around longer.

All of these indicators will be monitored quarterly during the year. We also monitor the number of overnight stays by overseas visitors and the value of the tourist sector.

**Improving skills and helping people back to work**

Most Council activity to improve skills and help people back to work is carried out by the Adult Continuing Education and Training team. As such it is monitored by Community and Adult Care Directorate.

The Environment Directorate’s main activity is to participate in the Market for Learning partnership, through Gloucestershire First.

**Working for regeneration in partnership with other organisations**

Our work in this area is done as part of wider partnerships. We will therefore take an interest in the indicators being monitored by the Gloucestershire Strategic partnership, and the Local Area Agreement for Stronger and Safer Communities, but recognise that we are only one player to influence these. These are strategic indicators that need to be viewed over the long term.

Indicators of interest include:

- Affordable housing
- Number of wards below levels of deprivation

**Managing waste in a sustainable way**

In 2006/7 we aim to:

- Increase the % of household waste that is recycled or composted, from 30% to 32%
- Limit the increase in household waste produced. In 2004/5 we produced 511kgs / head and expect our 2005/6 figures to be about the same. In 2006/7 we aim that waste per head should have increased to no more than 533 kgs / head.

  *This is a 2.1% increase per year.*

- Ensure that our tonnage of biodegradable municipal waste does not exceed the total level of our secured permits.

  *Under the new Landfill Allowance Trading Scheme (LATS) system, the Government allocates each waste disposal authority with a certain number of permits for the disposal of biodegradable waste. We can purchase additional permits if we wish, or sell our spare capacity. Any authority that exceeds their permitted level is fined.*

These indicators will all be monitored in-year.

**Objective 6**

| Implement agreed projects designed to improve our ability to deliver ‘Manage our environment and economy’ and other Strategic Aims in the future |
| Leads |

Our main projects planned for 2006/7 are as follows; details and timelines for the above projects are shown in their Project Initiation Documents.

| KT16 | Continue to influence the policies of the Regional Spatial Strategy to the benefit of the people of Gloucestershire. Contact: Terry Smith |

The Regional Spatial Strategy (RSS) is being developed for the whole of the South West for the period up to 2026. It is part of the development plan system and provides guidance on the location and scale of development for interpretation of Local Development Frameworks e.g. housing and employment requirements. It also provides context for Local Transport Plans. Spatial planning goes beyond traditional land use planning and provides spatial context for the plans, programmes and investments of other agencies and organisations in the South West.

We will work to influence the impact of the Regional Spatial Strategy to the benefit of the people of Gloucestershire. This will include consulting and making formal responses to the draft Plan, liaising with the Districts and preparing for the Regional Examination in Public and responding formally to the Secretary of State on the proposed changes before the final plan is published.
The main milestones in 2006/7 are:

- **3 months public consultation Spring /summer 2006**
  Following submission to GOSW there will be a 3 month period of public consultation in Spring /Summer 2006. Dates have yet to be confirmed. Internal consultation on the Draft RSS to be co-coordinated so that a full response can be considered by members of GCC to forward to SWRA by the end of the consultation period. May – August 2006

- **GCC to respond formally to SWRA on the Draft RSS**
  GCC are a formal consultee in the preparation of the Draft RSS as a result a formal response will be made to SWRA on the Draft RSS. Report to Cabinet on 19th July 2006

- **Appear at the Regional Examination in Public**
  Following the formal response to the consultation Draft of the RSS the County Council’s case for the EIP will be prepared. This may involve liaising with District Councils, as further work will need to be undertaken on the Cheltenham and Gloucester Spatial Strategy. February-March 2007

- **Comment on proposed changes to RSS from Secretary of State**
  Following the publication of the Panel Report on the Regional EIP, the Secretary of State will publish proposed changes to the Draft RSS There will be an 8 week consultation period on these changes before the final RSS is issued. GCC will need to respond formally during this period. 2007

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**Preparation of the Minerals and Waste Development Framework**

Contact: Kevin Phillips

The Minerals and Waste Local Development Scheme sets out a timetable for producing a framework of documents known as the Minerals and Waste Development Framework. Between them these documents will consider not only the physical location of minerals and waste development in the County, but also economic, social and environmental matters. The key milestones in the Minerals and Waste Local Development Scheme to be delivered in 2006/7 are:

- The adoption of the Waste Minimisation Supplementary Planning Document, due in August 2006

- Public participation on preferred options for the Minerals Core Strategy and the Waste Management Core Strategy, due in October 2006
The commencement (in October 2006) and the Adoption (in December 2006) of the Annual Monitoring Report

**KT17** Provide improved key waste management facilities  
Contact: Mike Williams

We are currently looking at the potential use of in-vessel composting, in order to reduce the amount of waste going to landfill. This will be implemented over the period to 2010. More immediately, our current contract for waste management ends this year in August 2006 and needs to be replaced. The scope of the new contract is expected to cover disposal of municipal, green and organic waste, transfer of recyclables to reprocessors, operation of Household Recycling Centres and closed landfill sites, and promotional and educational activities.

Key milestones during 2006/7 are:

- **Report to Project Board on evaluation of bids for new contract**  
  May 2006

- **Cabinet approval of preferred bidder**  
  June 2006

- **Contract Commencement**  
  August 2006

- **Confirm in-vessel composting strategy**  
  July 2006

- **Develop and consult on Joint Municipal Waste Management Strategy (including exploration of links to bio fuel/waste woodchip)**  
  December 2006

- **Adopt Joint Municipal Waste Management Strategy**  
  March 2007

**KT18** Improve the economic well-being of the people of Gloucestershire  
Contact: Stan Jones

The Regional Economic Strategy and draft Regional Spatial Strategy are due to be published in June 2006. These are published by the South West Regional Development Agency and the Regional Assembly.

Following publication of these strategies, we will review Gloucestershire’s Economic Strategy to ensure that it continues to set out a realistic strategy for improving the economic well being of the County. This work will include the development of an urban strategy.
Key milestones during 2006/7 are:

- Publication of Regional Economic Strategy (2006 – 2016) by the South West Regional Development Agency & Draft Regional Spatial Strategy by the Regional Assembly. (This is a requisite precursor to the review of the Economic Strategy)  
  June 2006

- Gloucestershire First to inform partners of framework for review of Gloucestershire’s Economic Strategy (GES). (Review due to emerging and newly published regional and county strategies.)  
  June 2006

- GCC to scope review of GES, and include completed and emerging supporting strategies

- Consultation with all directorates  
  September 2006

- Gloucestershire First to approve draft GES for consultation  
  January 2007

- GCC formal response to draft GES  
  February/March 2007

- Gloucestershire First to approve the revised GES  
  June 2007

- Partnership approval - GCC to ratify the revised GES at full Council  
  September 2007

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**Review the organisation of the County’s tourism services**

**Contact: Chris Dee**

Tourism is the biggest employer in the Cotswolds and is worth £690m to the county every year. We aim to protect and develop the value of tourism to the local economy.

This project is to review the organisation of the County’s tourism services in line with SW Tourism ‘Destination Management Strategy’ in which the ‘Forest’ and the ‘Cotswolds’ are recognised destinations. The objectives are to remove duplication between districts, to achieve more input from stakeholders, to ensure sustainability is taken seriously, to develop skills in the tourist industry, and to gather and distribute information more efficiently and effectively.

In 2006/7, the first year of this review, we plan to:

- Audit who spends what on tourism
- Co-locate the county team with the Skills Network representative for Gloucestershire and with the education sector
- Bring domestic tourism promotion up to the standard the county has been achieving in overseas promotion
- Establish a board with a 50% commercial sector involvement
- Communicate with Gloucestershire's 1300 tourism businesses efficiently. Establish the Destination Management Office as a one-stop shop for tourism matters.
- Secure further funds from the Regional Development Agency and the regional tourist board. (£40,000 has been allocated recently).
Key Task 16 - Continue to influence the policies of the Regional Spatial Strategy (RSS) to the benefit of the people of Gloucestershire

31 March 2006
Deadline for South West Regional Assembly to submit to Government

May – August 2006
3-month public consultation – spring/summer 2006

July 2006
GCC to respond formally to South West Regional Assembly on the Draft RSS

Feb/Mar 2007
Appear at the Regional Examination in Public

2007
Comment on the proposed changes to RSS from Secretary of State
Key Task 17 - Provide improved key waste management facilities

Joint Municipal composting strategy

Let waste management contract

24 May 2006
Report to Project Board on evaluation of bids for new contract

7 June 2006
Cabinet approval of preferred bidder

July 2006
Confirm in-vessel composting strategy

7 August 2006
Contract to commence

Consult on Joint Municipal Waste Strategy

December 2006

Adopt Joint Municipal Waste Strategy

March 2007
Preparation of Minerals and Waste Development Framework

WASTE MINIMISATION SUPPLEMENTARY PLANNING DOCUMENT: Document adopted

August 2006

WASTE MANAGEMENT CORE STRATEGY
Public participation on preferred options

October 2006

MINERALS CORE STRATEGY
Public participation on preferred options

ANNUAL MONITORING REPORT
Commence

December 2006

ANNUAL MONITORING REPORT: Adopted
Key Task 18 - Improve the economic well-being of the people of Gloucestershire

- June 2006: Publication of Regional Economic Strategy and Draft Regional Spatial Strategy
- September 2006: Scope review of GES and include completed and emerging supporting strategies. Consult with all directorates.
- January 2007: Glos First to approve draft GES for consultation
- Feb/Mar 2007: GCC formal response to draft GES
- June 2007: Glos First to approve the revised GES
- September 2007: Partnership approval – GCC to ratify the revised GES at full Council

Glos First to inform partners of framework for review of Glos Economic Strategy (GES). (Review due to emerging and newly published regional and county strategies).
Useful Information

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