

**Agenda Item No:** 13  
**Report To:** Cabinet  
**Date:** 14/07/2016  
**Report Title:** Ashford Borough Council Annual Report 2015-16  
**Portfolio Holder:** Leader of the Council, Councillor Gerry Clarkson  
Portfolio Holder for Information, Technology and  
Communications, Councillor Callum Knowles  
**Report Author:** Senior Policy, Performance and Scrutiny Officer, Nick Clayton

**Summary:**

The Annual Report provides a transparent and accessible summary of the achievements and milestones of Ashford Borough Council over the course of the 2015/16 financial year.

It not only reflects on what has been achieved across the borough and through the work of the Council's services, but also provides another opportunity to highlight the plans for the next four years as set out in the Council's new Corporate Plan.

The intention is for this to be the last year of extensive hard-copy distribution of the Annual Report. Accordingly, this year's Annual Report includes space at the bottom of the back page. Once the report itself has been agreed by Cabinet, this space will be used to provide a link to a simple online form which will encourage recipients to return their details, email address and choice of subjects they would like to receive further targeted communications around. Residents may also complete the hard copy form and return it, to the council offices.

**Key Decision:** NO

**Affected Wards:** ALL

**Recommendations:** **The Cabinet be asked to:-**

**(i) Note the contents of the Annual Report for 2015-16**

**(ii) Agree the method of distribution as set out in paragraph 7.**

**Policy Overview:** Production of an Annual Report offers another means by which the Council can embrace the transparency agenda and provide a high-level reflection on the previous financial year.

<b>Financial Implications:</b>	As there is no specifically agreed budget for the distribution process funding will have to come from reserves.
<b>Risk Assessment</b>	Not specifically applicable, but the report notes progress against a number of projects which the council considers key to achieving its strategic objectives. The project management of these 'Big Eight' projects is conducted regularly by the Ashford Strategic Delivery Board.
<b>Equalities Impact Assessment</b>	N/A. The Annual Report is a summary of projects and initiatives which have previously been agreed by the Council.
<b>Portfolio Holders Comments</b>	“The Council’s Annual Report offers a fantastic way for us to provide residents with a high-level reflection on the previous financial year. We will also use the opportunity to gather details from those residents who would like to receive further, targeted information from the council in the future on important service changes, developments within the borough and community events.”
<b>Contacts:</b>	Nicholas.clayton@ashford.gov.uk – Tel: (01233 330208)

## The Annual Report

1. As part of the Council's wider accountability and transparency arrangements, it is important that Members endorse an Annual Report which considers the outcomes achieved during the last year.
2. The production of an annual report forms a crucial part of the council's overall arrangements to demonstrate good governance and accountability. The revised '*Delivering Good Governance in Local Government*'<sup>1</sup> framework, produced by CIPFA and SOLACE and published in April 2016, notes that such reporting demonstrates good practices in transparency, reporting, openness and engagement to deliver effective accountability.

### Distribution

3. In previous years copies of the Annual Report have been distributed by Ward Members and through individual community buildings and local supermarkets. Copies were also provided at the Civic Centre and Gateways. Whilst this provided distribution at minimal initial cost, it included large amounts of incalculable staff and member time.
4. When developing the approach to this year's distribution, it became clear that the most cost-effective means was a mixed approach of targeted distribution in the Ashford urban area through a distribution company, complemented by small-scale circulation to community buildings and supermarkets. This would minimise costs (both calculable and non-calculable) whilst ensuring the most efficient distribution.
5. Quotes were requested from a number of local distribution companies, alongside traditional royal mail postage, and a summary of the costs associated with this are set out below.
6. The assumptions set out below relate to this-year's 20-page annual report (eight pages shorter than last year's), print costs pro rata to those incurred last year, using a distribution company with the focus on individual distribution to the c.29,500 households of the Ashford and Tenterden urban areas. This would be supplemented by small boxes (around 50 in each) to rural ward members for distribution in local community hubs and additional stacks (as previously) for local supermarkets.
7. So, for a focus on individual urban distribution and community distribution points in the rural area, costs would be as follows -

<b>Element</b>	<b>Price</b>
Printing (c. 34,000)	£12,815
Distribution	£2,646
<b>TOTAL</b>	<b>£15,461</b>

---

<sup>1</sup> <http://www.cipfa.org/policy-and-guidance/publications/d/delivering-good-governance-in-local-government-framework-2016-edition>

8. If the council were to expand distribution to include individual households in the rural areas, including the outlying villages across the Ashford borough, the overall distribution cost would increase by around **£9,380** (plus VAT). The additional printing required to cover all the households (around 52,000) in the borough would also add around **£6,500** to the printing costs noted above. This would bring the final total to around **£31,300**.
9. It should be noted that, as with previous year's reports, there is no specifically agreed budget to meet the cost of producing and distributing the Annual Report. Funding will therefore have to come from reserves. Proposed future years' arrangements for the Annual Report are detailed below.
10. In consultation with the Portfolio Holder, the recommendation that Cabinet is asked to agree the distribution mechanism for the Annual Report, as set out in paragraph 7, demonstrates the best value for money.

## **Future Annual Reports**

11. The intention is for this to be the last year of extensive hard-copy distribution for the Annual Report. In the longer-term, this one-off yearly distribution will be replaced with a move towards more frequent, targeted digital engagement. This move corresponds with the council's other digital developments - including more extensive use of the website - as more appropriate and cost-effective means of engaging with residents.
12. Accordingly, this year's Annual Report includes space for a form at the bottom of the back page. Once the report itself has been agreed by Cabinet, this space will be used to provide a link to a simple online form which encourages recipients to return their details, email address and choice of subjects they would like to receive further targeted communications around. Residents may also complete the hard copy form and return it, to the council offices.





people  
serving  
people



Ashford Borough  
Council  
Annual Report  
2015 - 2016



# Contents

message from the <b>Leader</b>	<b>3</b>
message from the <b>Chief Executive</b>	<b>3</b>
the <b>borough</b>	<b>4</b>
our <b>focus</b>	<b>6</b>
...on jobs and economic growth	6
...on homes and living	8
...on Ashford's vibrant communities	12
...on efficient and effective services	14
<b>highlights</b> throughout the year	
our plans for the next <b>four years</b>	<b>10</b>
our financial <b>information</b>	<b>18</b>
useful <b>contacts</b>	<b>20</b>





## GERRY CLARKSON, CBE

LEADER, ASHFORD BOROUGH COUNCIL

**Welcome...** To the third of our Annual Reports. The report reflects on the achievements and milestones seen across our borough over the course of the last year.

From hosting the National Tourism Symposium to work now well underway on a new International College at the heart of the town, there is much to celebrate and be proud of.

Exciting future plans have come forward for a 100,000 square foot expansion of the Designer Outlet, alongside a new cinema and restaurant complex in the town centre.

Alongside the opening of a stunning new country park at Conningbrook Lakes, and Ashford bucking the trend and increasing

the number of people visiting the town, we are hopefully beginning to make a significant difference to Ashford as a really good place to live, work and play.

This is not to say that we are in any way complacent – indeed in December we agreed a new 5 Year Plan for Aspiration, Action and Achievement, which builds upon our current successes with a comprehensive plan for the next four years. I look forward to sharing news of Ashford's continued progress with you all in next year's Annual Report.



## TRACEY KERLY

CHIEF EXECUTIVE, ASHFORD BOROUGH COUNCIL

Along with Ashford's attraction for national and international companies, the council also looks to reinvigorate its local businesses – and there are several innovative commercial initiatives which you will read about in this report.

While we've been supporting and encouraging these enterprises we've also been focussing on our existing and future residents. A growing borough needs more housing, and our systems help to provide a fast approach to planning while ensuring that quality remains a key priority.

But we're also aware that our growing borough is a changing borough, so we've also been focussing on our ageing population through the early phases of our care-ready homes – both in Ashford and Tenterden.

Through partnership working and careful planning, these homes help our residents to maintain their independence, and also help to reduce costs and dependencies in social care and the health service.

It's important, too, that our communities remain vibrant and you can read about our culture and our communities (pages 12 and 13) as well as our efficient and effective services (pages 14 and 15).

I hope you enjoy this report, and I hope you will take the opportunity to give us some feedback by responding to the short form on the back page.

# THE UK'S INTERNATIONAL TOWN

**38**  
MINUTES  
from  
**LONDON**



**3.6 MILLION**  
PASSENGERS  
travel through  
**ASHFORD**  
INTERNATIONAL STATION  
each year



Internationally  
CONNECTED

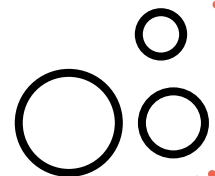



**PARIS 1HR 52MINS**  
away

**BRUSSELS 1HR 37MINS**

**LILLE 56MINS**

OFFICE RENT  
**73%**  
LOWER than  
**LONDON**



  
**NUMBER 1**  
BUSINESS  
LOCATION in Kent

  
SUPERFAST 4G

IN THE  
**TOP TEN%**  
of the most  
**DESIRABLE**  
PLACES TO LIVE

**TOURISM** brings in over  
**4 MILLION**  
VISITORS PER YEAR

TO OVER  
**30**  
attractions  
across the borough  
**£ 270**  
MILLION  
PER YEAR

**224.5** SQ  
MILES  
the largest borough in  
**KENT**

ONLY  
UNPOLLUTED  
DARK SKIES  
in the SOUTH EAST

MORE THAN  
**3,000,000**  
PEOPLE VISIT  
THE OUTLET EACH YEAR

OVER  
**80**  
DESIGNER  
BRANDS

**183,000**  
SQ FEET

## Ashford - the best business location in Kent

Since being named the best place in the county to do business by the county's investment and relocation experts Locate In Kent, more and more businesses are moving to the borough. Indeed, Locate In Kent acted on their own findings and recently relocated to the borough. They share space in International House with the Swedish-owned bank Handelsbanken, who also opened a new office in the Commercial Quarter development this last year.

Ashford's location is one of its most significant assets, with unrivalled road and rail links to the rest of the country and the continent. In fact, the International Station is one of the top 8% busiest stations in the UK. The exciting developments at the Commercial Quarter will take advantage of this connectivity, stimulating major investment opportunities, creating hundreds of jobs and 590,000 square feet of office space.

Plans are underway at the nearby Elwick Place for a boutique cinema, family hotel, restaurants and bars. These received planning permission in December, and alongside the already-approved plans to expand the Designer Outlet with 40 new stores and six new restaurants and cafes, offers further proof of exciting developments in and around the town centre.

October saw the announcement of exciting plans to construct a state-of-the-art new brewery and visitor attraction in the heart of Ashford by Tenterden's award-winning winery Chapel Down. The brewery will enable them to grow their domestic and international distribution, and could be fully operational by December 2016 - subject to receiving planning approval. This was the result of a successful £1 million crowdfunding campaign.





## Supporting local businesses

Ashford has bucked the national trend, increasing footfall into the town centre at a time when most others have seen a decline. Independent shops and traders are crucial to the success of the local economy, which is why the council purchased the Park Mall shopping centre in June as part of a proactive approach to support Ashford's high street. With an emphasis on quality, the area now includes the Made In Ashford business collective, alongside the popular crafts and haberdashery Emporia and other.

The LoveAshford.com site continues to offer a 'digital high street', helping town centre traders to reach more customers and share offers and ideas, while the Farmers' Market provides a range of high quality stalls, music and entertainment each month. And so that visitors can find their way around the town as easily as possible, in January we improved and emended the town centre pedestrian signage in a new, contemporary and clear style.

## Helping people gain skills and find employment

Whilst Ashford's unemployment remains below the national and county-wide average, it is crucial that Ashford's impressive business development is matched by employment for local people with the right skills. Demolition work began in August to pave the way for a new £16 million state-of-the-art college campus in the heart of Ashford – set to welcome students from September 2017. The Ashford College will play a major part in the town's future growth and prosperity, providing local people with skills for the manufacturing, construction, technology and service sectors.



## Quality homes across the borough



It is important that we keep growing the borough and providing the homes all residents need. Building is underway to create a new thriving community at Finberry near Sevington, whilst proposals have come forward to provide more than 800 homes close to the International Station on the former Powergen site.

Work will also begin soon at Chilmington Green, with the development of up to 5,750 quality homes. There will also be schools and infrastructure, including major dualling of the A28, and the creation of over 1,000 jobs over the next 20 years.

We know that a helpful, fast approach to planning helps businesses and homeowners greatly. That is why we have adopted the 'Ashford Model' – an insistence on quality of both design and build to create lasting communities.

During the year we received over 1,600 planning applications, including almost 1,400 from householders and companies seeking to develop their homes and businesses. We know it's important to decide upon these quickly, so we turned around three quarters of these within eight weeks – and approved over 90%.

## Innovative solutions to help residents afford their home

Ashford has long prided itself on being the leading provider of rural affordable homes in the county, whilst embracing innovative solutions to meet demand. In November, 13 such new affordable homes - alongside eight shared ownership properties - opened in Charing. This was on top of the almost 400 homes already completed in Ashford through the government's Affordable Homes Programme.

The council's innovative social lettings agency helps those who may not otherwise be able to afford to rent in the private sector.



This leadership on delivering housing for residents across the borough was recognised in March, when the government declared Ashford 'Housing Business Ready' – acknowledging the way in which the council goes the extra mile, working with the private sector and using its own assets to provide local leadership.

## Supporting the most vulnerable

Over the next ten years, 40% of Ashford residents will be aged over 50, and may require extra care and support. This is why the council plays its part in supporting those who need additional help to lead fulfilling lives.

In January work was completed on phase one of the new dementia-friendly accommodation at Farrow Court. The new accommodation will offer a total of 104 high-quality living spaces, including eight recuperative care units for people released from hospital who need additional respite care before they can return to their homes, and 12 units for people with learning disabilities.

The council has also recently been awarded nearly £2 million towards the cost of providing care-ready homes at Danemore in Tenterden. Such housing helps people to remain as independent as possible, for as long as possible, in a home suited to their needs. This also plays an important part in helping to reduce costs and dependencies in areas such as social care and the health service.

The recent humanitarian crisis in Syria shocked the world. Ashford is proud that the borough has committed to welcome up to 50 refugees per year for the next five years as part of the government's Syrian Vulnerable Persons Relocation Scheme. These families have been provided with private sector accommodation and support to help them settle into their new local communities.



# highlights

throughout the year

## APRIL

Ashford's digital high street, LoveAshford.com, was transformed with a new look, more features, offers and events

loveashford 

## JUNE

Ashford hosted the National Tourism Symposium, launching the new wine trail



JUNE

## SEPTEMBER

Designer Outlet's 100,000 square foot expansion plans approved, creating an additional 700 jobs whilst adding 40 new stores, six restaurants and cafes



SEPTEMBER

MAY

MAY

With the launch of Eurostar's new direct services to the south of France, passengers can now travel from Ashford to Lyon, Avignon and Marseilles up to five times a week

JULY

JULY

The Ashford Farmers' Market, which offers local traders, produce, music and entertainment, celebrated its first birthday

AUGUST

AUGUST

Work began on the new state-of-the-art £16million Ashford College, set to open in September 2017

10

OCTOBER

A series of sailing courses launched at the Conningbrook Lakes Country Park, run by the Sailing School of the Royal Cinque Ports Yacht Club



DECEMBER

Plans approved for a new six-screen cinema, 60-bed family hotel, 8 restaurants or bars at Elwick Place



MARCH

Plans approved for Repton Connect, a new community building and multi-use games area at Repton Park



NOVEMBER

NOVEMBER

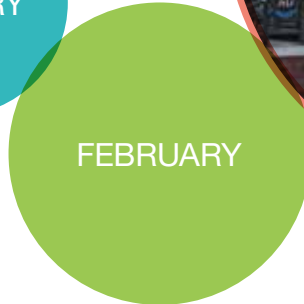
As part of the new Poppy Fields development in Charing, the keys were handed over on 13 new affordable homes and eight shared ownership properties



JANUARY

JANUARY

To mark the completion of the first phase of public works between the International Station and Commercial Quarter, a magnificent art installation was unveiled – Ashford’s ‘Tree of Life’



FEBRUARY

FEBRUARY

Work began on a new Spearpoint Pavilion, which will provide modern facilities and changing rooms



# ...Ashford's vibrant communities

## Supporting our communities

Local facilities for sport and leisure form the focal-point for many communities. That is why the council invested in new facilities in Willesborough, Kingsnorth and Bridgefield. Such facilities bring communities together by providing much needed spaces for local people and groups to use and enjoy. A new Spearpoint Pavilion in Kennington is also under construction, providing modern facilities to support local sports clubs.

In March planning permission was granted for Repton Connect – a new community building and multi-use games area in Repton Park. This centre will host sports clubs, educational courses, cooking workshops and social events.

In June the Intelligence Corps marked their 75th Anniversary with a Freedom Parade through Ashford. The march reaffirmed the bonds of friendship and support between the borough's communities and the armed forces – enshrined within the Armed Forces Covenant signed in 2014.

Play areas across the borough took part in a pilot initiative to create smoke-free play areas. This project has been very successful in providing a cleaner environment for children and their families to enjoy, whilst reducing the amount of cigarette litter.

We know that inappropriate lorry parking causes a variety of problems for local communities. That is why we launched a six-month pilot with the police and county council aimed at cracking down on nuisance lorry parking. The pilot was very successful, with a decrease in HGV parking in the three targeted locations. The pilot forms one part of the council's proactive work to discourage illegal lorry parking across the borough.

## Tourism and the rural economy

Ashford is the third most visited destination in Kent for overseas visitors, and the total value of the industry to the borough is estimated at £270 million a year, supporting over 5,000 jobs. That is why the borough was proud to host the National Tourism



Symposium in June, attracting more than 240 leading industry professionals and high profile speakers from across the country.

The symposium also provided the perfect opportunity to launch a brand new wine trail, taking in Tenterden's award-winning vineyards – giving residents and visitors the chance to explore this glorious part of the borough while tasting some of Ashford's excellent local produce.

## Conningbrook Lakes

In May Conningbrook Lakes Country Park formally opened to the public. The park reinforces the borough's reputation as a great place to live, work and relax, providing families with a variety of leisure and water-based activities in the heart of the North Downs.

Over 1,700 people of all ages attended an open day in September to try these activities out, including paddle boarding, archery and canoeing.

## Culture, creativity and the Arts

In July, nearly 5,000 people braved heavy rains to celebrate 20 years of the Create Festival with a headline set from the 80's icon Adam Ant. The four day festival included Gaz Coombes playing a sell-out show at Revelation St Marys, a Create-themed bandstand in the town centre and KINBAKU – a free multi-media show by members of the Jasmin Vardimon Dance Company.

The Create Festival also celebrated the 174th birthday of Mr George Harper, the man who gifted the Hubert Fountain to Ashford's Victoria Park, with a pre-festival picnic.

In March the council granted planning permission for the Ashford International Model Railway Education Centre (AIMREC). These ambitious plans aim to transform the old Klondyke Railway Works site in Newtown into an important tourist destination – embracing Ashford's railway heritage alongside the only model railway exhibition centre in the world.





## Entrepreneurship and self-sufficiency

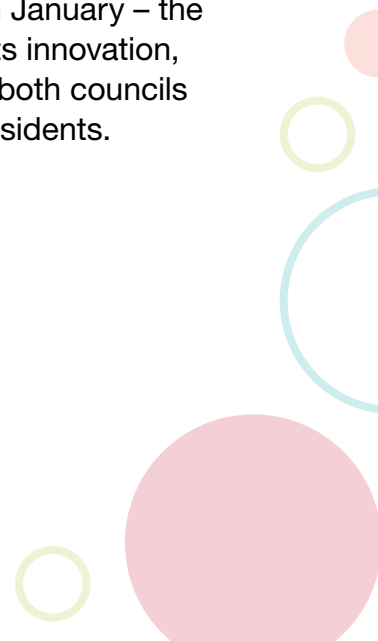
In these times of reducing government funding, the council has embraced a more entrepreneurial approach to become self-sufficient. This will allow the authority to keep its share of council tax the lowest in Kent while making sure that its services aren't affected.

Over the summer the council purchased Park Mall and the Wilkinson store in the town centre. These not only provide the council with valuable income, but also give us the opportunity to breathe new life into this part of the town by welcoming new businesses and investing in the overall look and feel. This follows the purchase last year of International House as part of the ambitious plans for the Commercial Quarter.

## Delivering efficient services

The council's entrepreneurial approach gives us the opportunity to innovate and make sure our services work for residents. In March the council's customer services returned to the Civic Centre. The council has seen a change in the way customers use our services, with an increasing number preferring to use online methods or self-help. With the introduction of Universal Credit, this change in location will support an improved customer experience, tailored to provide the right help for everyone and appointments for those with more complex enquires.

It is important that we work with others to achieve the best results for Ashford. That is why we signed a 'District Deal' with Kent County Council in January – the first of its kind in the county. This deal puts innovation, creativity and quality at the heart of what both councils are working to deliver for the borough's residents.



## Ensuring quality and high standards

The council works hard to make sure that local businesses operate to high standards. Since the launch of the Food Hygiene Rating System in Ashford in 2012, the borough has seen a significant increase in the number of restaurants, cafes and hotels achieving the top rating of 5.

Building on the success of ratings for food premises, in June the council began a similar voluntary hygiene rating system for tattooists. This system gives such businesses the chance to showcase how clean their operations are, whilst giving customers the confidence that the artist is well trained and knowledgeable.

Since introducing a new recycling service in 2013, the amount recycled by residents has increased four-fold, and the council was nominated for Public Services Recycler of the Year. The borough now ranks as one of the most improved recycling areas in the country.

The council's proactive Town Centre Action Team (TCAT) ensures that our town centre stays clean, bright and beautiful. They maintain the standards of street furniture, signage, car parks and more – while getting involved with some wonderful community projects such as the free book stop by the bus stops in Park Street. The team now work all across the borough, and since October have also made regular visits to Tenterden.



# Our plans for the next four years

## **Our Aspiration:**

*In December the council agreed a new direction and priorities for the future. This Corporate Plan – Aspiration, Action and Achievement - sets out the positive direction the council is taking to help the borough to grow, thrive and prosper in the coming years.*

*Whilst the next four years will be a challenging one for local authorities as they prepare for independence from central government funding, the council is committed to a proactive commercial approach - finding alternative ways to generate income and exploring innovative solutions to meet the demands of Ashford's growing population.*

*The council has four priority areas for the near future, supported by a set of underpinning principles*



## Enterprising Ashford

### **Our Aspiration:**

To promote growth and achieve greater economic prosperity for Ashford borough. We will work to secure inward investment to create a wide range of jobs carried out by a highly skilled workforce.

## Living Ashford

### **Our Aspiration:**

To secure quality homes across the borough, catering for a range of ages, tenures and need, in well planned and attractive new places.

## Active and Creative Ashford

### **Our Aspiration:**

To provide or enable a range of quality leisure and cultural activities where people can make healthy and affordable lifestyle choices and enjoy assets that create attractive, desirable and active communities.

## Attractive Ashford

### **Our Aspiration:**

To achieve an environment that creates higher standards of public space design, alongside improved standards of presentation of key green spaces. To safeguard and conserve our local heritage and areas of outstanding landscape quality to ensure the very best attractive environment with thriving and vibrant town centres.

## Ashford's Underpinning Principles

### **Our Aspiration:**

To remain a well-resourced council, with effective governance, high quality services, good communications, safe surroundings, demonstrating good compliance and high standards.

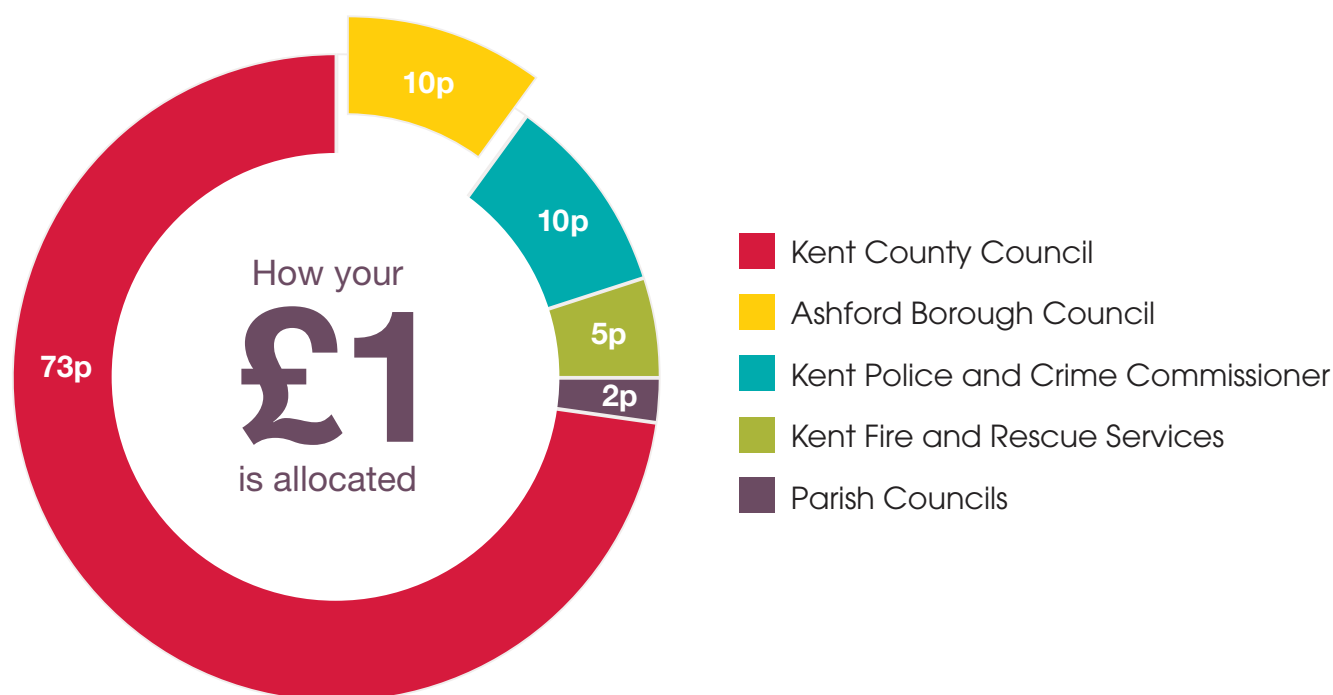
# Financial Information

We realise that it is important not only to achieve much, but to do so while keeping our spending – and your council tax bills – to a minimum. This is why our council tax remains frozen for next year and is the lowest in Kent (based on Band D council tax per average taxable property).

We have set a prudent budget for next year under difficult external funding conditions, which has limited the impact on front-line services whilst providing important investment in key areas to progress our priorities. Indeed, our auditors have checked our books and agree that we are not only financially resilient but also provide good value for money. This means we can work cost-effectively while also delivering services that residents are happy with.

Here's a summary of how we spent your money last year. To make sure we continue to offer real value, we manage and monitor our spending regularly to make sure they continue to meet our criteria and your standards.

The pie chart below shows where your council tax goes. Although Ashford Borough Council is responsible for collecting the council tax payments made by Ashford residents, we only keep around 10p for every £1 you pay to provide our own services, and distribute the rest to Kent County Council, Kent Police, Kent Fire and Rescue and the parishes.



## The council's budget

<b>Service</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>Per Head £</b>
Cultural	1,804	1,851	15.01
Environmental	8,019	8,108	65.77
Planning	3,152	3,455	28.02
Highways & transportation	(333)	1,641	13.31
Housing	66,479	68,558	556.09
Central services to the public	7,661	9,033	73.27
<b>Gross Expenditure</b>	<b>86,782</b>	<b>92,646</b>	<b>751.48</b>
Less grants & other income	(73,013)	(78,547)	(637.12)
<b>Net Expenditure</b>	<b>13,769</b>	<b>14,099</b>	<b>114.36</b>
Contribution to/(from) Reserves	6	1,464	11.87
	<b>13,775</b>	<b>15,563</b>	<b>126.24</b>
Budget requirement financed by:			
Government Grant & NHB	(4,431)	(5,053)	(40.99)
Business Rates	(3,182)	(3,948)	(32.02)
Funding requirement	6,162	6,562	53.23



This is just a snapshot of Ashford's achievements and the services we provide. For full information, including details of your local councillors, find out more at [www.ashford.gov.uk](http://www.ashford.gov.uk)

## Useful contacts

### Ashford Borough Council

#### Contact us

[www.ashford.gov.uk](http://www.ashford.gov.uk)

01233 330111

[customer.care@ashford.gov.uk](mailto:customer.care@ashford.gov.uk)

- Pay bills online [www.ashford.gov.uk/pay](http://www.ashford.gov.uk/pay)
- Apply for our services [www.ashford.gov.uk/apply](http://www.ashford.gov.uk/apply)
- Report a problem [www.ashford.gov.uk/report](http://www.ashford.gov.uk/report)
- Make a benefits claim [www.ashford.gov.uk/claim](http://www.ashford.gov.uk/claim)

### Kent County Council

#### Contact KCC

[www.kent.gov.uk/roadsand-travel/report-a-problem](http://www.kent.gov.uk/roadsand-travel/report-a-problem) for:

Street lights, Potholes, Traffic signals, Broken signs, Overgrown trees



ASHFORD  
BOROUGH COUNCIL

Ashford Borough Council  
Civic Centre  
Tannery Lane  
Ashford  
Kent TN23 1PL