

# Overview and Scrutiny Committee - 11 August 2020

## ABC Recovery Plan 2020-22

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Development and Communications

# Road to Recovery



We should now be consulting on our new 5 year Corporate Plan  
Instead we are adopting our Recovery Plan 2020-2022  
Focusses on what we can achieve over the next 18 months  
Some projects have been paused and reassessed  
Difficult to produce longer-term plans at this time  
Nevertheless an ambitious Recovery Plan  
Aligned to national and Kent-wide plans

# The Ashford Ambition

Experian study – shaped our long-term ambition:

*“To be a thriving, productive and inclusive borough to 2030 and beyond; a vital part of Kent and the South East where local businesses, social enterprises, communities and the public sector provide collective leadership to promote shared prosperity, happiness and wellbeing.”*

Our new five-year Corporate Plan, Economic Development Strategy and Carbon Neutral Strategy to be adopted in Spring of 2022.



## This ambition is supported by three themes:

**1. Green Pioneer** – Where businesses, communities and the public and third sector have come together to become carbon neutral, respect the local environment and ecology, and embrace a more sustainable way of living.



**2. Caring Ashford** – A caring and supportive place to live, with rich heritage; thriving towns, villages and rural communities; great schools; high-quality housing; a plethora of cultural activities and events; and a strong sense of civic pride.



**3. Targeted Growth** – A place where productive, innovative, responsible town and rural business communities offer good quality work to an agile and skilled local workforce who have embraced a culture of lifelong learning.



# Theme 1 - Economic Recovery

We will balance resources available to support existing businesses and safeguard jobs that have suffered due to the coronavirus pandemic, alongside stimulating economic growth to create employment and increase productivity.



# Theme 1 Economic Recovery - Key Actions:

- Provide **advice and support to existing businesses** including specialist support
- Continue a programme to **attract businesses**
- Enable the delivery of **Newtown Works**
- Work with Ashford College to ensure **local skill needs** are met
- Utilise any government funding to implement and **promote new employment**
- Support the tourism industry to **rebuild and adapt the tourism offer**
- Encourage businesses to develop and use green processes and **actively encourage green industries** to establish in the borough

# Recovery Plan – Theme 2

## Community Recovery



We will work with the statutory providers and assist the voluntary sector, to support the most vulnerable in our borough through the recovery phase, particularly those most adversely affected by the coronavirus pandemic.

# Theme 2 Community Recovery – Key Actions:

Maintain and strengthen the **community and voluntary sector**

Involve and enable **individuals and communities to take an active** part in civic society and local decision making

Undertake a **community engagement programme**, funded by the Kent Violence Reduction Unit. Pilot programme to begin in Bockhanger and Beaver and, if successful, rolled out to other less affluent wards.

Delivery of **community safety recovery actions** with partners, including the expanded KCC Community Warden service

Work closely with our **health** colleagues including support for the One You Shop

Enabling **those adversely impacted by Covid-19 to access the help** they need

# Theme 3 - Place Making, Regeneration and Infrastructure



The council has a strong track record of delivering a wide range of projects, many in collaboration with partners, which have brought prosperity, events and heritage to the borough in the borough. As we adapt to the challenges post coronavirus, we will make a significant contribution to creating sustainable places to live and work.

# Place Making, Regeneration and Infrastructure – Key Actions:

maintain appropriate **housing delivery** through our place making agenda

continue our **programme of affordable housing delivery** and enabling work with our housing association partners

provide **temporary accommodation** including Henwood project

complete the **leisure procurement** exercise

implement the **Cycling and Walking** Strategy and local cycling and walking infrastructure plan

improve **broadband** coverage and reliability

increase clean energy generation through **local renewable energy**

**Town Centre reset** – an examination of the future of Ashford Town Centre

enhance and improve **public open space** at Discovery Park, Victoria Park and Conningbrook Park

complete preparatory work for forward **plan for next waste collection service**

## Theme 4: Organisational Change and Workforce Development

We will seek to improve our customers' experience of accessing services and participating in the democratic process whilst ensuring no one is excluded.

Our core values remain as; **ambitious, creative and trustworthy**. We will be guided by our service design principles and our equalities objectives.



# Theme 4: Organisational Change and Workforce Development

We will embed across the organisation the council's aspiration to become a **carbon neutral borough** and use the Kent Resilience Forum '**principles for a green recovery**' to ensure our decision making puts environmental sustainability that is well informed and thoughtful at its core.

**We remain committed to being a Carbon Neutral Borough by 2030.**

## Green principles

- 1 All investment to support recovery and future growth should have low or zero carbon emissions, use resources efficiently and aim for environmental net gain.
- 2 Employees and residents are supported to protect and enhance their wellbeing through a cleaner environment and more accessible, rich and varied nature.
- 3 Communities are well connected both digitally, and through an effective network of footpaths, cycleways and public transport.
- 4 Future development and existing communities are resilient and adapted to the challenges of climate and severe weather events.
- 5 Biodiversity is protected, restored and nature-based solutions are considered and invested in at every opportunity.
- 6 Ensure any green recovery solutions are equitable and fair; a green and equitable recovery go hand in hand.
- 7 Greater partnership working and collaboration.



# Organisational Change and Workforce Development: Key Actions

Balance the MTFP through **sound financial management** and generate long term income through secure investment opportunities

Enable **remote working** for staff to continue where it is safe and productive to do so

Review **council owned assets**

Continue the **digital transformation programme** to increase access to services and public participation

Develop and run an **environmental awareness raising campaign** for staff to increase knowledge and understanding and instigate behaviour change

Deliver the council's **commercial strategy** to strengthen the council's commercial approach through generating income and improving the efficiency of services

# Delivery, Monitoring and Review



- Quarterly progress against key projects to ASDB
- Bi-monthly Recovery Plan Monitoring Advisory Committee (a committee of Cabinet)
- Quarterly monitoring of actions and KPIs to Cabinet and O&S
- Recovery Plan needs to be flexible to respond to dynamic situation

# Recovery Plan Delivery-

Organisational Change and Workforce Development

Regeneration, Infrastructure and Placemaking

Community Recovery

Economy Recovery

## Regeneration, Infrastructure and Placemaking actions

Code & Title	Progress	Status	Due Date	Type
P314 Leisure Procurement exercise	<div style="width: 64%;"><div></div></div> 64%	In Progress	01 Sep 2020	Action
P319 Victoria Park Investment Programme	<div style="width: 21%;"><div></div></div> 21%	In Progress	01 Apr 2021	Action
RPREG01 Maintain appropriate housing delivery through our placemaking agenda	<div style="width: 0%;"><div></div></div> 0%	Assigned	30 Apr 2021	Action
RPREG03 Henwood modular construction of temporary accommodation	<div style="width: 0%;"><div></div></div> 0%	Assigned	31 May 2021	Action
RPREG04 Active Travel - Cycling and Walking Strategy and local cycling and walki...	<div style="width: 0%;"><div></div></div> 0%	Assigned	30 Apr 2021	Action
RPREG05 Improve Broadband coverage and reliability	<div style="width: 0%;"><div></div></div> 0%	Assigned	30 Apr 2021	Action
RPREG06 Increase clean energy generation through local renewable energy	<div style="width: 0%;"><div></div></div> 0%	Assigned	30 Apr 2021	Action
RPREG07 Town centre reset	<div style="width: 0%;"><div></div></div> 0%	Assigned	30 Apr 2021	Action
RPREG08 Discovery Park masterplanning/Victoria Park refurbishment and continu...	<div style="width: 0%;"><div></div></div> 0%	Not Started	31 Dec 2025	Action
RPREG09 Waste collection service preparatory work	<div style="width: 0%;"><div></div></div> 0%	Assigned	30 Apr 2021	Action
RPREG010 HRA Housing Phases 5 and 6 HRA (and enabling work with partners)	<div style="width: 42%;"><div></div></div> 42%	In Progress	31 Dec 2025	Action

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## Recovery Plan KPIs

### Regeneration, Placemaking and Infrastructure performance indicators

Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
RPKPI02 Council Affordable Housing - New Build		4		01 Jul 2020	Q4 2019/20	
RPKPI03 Council Affordable Housing - On-Street Purchases		24		01 Jul 2020	Q4 2019/20	
RPKPI10 Planning Application Approvals	<div style="width: 91%;"><div></div></div> 91%	91%	90%	01 Jul 2020	Q4 2019/20	
RPKPI11 Speed of Major Planning Application Decisions	<div style="width: 71%;"><div></div></div> 71%	71%	60%	01 Jul 2020	Q4 2019/20	
RPKPI11A % of major planning applications determined within 13 weeks amended...				01 Jul 2018		
RPKPI12 Speed of Non-Major Planning Application Decisions	<div style="width: 88%;"><div></div></div> 88%	88%	70%	01 Jul 2020	Q4 2019/20	
RPKPI12A % of non majors determined within 8 weeks amended to reflect 24 rolli...						
RPKPI13 Quality of Major Planning Application Decisions	<div style="width: 0.8%;"><div></div></div> 0.8%	0.8%	10%	01 Apr 2020	Q3 2019/20	
RPKPI14 Number of live planning applications reducing backlog						

## ▶ RPREG09 Waste collection service preparatory work

Current [Description](#)

Progress  0%

Status ▶ Assigned

Weight 1

Next Update Due 30 Apr 2021

Action Type Action

Aug Sep Oct Nov Dec Jan Feb Mar Apr

30 Apr 2021

[Action Info](#) [Action Tree](#) [Timeline](#) [Milestones](#) [Related To](#) [More...](#)

### Parent

Code & Title	Progress	Status	Due Date
▶ <a href="#">Recovery Delivery Plan</a>	<input type="text"/> 3%		31 Dec 2030
⊖ ▶ <a href="#">RP2 Placemaking, Regeneration, Infrastructure</a>	<input type="text"/> 0%		31 Dec 2030

### Sub-Actions

Code & Title	Progress	Status	Due Date
▶ <a href="#">REPREG0901 KCC/Transfer Station dialogue</a>	<input type="text"/> 0%		31 Mar 2021
▶ <a href="#">REPREG0902 Agree service standards</a>	<input type="text"/> 0%		31 Mar 2021
▶ <a href="#">REPREG0903 Carbon &amp; recycling Strategy</a>	<input type="text"/> 0%		31 Mar 2021
▶ <a href="#">REPREG0904 Business case for Alternative Delivery Models</a>	<input type="text"/> 0%		31 Mar 2021
▶ <a href="#">REPREG0905 Partnership agreement on Alternative Delivery Models</a>	<input type="text"/> 0%		31 Mar 2021

## RPREG09 Waste collection service preparatory work

Current **Description**

Progress  0%

Status ▶ Assigned

Weight 1

Next Update Due 30 Apr 2021

Action Type Action

Aug Sep Oct Nov Dec Jan Feb Mar Apr

30 Apr 2021

on Info **Action Tree** **Timeline** **Milestones** **Related To** **More...**

## RPKPI40 Recycling Rate

Quarters **Description**

20 result

months

maximise ↑

PI



**Performance Indicators**

Code and Title	Gauge	Value	Target
<b>RPKPI40 Recycling Rate</b>		52%	50%
<b>RPKPI41 Refuse Collection Success Rate</b>		99.97%	
<b>RPKPI42 New garden waste users</b>			

KS

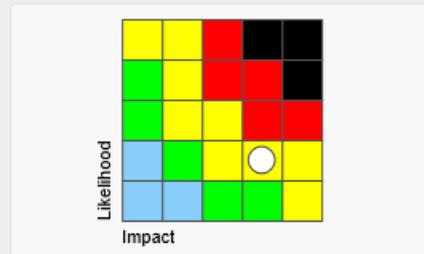
Code and Title

**CR17ENV003 Operational - Contamination of Recy...**

**CR20ENV007 Failure to deliver waste collection se...**

## CR20ENV007 Failure to deliver waste collection service

Current **Compare** **Description**



Reputation 3 Medium

Strategic 3 Medium

Delivery 4 High

Financial 2 Low

Compliance 2 Low

Impact 4 High

Likelihood 2 Unlikely

Score 8

Update



## Next Steps

O&S to consider any recommendations to Full Council  
at next O&S in September.

Any questions to [Lorna.ford@ashford.gov.uk](mailto:Lorna.ford@ashford.gov.uk)