

**ENVIRONMENT & TRANSPORT
CABINET COMMITTEE**

Thursday, 24th April, 2014

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**





AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 24 April 2014 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Angela Evans**
Telephone: **01622 221876**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (14)

- Conservative (8): Mrs P A V Stockell (Chairman), Mr M A C Balfour, Mr M J Harrison, Mrs S V Hohler, Mr J M Ozog, Mr C Simkins, Vacancy and Mr M A Wickham
- UKIP (2) Mr M Baldock and Mr B E MacDowall
- Labour (2) Mr C W Caller and Dr M R Eddy
- Liberal Democrat (1): Mr I S Chittenden
- Independents (1) Mr M E Whybrow

UNRESTRICTED ITEMS

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

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A - Committee Business

A1 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A2 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item

number to which it refers and the nature of the interest being declared.

A3 Minutes of the meeting held on 21 January 2014 (Pages 7 - 14)

To consider and approve the minutes of the Environment, Highways & Waste Cabinet Committee held on 21 January 2014 as a correct record.

A4 Verbal updates

The Cabinet Members and Corporate Director will update Members on areas relevant to the remit of the Committee.

B - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement

B1 14/00024 - Road Casualty Reduction Strategy for Kent 2014-2020 (Pages 15 - 100)

This paper updates Members on the proposed decision to adopt a new Road Casualty Reduction Strategy for Kent 2014-2020. The Strategy has been developed following a workshop involving key stakeholder groups and representative organisations and has been subject to a full public consultation.

B2 14/00049 - Food Waste Processing Contracts (Pages 101 - 106)

This report provides information concerning a proposed decision to procure providers to receive, handle, store and process approximately 19,000 tonnes of household food waste per annum.

B3 13/00095/2 Young Person's Travel Pass (Pages 107 - 136)

This report puts forward for consideration and comment the proposed Cabinet Member decision to introduce a Young Person's Travel Pass for 11-16 year olds for the academic year 2014/15 which provides free bus travel in Kent from 6am to 7pm on Monday to Friday. The Young Person's Travel Pass will replace the existing Kent Freedom Pass scheme.

The cost of the Kent 16+ Travel Card will be reduced from £520 to £400, this is the only proposed change to this scheme.

B3a Petitions to extend the Young Person's Travel Pass to 16-19 year olds and reduce the cost from £100 to £50 for pupils entitled to free school meals (Pages 137 - 140)

This report gives consideration to two petitions that request the inclusion of 16-19 year olds in the new Young Person's Travel Pass scheme which will replace the Kent Freedom Pass in September 2014.

This report also gives consideration to the additional request from petitioners to reduce the cost of the Young Person's Travel Pass from £100 to £50 to pupils who are entitled to free school meals.

C - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

- C1 Draft 2014-15 Growth, Environment and Transport Directorate Business Plan (Strategic Priority Statement) (Pages 141 - 166)

This paper presents the draft Strategic Priority Statement for the Growth, Environment and Transport directorate which is the directorate level business plan for 2014-15. The paper recaps the new business planning approach for 2014-15 and explains the role and aim of the new directorate business plans, known as Strategic Priority Statements.

- C2 Environment and Transport Cabinet Committee Draft Programme of Work (Pages 167 - 168)

D - Monitoring of Performance

- D1 Environment and Transport Performance Dashboard (Pages 169 - 178)

The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators.

- D2 Financial Monitoring 2013/14 (Pages 179 - 182)

The Cabinet Committee is asked to note the third quarter's full budget monitoring report for 2013-14 reported to Cabinet on 24 March 2014.

E - FOR INFORMATION ONLY - Key or significant Cabinet Member Decisions taken under the Urgency Procedures

Members are asked to note that the following decisions were taken under the urgency procedures as the decisions could not reasonably be deferred to the next scheduled meeting of the Environment & Transport Cabinet Committee.

- E1 14/00044 & 14/00047 - Waste Processing Contracts (Pages 183 - 196)

This report provides information concerning two procurement processes and associated contracts to manage:

- a) Organic Waste (garden waste) – subject of Decision Number 14/00044
- b) Dry Recyclate – subject of Decision Number 14/00047

Provision is required to receive, handle, store and process household waste arising from district council kerbside collections and KCC Household Waste Recycling Centres.

- E2 14/00046 Authorisation of Trading Standards Officers (Pages 197 - 208)

This report updates Members on the process undertaken to seek authority to delegate legal authorisation for Trading Standards Officers to use the powers contained in various legislation to carry out statutory duties and to commence legal proceedings if appropriate.

EXEMPT ITEMS

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

Peter Sass
Head of Democratic Services
(01622) 694002

Tuesday, 15 April 2014

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

**ENVIRONMENT, HIGHWAYS AND WASTE CABINET
COMMITTEE**

MINUTES of a meeting of the Environment, Highways and Waste Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 21 January 2014.

PRESENT: Mrs P A V Stockell (Chairman), Mr M Baldock, Mr M A C Balfour, Mr R H Bird (Substitute for Mr I S Chittenden), Mr L Burgess, Mr C W Caller, Dr M R Eddy, Mr M J Harrison, Mrs S V Hohler, Mr J M Ozog, Mr C Simkins, Mr M E Whybrow and Mr M A Wickham

ALSO PRESENT: Mr D L Brazier

IN ATTENDANCE: Mr M Austerberry (Corporate Director, Enterprise and Environment), M D Beaver (Head of Network Management and Performance), Mr J Burr (Principal Director of Transformation), Ms A Carruthers (Transport Strategy - Delivery Manager), Mr P Crick (Director of Planning and Environment), Mr D Hall (Future Highways Manager), Mr A Loosemore (Head of Highway Operations), Mr T Read (Head of Highway Transport), Mr D Shipton (Head of Financial Strategy), Mr R Wilkin (Waste Manager) and Mrs K Mannering (Democratic Services Officer)

UNRESTRICTED ITEMS

43. Minutes of the meeting on 13 December 2013

(Item A4)

(1) With reference to paragraph 41 of 13 December 2013, and the reference by various Members to their membership of the KALC, local Parish Councils, and Area Committees, Mr Eddy referred to the requirement of Members to declare interests in accordance with the current code. The Kent Code of Conduct for Members and the operational procedures had been debated and agreed at the County Council meeting on 12 December 2013. It was suggested that Mr Wild circulated to all Members a simple note of clarification, with examples of the kind of issues which should be declared. For ease of reference the note could refer to the paper submitted to the County Council meeting.

(2) RESOLVED that:-

- (a) a clarification note be prepared by Mr Wild and circulated to all Members; and
- (b) the Minutes of the meeting held on 13 December 2013 are correctly recorded and that they be signed by the Chairman.

44. Cabinet Member's and Corporate Director's Update (Oral report)

(Item A5)

(1) Mr Brazier and Mr Austerberry gave verbal reports on the following issues:-

Mr Brazier

Planning & Environment – Airports Commission Announcement; and Third Thames Crossing

Highways & Transportation – Carriageway Collapse at Upper Street, Leeds; Winter Service Update; Freedom Pass; and Extreme Weather Events.

Mr Austerberry

Update on energy efficiency for residents & Green Deal for Kent; high speed services to Deal and Sandwich; Thameslink Franchise; safe and sensible street lighting; patching works; road safety – *Speak Up* Campaign; waste services; and welcome to Andrew Loosemore, Head of Highway Operations.

45. Fee & charges for Highways & Transportation 2014/15 - Decision No 14/00006
(Item B1)

(1) The report detailed a number of adjustments to the Fees & Charges for the services provided by Highways & Transportation. KCC recovered its reasonable costs supplying certain services; which prevented the Authority subsidising external organisations who then re-charged clients. Service fees & charges were reviewed annually, they were held for three years during the economic downturn. In June 2012 a small increase was approved, which was effective for 18 months.

(2) Officers had undertaken a review of charges to determine whether:-

- costs were being recovered
- how they compared with fees charged by other Highway Authorities
- services were charged by other Authorities but not by KCC

The effective date for agreed changes to fees and charges was April 2014.

(3) The paper detailed the review of fees & charges for Highways & Transportation 2014/15, which included:-

Highway service fees - to reflect the cost of providing the services, it was recommended to increase fees by up to 3% - rounded down to the whole pound. A review of charges made by other Highway Authorities showed that Kent had fallen behind in certain fees.

Highway developer fees - Most Highway Authorities charged developers for supervision of highway works as a percentage of the estimated scheme costs, typically between 8.5% - 10.5%. It was proposed to raise them from 8% to 10%.

It was also proposed to raise project management, design checks and site audit inspections of improvement schemes from 9% to 10% of the construction works plus 3% of the balance of the scheme above £499k.

Access to technical information - It was proposed to increase the charges for Developers, Consultants and the Legal profession by up to 3%.

Provision of training services - National driver alertness and speed awareness courses - the fees were set in accordance with Association of Chief Police Officers guidelines. As KCC was the training service provider the £5 increase was noted for information only.

Bike-ability Cycle Training for schools from £15 to £10.

For other KCC training delivered by H&T personnel, it was proposed to increase fees by up to 3%.

(4) A revised schedule of the Fees & Charges would be published on the KCC website, subject to approval for all highway charges, the amended rates would apply from 1 April 2014 and would be further reviewed each financial year.

(5) RESOLVED that, subject to no increase in the fees for Minibus Driver training and reassessment, the proposed adjustment of existing fees and charges, and the introduction of a charge for pre-application advice, as set out in Appendices 1 and 2 to the report, be noted.

46. Growth without Gridlock in Kent and Medway - Decision No 14/00007

(Item B2)

(1) In December 2010 KCC launched *Growth without Gridlock* (GwG), its 20 year transport delivery plan. In the intervening 3 years significant progress had been made despite the financial challenges facing the country. Given the Government's intention to create the Single Local Growth Fund and with it a major opportunity to fund transport interventions, as well as the development of the Kent and Medway economic strategy *Unlocking the Potential: Going for Growth*, it was an appropriate time to refresh and update GwG.

(2) The schemes proposed within *GwG in Kent and Medway* would, for the most part, be funded through a significant element of Single Local Growth Fund (SLGF), which was a devolved funding stream from government to the Local Enterprise Partnerships (LEPs) for transport, housing and skills and was available from April 2015. Government had committed £2 billion per year, for 6 years, nationally to the fund and would announce its distribution across all thirty nine LEP's in July 2014. In order to be in a position to take forward and deliver on the substantial transport delivery programme set out in *GwG in Kent and Medway*, KCC would need to invest resource in developing a number of the schemes in the programme prior to the SLGF becoming available in April 2015. The forward funding could be capitalised and therefore would be "repaid" through the SLGF.

(3) Growth without Gridlock formed the basis of Bold Steps for Transport in the Council's Medium Term Financial plan 'Bold Steps for Kent'. The proposed document was aligned to the Council's Local Transport Plan and fully supported the Kent and Medway economic strategy *Unlocking the Potential: Going for Growth*.

(4) There had been significant change in the context in which local government operated. LEPs had been established of which Kent was part of the largest LEP in

the country: the South East LEP. Within the South East LEP the current governance approach was to operate in a “federated” way with Kent and Medway forming one part of the federation. It meant that the SLGF which would be allocated to LEPs, would potentially be administered at the federated level. It was therefore appropriate to widen out GwG to include Medway.

(5) Collaboration had taken place with Medway Council in producing the draft document. The schemes presented for delivery between 2015 and 2021 formed the Kent and Medway transport element of the South East LEP’s bid to government for SLGF. The document provided a picture of the longer term transport priorities beyond 2021. In devising the Kent element of the update, collaboration had taken place with the district and borough councils to ensure the schemes put forward were the priorities required to deliver the growth set out in their Local Plans.

(6) The report set out why it was opportune to currently update GwG and widen its content to include Medway. A draft document had been produced which set out the achievements over the last 3 years and looked forward to the delivery priorities from 2015 to 2021 making the maximum of the SLGF devolved funding to come through the LEP. It would also help to deliver the transport aspects of the Kent and Medway economic strategy.

(7) RESOLVED that the draft update of *Growth without Gridlock in Kent and Medway* be noted.

47. Budget Consultation and Provisional Local Government Finance Settlement (Item D1)

(1) Mr Shipton introduced the report. The Draft Budget had been published on 14 January, and the Committee was being asked to consider the consultation feedback and provisional local government finance settlement. The consultation had been successful, with over 3,000 responses to the online ‘2 minutes, 2 questions’ and 487 responses to the on-line budget tool. It was the best ever response to a consultation on the budget; the responses to the three elements of the market research were consistent; and were also consistent with the views of staff.

(2) Most respondents had expressed a view that the Council should look to savings that had to be made through efficiencies and transformation rather than cutting back on existing service provision. Over 70% of respondents also supported a small increase in council tax in order to offer some protection from savings on front-line services. The more detailed budget modelling tool identified that those services for the most vulnerable and those where people had no choice other than to receive support from council services were the most highly valued and should be protected. This did not mean that other services were not valued but if savings had to be made then the council should look into those services.

(3) The 2014/15 settlement had been broadly as expected, with technical changes that meant some funds that had previously been allocated during the year had been rolled into the Revenue Support Grant e.g. the amount top-sliced for the New Homes Bonus had been reduced which increased RSG but reduced the amount which was paid as an in-year adjustment.

(4) It had been feared that the New Homes Bonus would be removed entirely and transferred into the single Local Growth Fund in 2015/16, however, this would now not be the case and New Homes Bonus would roll out as originally planned. The provisional settlement had also confirmed that the separate grants previously allocated to support Council Tax freezes would be rolled into the RSG settlement and thus would be safeguarded from being removed in future settlements. The conclusion was that indicative settlements for 2015/16 and 2016/17 looked better than anticipated during the consultation.

(5) RESOLVED that the feedback from consultation be noted.

48. Suggested changes for procuring highways works through the proposed Combined Members Grant

(Item D2)

(1) Further to Minute 37 of 13 December 2013 the paper outlined proposed changes to the highway element of the new combined fund.

(2) With the new amalgamated fund there would be no top slicing for funding staff, therefore a fee would need to be added to each application, and suggested fees were set out in Appendix C to the report. Also, to ensure that the demand for design services did not exceed the available resources it was proposed that the number of highway applications a member could submit before additional fees applied was reduced from 4 to 2.

(3) Some highway schemes were best delivered during certain times of the year for various reasons. Such schemes would be identified to members and applications for the works should be submitted during the specific application window if the Member wished the works to be carried out in that financial year. Applications outside of the set windows could still be received but the programming of the schemes would be discussed with the Member to ensure the works were carried out during the most appropriate conditions. It might be that the works would need to be carried out the following financial year. Commitment of funds to the schemes in the financial year would allow the funds to be rolled into the following financial year. Rolling of a scheme into the next financial year would incur an annual cost increase which would be added to the scheme cost.

(4) To speed up the processing of applications and give members cost certainty a list of pre-approved fixed price schemes had been put together and a draft was set out in Appendix A to the report. These types of works delivered simple highway schemes with standard materials which were available "off the shelf"; required less officer involvement; and could generally be delivered quickly throughout the year.

(5) Pre-approved meant that no further approval would be required for applications for works on the list so MHF1 and MHF3 approvals would no longer be required speeding up the overall process. The list would be constantly reviewed and any other schemes which could be delivered in that way would be added. All works costs would be subject to an annual increase on 1 April each year and a revised list would be issued to all members.

(6) A list of other pre-approved schemes had been put together and a draft was set out in Appendix B to the report as guidance but would not be fixed price. The list included more complex schemes which required bespoke design and/or consultation.

MHF 1 applications would not need to be pre-approved by the Director of Highways and Transportation but could be processed straight away by officers speeding up the current process. Members would still need to approve the final costs for the schemes in the current way via the MHF3 form.

(7) Any applications for highway schemes or projects which were not on the pre-approved fixed or non-fixed price list, including contributions to third parties, would be subject to the current process.

(8) The current criteria for the three pre-existing Member grant schemes which would be amalgamated with the Highways Members Fund stipulated that projects for which KCC had withdrawn funding in the past were not eligible for Member grants. If the rule were to be adopted as part of the new amalgamated grant, applications to support KCC funded bus services which had been identified to be cut would not be allowed. Any applications to fund trial services would be subject to a set of rules in order to ensure that correct contractual requirements, payment processing and performance monitoring could be put in place. Trials which would span financial years would need to be fully funded.

(9) In the past up to a quarter of all submitted applications had been cancelled following a significant amount of design work already being carried out on the application. It was therefore proposed that any application which was cancelled after design work had been undertaken would be subject to a nominal cancellation fee of £300. The suggested nominal fee of £300 equated to approximately 8.5 hours of officer time.

(10) During debate Dr Eddy proposed that, with the exception of the Financial Year preceding a County Council election, Members be permitted to carry over all or part of their Combined Members Fund from one financial year to the next financial year in order to fund significant projects within their division.

(11) A discussion followed where it was confirmed that funds would be rolled into the following financial year as stated in paragraph (3) above.

(12) RESOLVED that the following recommendations be noted:-

- (a) Members be allowed to commit an unrestricted number of applications for works from the fixed price list, within their available budget, but may only submit 2 applications for all other works before additional design fees apply;
- (b) specific types of seasonal works be given an application window which Members must meet if they wished for the works to be carried out in the same financial year;
- (c) a list of Pre-approved Fixed Price Schemes, which was regularly reviewed, be adopted for use by Members;
- (d) a list of Pre-approved Non-Fixed Price Schemes, which was regularly reviewed, be adopted for use by Members;

- (e) applications to support existing bus services which had been identified to be cut would not be funded in the new amalgamated scheme. Trial services must be fully funded and must meet contractual requirements; and
- (f) applications cancelled after design work had been undertaken be subject to a nominal cancellation fee of £300.

49. Environment, Highways & Waste Cabinet Committee Draft Programme of Work

(Item D3)

RESOLVED that the draft programme of work for Environment, Highways and Waste, be noted.

52. Retirement of Karen Mannering, Democratic Services Officer

(1) The Chairman stated that Karen Mannering, Democratic Services Officer, would be retiring from KCC on 31 March 2014 after over 44 years' service. The Chairman spoke on behalf of all Members in wishing Karen a long, happy and healthy retirement and thanked her for her contribution to Kent County Council.

(2) Mr Harrison gave tribute to Karen Mannering.

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From: David Brazier, Cabinet Member – Environment & Transport
 Mike Austerberry, Corporate Director – Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 24 April 2014

Subject: 14/00024 – Road Casualty Reduction Strategy for Kent 2014-2020

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: All electoral divisions

Summary: This paper updates Members on the proposed new Road Casualty Reduction Strategy for Kent 2014-2020. The Strategy has been developed following a workshop involving key stakeholder groups and representative organisations and has been subject to a full public consultation.

Recommendation(s):

The Cabinet Committee is asked to recommend that the Cabinet Member for Transport & Environment adopts the Road Casualty Reduction Strategy for Kent 2014-2020 and the policies and actions contained therein.

1. Introduction

- 1.1 Keeping our roads as safe as they can be and tackling death and injury is a key priority for the County Council, both in respect of our statutory duty to promote road safety and act to reduce the likelihood of road casualties from occurring (Section 39, Road Traffic Act 1988). There is also a moral and a significant financial imperative, particularly in respect of preventing long term disability and ill health.
- 1.2 In Kent the number of people killed or seriously injured in road crashes fell by 50% between 2000 and 2010. Up to 2020 we have a target to deliver a further 33% reduction. Whilst the long term trend in our county is down, 50 people died and 474 people were seriously injured in 2012 and the figures for 2013 (subject to validation by the Department for Transport) appear to be increasing further.
- 1.3 As part of our commitment, the County Council has produced a new Road Casualty Reduction Strategy for Kent. The Strategy proposes drawing on a wide range of data to better define risk (including damage only records from the insurance sector), to use this to refocus the type and location of interventions, to

improve how we integrate our education, enforcement and engineering measures, and to improve how we engage with our partners and stakeholders.

- 1.4 The Strategy was developed from a workshop held on 13 November 2013, to which key stakeholders, including all County Council Members and representative and interest groups, were invited. The resulting Strategy was then subjected to a full public consultation from 23 December 2013 to 24 February 2014.

2. Financial Implications

- 2.1 The Strategy makes the case for targeted funding to help achieve casualty reduction targets and reduce risk on Kent's roads. The Strategy includes a set of measures, presented in a Delivery Action Plan, which represents a refocusing of existing budgets. There are no additional pressures on current budgets. Budgets will be agreed through the County Council's Medium Term Financial Plan process from 2015/16.
- 2.2 It should be noted that the case for prioritising additional funding in future spending plans is strong, where this will most likely impact on reducing the risk of future casualties. The established average cost of dealing with a fatal crash is £1.9m and the average cost of dealing with a crash involving injury is £75,000 (*Road Casualties Great Britain Annual, 2012*). These figures include the wider impact on the public purse through the emergency services, the NHS and Kent County Council Social Services over the first 18 months.
- 2.3 More specifically, in 2012 there were 10 children (0-15 years) with serious head injuries resulting from road crashes in Kent. Research indicates the life time care cost for each child equates to £1.428m to be funded by Kent County Council (*The Cost of Road Traffic Injuries in Kent, 2014*).

3. The Strategy

- 3.1 The proposed Road Casualty Reduction Strategy is presented at **Appendix 1** to this report. In summary it:
 - underlines the importance of policies to improve road safety and reduce death and injury on Kent's roads as a **key action area** for the County Council in the context of international, national and other Kent policies, particularly financial pressures and public health objectives;
 - reaffirms **targets** to reduce the number of people Killed and Seriously Injured (KSI) by 33% by 2020 as well as a 40% reduction in child KSI, and proposes new targets for all casualties and vulnerable road users;
 - emphasises taking a **data led** approach using a wide range of information sources (including damage only crashes from the insurance sector) to improve how we identify risk and to use this to prioritise and better target our interventions;
 - highlights the fact that 76.6% of injury crashes occur solely as a result of **behavioural factors** and proposes a range of education and training initiatives targeted at influencing road user attitude and behaviour and to promote individual responsibility;

- sets out **education** measures, including *Licence to Kill* presentations and *Speak Up* and *See the Hazards* campaigns, to address emerging trends in data for *at risk* groups such as young drivers and vulnerable road users;
- proposes extending the range of **training** courses, including expanding provision of driver and rider courses, on behalf of Kent Police, as well as a new *elective* awareness raising and practical driving course;
- stresses the importance of data-led **enforcement** of road traffic legislation by Kent Police, to tackle offences (particularly inappropriate and excess speed) which contribute to road casualties, in combination with the County Council's education and engineering initiatives;
- outlines the ongoing digitalisation of safety cameras, decommissioning of fixed sites in favour of more flexible mobile sites and the important role of community led *speed watch* initiatives in line with the Police and Crime Plan for Kent;
- proposes improved targeting of **engineering** schemes and maintenance to address risk, to extend the introduction of low cost mass action measures and the introduction of further 20mph zones in residential areas to encourage active travel and address public health issues; and
- underlines the importance of effective **engagement** with partners and stakeholder groups, both in co-ordinating initiatives through organisations and in raising awareness through media organisations and focusing and supporting action by community groups.

4. The Consultation

The Strategy was subject to a two month consultation up to 24 February 2014. There were 66 responses from a wide variety of organisations, interest groups and individuals. A report on the consultation responses is included at **Appendix 2** and an updated Equalities Impact Assessment at **Appendix 3**. The value of holding the workshop prior to developing the Strategy was highlighted, in that each of the proposed policy action areas was supported by the majority of respondents. The comments provided by the respondents have been reviewed and been used to make some adjustments to the structure of the document, to update the text and the Delivery Action Plan as well as the Equalities Impact Assessment. Overall, the pre-consultation Strategy is broadly what is now recommended for approval.

5. Conclusions

Death and injury on Kent's roads must continue to be tackled as effectively as possible by all agencies involved. The County Council has produced a new Road Casualty Reduction Strategy which highlights the financial imperative to improve road safety and reduce casualties. It proposes taking account of new data sources to better define risk and to use this to target a comprehensive and integrated programme of interventions, including improving how we work with our partners and stakeholders. The Strategy was developed from a workshop of representative and stakeholder groups and a consultation has demonstrated widespread support for the actions contained therein.

6. Recommendation(s):

The Cabinet Committee is asked to recommend that the Cabinet Member for Transport & Environment adopt the Road Casualty Reduction Strategy for Kent 2014-2020 and the policies and actions contained therein.

7. Background Documents

A wide range of policy, data and research documents have been considered in the development of the Strategy. The majority are available for review online and these are all referenced, including their web links, in Appendix 2 of the Casualty Reduction Strategy.

Appendix 1 – Draft Road Casualty Reduction Strategy for Kent 2014-2020

Appendix 2 – Road Casualty Reduction Strategy for Kent 2014-2020 consultation report

Appendix 3 – Equality Analysis/Impact Assessment (EqIA)

Appendix 4 – Draft Record of Decision - 14/00024

8. Contact details

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Road Casualty Reduction Strategy for Kent 2014-2020

Kent County Council

Highways and Transportation

Cabinet Committee draft – March 2014



This document was produced by Kent County Council Highways, Transportation and Waste.
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Electronic version available at:

www.kent.gov.uk/roads_and_transport/road_safety.aspx

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Foreword

Ensuring our roads are as safe as they can be is a key priority for the County Council as we work to keep the Kent economy moving and support healthy living. In 2012, 524 people were Killed or Seriously Injured (KSI) on Kent roads. Whilst the long term trend in our county is down - between 2000 and 2010, the number of KSI on Kent roads fell by 50%, the figures for 2013 (currently subject to validation) appear to be increasing.

It is vital that death and injury on Kent roads continues to be tackled as effectively as possible by all agencies involved. We all must recognise that the way we drive, ride or walk plays a huge part in avoiding us or our dependents becoming a road casualty. Along with our partners, our policies and initiatives have rightly received recognition from the Prince Michael of Kent International Awards for Road Safety. Whilst we are committed to doing all we can, we all must acknowledge our financial constraints. Since the Local Government Spending Review in 2010, KCC has delivered £269m of savings as a consequence of reduced central government funding. Over the next few years we must deliver a further £270m at a time of increasing demand for our services; last year we received over 4,000 requests for highway improvements, many relating to safety concerns.

For the future, this Strategy focuses on initiatives which will deliver most 'bang for bucks', it draws on the latest data and research available to us; we will be implementing engineering initiatives to meet the latest safety standards, including addressing wider public health objectives, as well as strengthening and focusing our education messages and training programmes. This Strategy commits us to work with you, our partners and stakeholders, more effectively to deliver a further 33% less KSI by 2020 as well as a 40% reduction in child KSI.



David Brazier Cabinet Member
Transport & Environment



Graham Gibbens Cabinet Member
Adult Social Services and Public Health

1. Summary

Keeping our roads as safe as they can be and tackling death and injury is a key priority for the County Council, both in respect of our Statutory Duty, to promote road safety and act to reduce the likelihood of road casualties from occurring (Section 39, Road Traffic Act 1988), as well as from a moral and financial imperative.

The County Councils' role in contributing to the UN Decade of Action for Road Safety, both drawing on and offering best practice, is acknowledged. International good practice highlights the value of low cost mass action measures, categorising roads according to risk and developing links with the insurance sector, both in terms of data and generating investment in road safety measures.

The Strategy supports the Governments' Framework for Road Safety, in particular extending the provision of practical courses to improve driving standards.

A data led approach is taken to target interventions where they will have most impact using a much wider range of data sources (including insurance records, asset damage, public health data and customer databases) to determine and target interventions to reduce risk.

Kent has targets to reduce the number of killed and seriously injured (KSI) by 33% and the number of child KSI by 40% by 2020. New targets are proposed based on reducing risk for all casualties as well as for vulnerable road users within the context of a wider approach to improving health.

According to research 76.6% of injury crashes occur solely as a result of behavioural factors (driving whilst impaired by drink or drugs, distractions such as a mobile phone or inappropriate speed) and 95% of all crashes include an element of human behaviour.

Education measures are proposed to influence road user attitude and behaviour and to promote individual responsibility. Presentations such as Licence to Kill and media campaigns such as Speak Up and See the Hazards are used to target emerging trends in Kent casualty data and for at risk groups such as young drivers and vulnerable road users.

Practical driver and rider training is to be expanded, both through the delivery of Driver Diversionary Scheme courses on behalf of Kent Police, as well as a new elective (HASTE) driver training course for individuals and business.

The importance of a data/ intelligence led enforcement by Kent Police to tackle offences which contribute to road crashes and the most serious injuries is supported, particularly addressing inappropriate and excess speed, in combination with education and engineering measures.

The Strategy targets enforcement through the Kent & Medway Safety Camera Partnership, including the digitisation of safety cameras, decommissioning of fixed sites in favour of more

flexible mobile sites and by increasing the effectiveness of community led speed watch initiatives in line with the Police and Crime Plan for Kent.

A programme of engineering is planned, where these measures can have an impact on reducing the risk of crashes from occurring in the future. Funding is prioritised to schemes where the most serious casualties have occurred alongside work to better define risk. It is envisaged this will include more low cost mass action measures in line with the systems approach and the introduction of further 20mph zones in residential areas to encourage active travel and address public health issues.

The need for effective inspection and maintenance of safety critical signs, lines and surfacing is highlighted.

The Strategy underlines the importance of joint working, both in co-ordinating initiatives through partner organisations such as the Casualty Reduction Partnership (CaRe) for Kent and Medway and in raising awareness and channelling action by communities through self-help toolkits.

The Strategy recognises how the media can have a strong influence on road user behaviour and perceptions.

The Strategy proposes that budgets are better targeted and additional funding be sought as opportunities allow, such as through the Local Growth Fund. It commits the County Council to work towards an outcomes framework to meet targets to reduce casualties and to improve safety and public health.

Actions are set out at the end of each chapter and in a Delivery Action Plan which is to be updated each year as progress is made and in the light of emerging trends.

2. Introduction

- 2.1 Kent is one of the largest counties in the UK with a population of over 1.4m and an extensive road network of over 5640 miles. Kent is also Britain's principle gateway for goods and travel to continental Europe. Our roads accommodate 8,886 million motor vehicle miles¹ each year; the second highest out of 205 highway authority areas. Although we have a comparatively good record of lower road crash rates by distance travelled compared to the national average, the raw number of casualties and their impact must be a huge concern.
- 2.2 In Kent² in 2012, 50 people died, 474 people were seriously injured and 5231 people received a slight injury as a consequence of a road traffic crash. Whilst the long term trend in our county is down, for death and serious injury, figures for 2013 (currently subject to validation) appear to be increasing.
- 2.3 Death and injury has a huge emotional and financial impact on society, both to the people and families and witnesses directly and indirectly affected, as well as to the wider public purse, through the emergency services, NHS and social services. Placing financial figures on each of these impacts, the established average cost of dealing with a fatal crash is £1.9m³ and the average cost of dealing with a crash involving injury is £75,000.
- 2.4 It is therefore vital that death and injury on Kent roads continues to be tackled as effectively as possible by all agencies involved. We all need to recognise that the way we drive, ride or walk around Kent streets plays a huge part in avoiding becoming one of these statistics.
- 2.5 This Strategy utilises a so called *public health* approach as well as a *safe system* approach. The public health approach relates to investigating and preventing future crashes. A safe system approach recognises that people will make mistakes or errors of judgement and in terms of designing the highway to be more forgiving in the event of a crash. The Strategy recognises the importance of influencing the road user (through Education, training and Enforcement), the road environment (through Engineering) and the vehicle (through working with manufacturers) in combination with a range of practical measures to continue to deliver reductions in road casualties.
- 2.6 This Strategy represents a reaffirmation by Kent County Council of our key role, as highway and transportation authority, to work closely with our partners and

¹ Department for Transport/ Office for National Statistics (signpost report)

² Kent is defined as roads within the geographical area covered by Kent County Council (i.e. Highways Agency Roads in this area, but not Medway)

³ Road Casualties Great Britain Annual Report 2012

intelligently using the latest data and research available to us, to make a significant impact on reducing death and injuries on our roads.

- 2.7 In Kent the number of people killed or seriously injured (KSI) in road crashes fell by 50% between 2000 and 2010. Kent has exceeded national targets in the past; our challenge is to sustain this in the future. We therefore have a target to reduce the number of KSI by a further 33% by 2020.

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3. Policy Framework

- 3.1 This strategy is guided by a number of international, national and local policies which set out responsibilities and objectives for road casualty reduction as well as wider aspirations to improve health and wellbeing, to deliver regeneration and to tackle disadvantage.

International Policies

- 3.2 The United Nations General Assembly has proclaimed the period 2011-2020 as the Decade of Action for Road Safety, “with a goal to stabilise and then reduce the forecast level of road traffic fatalities around the world by increasing activities conducted at the national, regional and global levels”. Ten reasons to act on road deaths are given:

1. 1.3 million people are killed on the world’s roads each year
2. Road crashes kill more people than Malaria
3. 50 million people are injured, many disabled as a result
4. 90% of these injuries occur in developing countries
5. Annual deaths are forecast to rise to 1.9 million by 2020
6. **It is the No.1 cause of death for young people worldwide**
7. By 2015 it will be the leading health burden for children over the age of five in developing countries
8. The economic cost to developing countries is at least \$100 billion each year
9. **Injuries place immense burdens on hospitals and health systems**
10. **Road crashes are preventable**

- 3.3 100 governments, including the UK, have co-sponsored the UN resolution establishing the Decade of Action, committing to work to achieve this ambitious objective through an ‘Action Plan’ with targets for raising helmet and seat belt use, promoting safer road infrastructure and protecting vulnerable road users, such as pedestrians and cyclists. Kent County Council recognises it must continue to play its part in this international effort, hosting delegations from developing countries to share best practice as well as picking up new ideas from abroad and other highway authorities.

- 3.4 Of particular note for Kent in terms of best international practice is Sweden, where the government is targeting funding to deliver low cost safety enhancements on a significant scale. In a similar vein, Holland has committed to raising the safety rating of its national highway network to a minimum 3 star safety rating within 6 years. Further afield, the state of Victoria (Australia), as well as being the Highway Authority, is also responsible for insuring vehicles by charging an insurance premium for cars purchased in the state. This makes a key link between investing in improving road safety standards in order to reduce insurance claims. Kent County Council recognises the value of these initiatives in driving road casualty reductions.

The National Strategic Framework for Road Safety

3.5 In May 2011 the Government produced its *Strategic Framework for Road Safety*⁴ and stated that;

“Road Safety is a priority for the Government. Great Britain has one of the leading road safety records in the world and we want to maintain this record and build on it.”

3.6 The framework sets out policies that Government believes will continue to contribute to reducing deaths and injuries on our roads based on:

- Empowering local citizens and local service providers
- Equipping motorists with the skills and attitudes to drive more safely and
- Targeting enforcement and sanctions for the worst offenders

3.7 Whilst the Government has not set national casualty reduction targets, the framework details national key indicators for: road deaths, serious injuries, road deaths involving motorcyclists, car occupants, pedal cyclists, pedestrians and drivers under the age of 25. These areas of particular concern accord with issues also facing Kent.

3.8 The framework committed to producing an Action Plan which was published in September 2013⁵. The plan includes a package of measures based on tightening enforcement for the worst offenders, as well as extending education and training options for motorists. Key elements include:

- Increasing penalty fines for motoring offences from £60 to £100 (August 2013)
- A new drug driving offence (January 2014)
- Portable roadside testing to aid/speed up enforcement
- Road safety messages in driver theory tests
- Increasing educational offerings (National Driver Diversionary Schemes (DDS)) to offenders as opposed to paying a fine
- Revised guidance for local Highway Authorities for setting speed limits
- A new post-test qualification
- A website providing a comparison of local Highway Authority performance

3.9 Kent County Council supports the Governments' commitment to addressing road safety as well as the introduction of these measures, particularly extending the opportunity for practical training to improve driving standards.

Local Highway Authorities and their Statutory Duty to Promote Road Safety

3.10 Government has set legislation covering the responsibilities it places on Local Highway Authorities in relation to road casualty reduction. Kent County Councils'

⁴ *Strategic framework for road safety*, Department for Transport, May 2011

⁵ *Final update to the strategic framework for road safety's action plan*, Department for Transport, Sept 2013

statutory duty to promote road safety is covered in the 1988 Road Traffic Act⁶. Section 39 states:

39 (2) Each local authority must prepare and carry out a programme of measures designed to promote road safety and may make contributions towards the cost of measures for promoting road safety taken by other authorities or bodies.

In addition local authorities must *carry out studies into crashes arising out of the use of vehicles on roads, take such measures as appear to the authority to be appropriate to prevent such accidents, and in constructing new roads, must take such measures as appear to the authority to be appropriate to reduce the possibilities of such accidents when the roads come into use.*

Action for Roads: A Network for the 21st Century

3.11 Funding for new highway infrastructure offers a real opportunity to improve safety standards in Kent. In its Action for Roads (2013)⁷ proposals, the Government has announced “*the biggest ever upgrade of our existing roads worth over 50 billion over the next generation*”. It is also proposing important changes in the governance of the strategic road network by turning the Highways Agency into a publicly owned corporation.

3.12 Whilst this new investment, if it comes about, is focused on generating economic development, it creates opportunities, nationally and for Kent, to deliver a step change in safety standards for roads. Kent County Council will continue to prioritise developing bids for funding including to the Local Growth Fund and through the Local Enterprise Partnership and will work closely with the new Strategic Roads Corporation in Kent to coordinate investment in safer roads.

Kent Transport Policies

3.13 The strategic framework for road casualty reduction in Kent is established in the context of a number of policy documents, including Bold Steps for Kent (2010)⁸, which sets the medium term political vision for the council to 2015 and Growth without Gridlock (2010)⁹, which sets out a 15 year Integrated Transport Strategy for the county. Key ambitions in these documents and their relevance to this Strategy are:

- **To help the Kent economy grow** – new road infrastructure will unlock development as well as enable safety engineering standards to be improved through its provision; prioritising work to reduce the number of crashes will reduce congestion and disruption on the road network

⁶ Road Traffic Act, Secretary of State, 1988

⁷ Action for Roads: a network for the 21st century, Department for Transport, July 2013

⁸ Bold Steps for Kent, Kent County Council, December 2010

⁹ Growth without Gridlock, Kent County Council, December 2010

- **To put the citizen in control** – placing power and influence in the hands of local people so they are able to take responsibility for their own community and service needs can achieve much in terms of raising the profile of road safety locally. The development of road safety education initiatives including toolkits and information and monitoring and enforcement initiatives such as Community Speedwatch (run through Kent Police) are good examples
- **To tackle disadvantage** – supporting aspiration rather than dependency, particularly for those who are disadvantaged or who struggle to help themselves and their family can be delivered by targeted casualty reduction engineering and initiatives to encourage and support active travel such as walking and cycling

3.14 Kent County Council is determined to maintain good quality services against rising demand, reducing central government funding and national inflationary pressures. The County Council is responding to these pressures through its' Facing the Challenge¹⁰ (2013) proposals. A focus on reducing road casualties can reduce demand for social and other support services run by the Council that support and rehabilitate people injured on our roads.

3.15 The Local Transport Plan 2011 (LTP3)¹¹ sets out Kent County Councils' Strategy and Implementation Plans for local transport investment for the period 2011-16, through five themes which drive policies and budget spending. Namely:

1. Growth Without Gridlock
2. A Safer and Healthier County
3. Supporting Independence
4. Tackling a Changing Climate
5. Enjoying Life in Kent

3.16 LTP3 states that for road safety “there will be a three year rolling programme of activities that uses the individual and combined effects of education, training and publicity in an intelligence-led manner”. Consequent with this, the County Council has developed an Education, Training and Publicity (ETP) programme of £1.4m. A key ETP initiative for the County Council is to deliver national standard training including Driver Diversionary Schemes (30,000 people per year) and Bikeability (3,500 people per year) for young cyclists. The Council also implements a programme of Casualty Reduction Measures (CRM) of circa £1m pa to re-engineer the highway, where this is a contributory factor in crashes on the network. Whilst staff numbers have been reduced as a result of Government funding cuts, safety schemes have been prioritised, along with the council's commitment to follow a data led approach and co-ordinated work with partners to meet and exceed our statutory responsibilities.

¹⁰ www.kent.gov.uk/your_council/council_spending/budget_consultation/the_challenge.aspx

¹¹ *Local Transport Plan for Kent 2011-16*, Kent County Council, April 2011

Public Health

3.17 From April 2013 under the Health and Social Care Act, Kent County Council took on new responsibilities for promoting public health and reducing health inequality. KCC has 23 duties, as well as a specific duty relating to reducing accidents and preventing injury, many are pertinent to road casualty reduction and healthy living. Kent Health and Wellbeing Board have produced a Joint Health and Wellbeing Strategy (2013)¹², with objectives including ensuring:

- Every child has the best start in life
- Effective prevention of ill health by people taking greater responsibility for their health and wellbeing
- Enhancing the quality of life for people with long term conditions

3.18 There are huge opportunities within this new responsibility for joint working to reduce road casualties (road traffic casualties accounted for 1.3% of emergency admissions to hospital in Kent in 2012/13¹³) as well as reducing consequential health issues such as depression and anxiety, to deliver child casualty reduction targets, to promote active travel (cycling and walking) through provision of cycle routes, footways and traffic calming schemes and training programmes, such as *Bikeability*, as part of a healthy lifestyle to address rising obesity.

3.19 There is also expressed concern for the safety of pedestrians and cyclists if we are to encourage people to walk and cycle more and reap the associated benefits. In her latest annual report, the Chief Medical Officer makes reference to the importance of safety concerns for Active Travel:

In order to improve uptake, we need to improve safety. The relative risk associated with journeys by active travel methods are unacceptably high and must be reduced. Compared with travelling the same distance by car, the risk of death from travelling one kilometre on foot or by bicycle is more than 17 times higher. The risk of serious injury for each kilometre travelled is almost 16 times higher on foot than by car, and 21 times higher on a bicycle than by car¹⁴

¹² Kent Joint Health and Wellbeing Strategy, Kent County Council, 2012

¹³ Percentage of the number of emergency admissions to hospital that were road traffic crash related in the 2012/13 financial year.

¹⁴ Annual Report of the Chief Medical Officer, Surveillance Volume, 2012: On the State of the Public's Health, Page 16

ACTIONS¹⁵:

This Strategy commits Kent County Council to:

- A3.1 Prioritise policies and commit/bid for funding for initiatives which will deliver the highest reductions in road casualties, drawing on best practice locally and internationally, within the context of Kent and UK Government Road Safety and Public Health Policy.
- A3.2 Endorse the Chief Medical Officer's integrated approach to improving safety for all our road users.

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¹⁵ See also Appendix 1: Delivery Action Plan which contains an annual summary.

4. Intelligence and Investigation

4.1 Kent County Council follows a data and research evidence led approach in order to direct resources intelligently to achieve the highest casualty reduction outcomes. Funding for casualty reduction in Kent is currently prioritised towards locations that have recorded a history of road traffic injuries. This method is in place to identify sites with the highest number of crashes and/or crashes of a similar nature which may indicate a problem related to the road or driver behaviour. This approach looks to make changes to the road environment and influence driver behaviour to prevent collisions continuing to occur at these sites. This strategy proposes that this good practice is continued whilst investigating other data sets relevant to road safety that may help target and reduce casualties.

Kent Road Casualties

4.2 Each time a Police Officer attends a road traffic crash involving injury they will complete a STATS19 form¹⁶ which records details about the people involved, the road environment and, in the officers opinion, the reasons for the crash. The form is entered into a database which is sent from Kent Police to Kent County Council to investigate. Every year KCC produces a Kent Road Casualties report¹⁷ and a Cluster Site Analysis report which analyse trends and uses the data and other research to determine:

- Patterns at specific locations (to identify sites where there is a cluster of crashes which may be addressed through engineering or enforcement measures)
- Patterns on routes (to identify sites where there is a cluster of crashes which may be addressed through engineering or enforcement measures)
- Road user trends (to identify issues which may be addressed through enforcement or education campaigns)

4.3 Whilst the occurrence of road traffic crashes in the past can be a strong indication of a specific issue needing to be addressed, it is accepted that other research methods and data sources which are becoming available can be utilised to better determine the risk of a road casualty occurring in the future.

Methods of quantifying risk

4.4 A good example of research to quantify risk is via the European Road Assessment Programme (EuroRAP) which uses injury, crash and traffic data to establish a crash rate per km. EuroRap have used this approach to produce a Risk Map and Star Rating of motorways and national A roads across Europe. EuroRAP identifies whether the trend in crashes along the route is decreasing and consults with road authorities to identify measures which they believe have been effective in reducing casualties.

¹⁶ www.gov.uk/government/uploads/system/uploads/attachment_data/file/230590/stats19.pdf

¹⁷ *Kent Road Casualties 2012*, Kent County Council, August 2013

- 4.5 Predictive policing (PredPol) technology is a further example which predicts where crimes are likely to occur using human behaviour research and historic crime data. A PredPol system is used by Kent Police to help prioritise policing areas (however further trials and refinement would be required to tailor the system to determine future road risk). It would be beneficial to investigate whether this system could be used to focus future crash risk.
- 4.6 The County Council is increasingly able to draw on a wider range of data sources which are now becoming available to develop a risk rating system for the roads in the County. We are considering a number of data sets including:

Table 1 Available datasets for investigation

<p>The nature of the route</p> <p>Built up/non built up, speed limit bands</p>	<p>Casualties</p> <p>Using statistical tests (such as Poisson¹⁸) to identify if the recent 5 year dataset is likely to increase</p>
<p>Traffic flows</p> <p>Department for Transport annual average daily traffic flow for a route, also splitting out HGV, motorcycle and pedal cycle flows</p>	<p>Casualties per million vehicle kilometre</p> <p>This is a rate worked out by using the following equation:</p> $\frac{\text{Number of crashes} \times 10^8}{365 \times \text{traffic flow} \times \text{length of route}}$
<p>85th percentile and mean speeds</p> <p>(where available) The 85th percentile speed is the speed at which no more than 15% of the traffic is exceeding. The mean speed is the average speed of all the vehicles at the count point.</p>	<p>Cluster sites</p> <p>Further analysis of crash data on adjacent routes</p>
<p>Insurance records</p> <p>Access to data recorded and held by insurance companies to identify injury and damage only crashes not recorded by Kent Police.</p>	<p>Asset damage</p> <p>Details of KCC owned highway asset damage</p>
<p>Mosaic</p> <p>A postcode based social research data</p>	<p>Traffic offence data</p> <p>Assess the locations of detected traffic</p>

¹⁸ A statistical test used to calculate the probability of crash frequency in a given year, when the long-term average is known.

model used to target initiatives

offences, such as drink drive, seat belts and speeding

Resident perceptions

Using CSM (a database containing enquiries and requests from the public) to establish the number of road safety related issues recorded along the route

Targeting Casualty data

Using home/school postcode data of casualties/ offenders to target interventions

Drainage

Risk of flooding

Frontage access/junctions along route

Road direction and forward visibility

Ice, fog and frost tendencies

Camber and SCRIM data

Road condition and skid survey information

Refinements to existing casualty data

Work to improve STATS19 data and to tackle under reporting.

Cross referencing with hospital admissions

Public Health data

Cross referencing with wider public health and health inequality data

Public Health Outcome Framework Indicator Sets

Measure performance rates in physical activity, obesity, utilisation of outdoor space and road deaths and serious injuries on England's roads.

4.7 These data sets will be used to improve how we target either Education or Engineering/Enforcement measures.

ACTIONS¹⁹:

This Strategy commits Kent County Council to:

A4.1 Maintain our database of road traffic injuries to monitor short and long term trends within Kent compared to other authorities, to regional data and national data, through the Annual Road Casualties in Kent²⁰ report as part of Kent's statutory requirements.

¹⁹ See also Appendix 1: Delivery Action Plan which contains an annual summary.

²⁰ *Kent Road Casualties 2012*, Kent County Council, August 2013

A4.2 Develop a more refined system of prioritising road casualty reduction interventions across the County, using a wider range of data sources and other research, to determine road risk and to act accordingly to target initiatives.

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5. Road Casualty Targets

5.1 In line with Governments' Strategic Framework for Road Safety, the Department for Transport encourages Local Authorities to set their own targets for reducing casualties and improving road safety. The County Council firmly believes in the need to set targets to drive and provide a focus for reducing the most serious road casualties and improving road safety.

Targets to reduce KSI Casualties

5.2 Kent County Council, in conjunction with Kent's Casualty Reduction (CaRe) Group of stakeholders (Kent Police, Highways Agency, Medway Council and Kent Fire & Rescue Service), has set targets for 2020 to reduce KSI casualties, compared to the 2004 to 2008 average, to reduce the number of:

all those killed or seriously injured (KSI) on Kent's roads by 33%

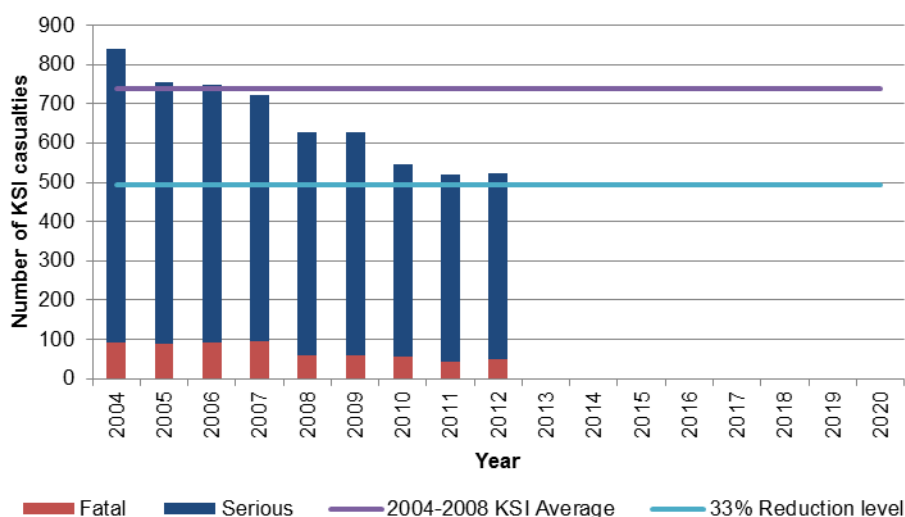
children killed or seriously injured on Kent's roads by 40%

5.3 These targets, shown in tabular form and graphically below, generally accord with long-term National and European road casualty reduction ambitions.

Table 2 Progress towards the 2020 targets for Kent (excluding Medway)

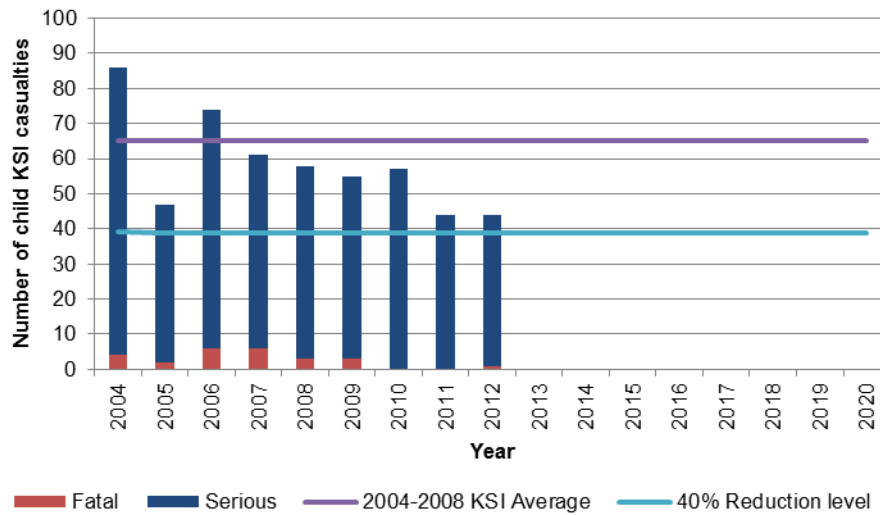
Kent Casualties	2020 Target	2004-08 Baseline	2010	2011	2012	2012 percentage change compared to baseline	2012 percentage change compared to 2011
Total KSI	495	739	545	519	524	-29%	1%
Child KSI	39	65	57	44	44	-32%	0%

Figure 1 KSI casualties for 2004, progression to 2020 target



- 5.4 Progress towards the target is good, although the number of people killed or seriously injured on Kent's roads rose by 1% last year, in comparison to a 1% reduction nationally.
- 5.5 On average, approximately 516 crashes per year resulted in serious and fatal injuries. The overall road risk rate, relative to traffic flow, is 17.21 million vehicle miles (MVM) per KSI crash. This is equivalent to 26% less than the national average rate of 12.80 MVM per KSI crash.

Figure 2 KSI child casualties from 2004, progression to 2020 target

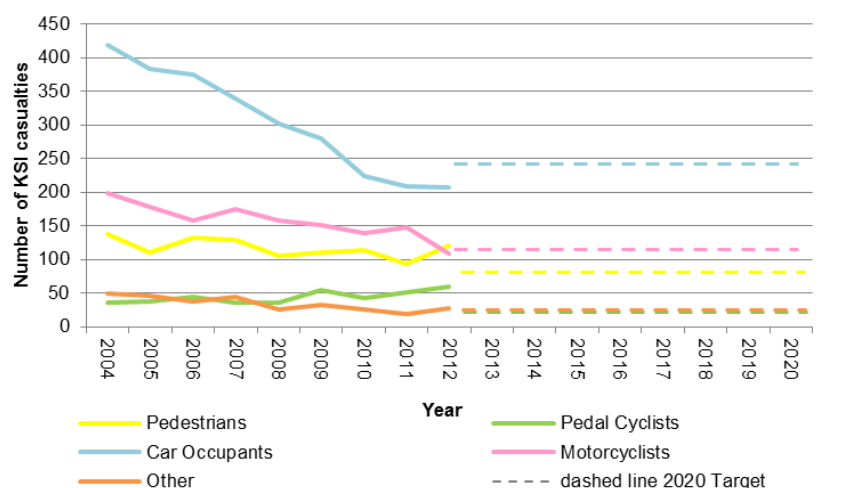


- 5.6 Child KSI casualties have plateaued between 2011 and 2012 (44) at 32% below the baseline figure of 65 KSI casualties.

Targets to reduce KSI Casualties for Vulnerable Road Users

5.7 Given the emphasis on improving public health, more generally within the Strategy, there may be merit in setting targets specifically for reducing serious injury to pedestrians and cyclists.

Figure 3 KSI casualties in Kent by road user group from 2004, compared to 2020 target



5.8 Car occupants and motorcyclists have recorded figures below the expected 2020 target line. Recent increases in both pedestrian and pedal cyclist casualties have pushed these road users above their respective 2020 target lines. These increases are a cause for concern and, certainly for pedal cyclists, appear to mirror a similar national trend.

Targets to reduce all Casualties

5.9 Whilst it is right to focus on targets to reduce the most serious casualties, 5,231 people received a slight injury in a road crash last year. It must be recognised that many of these will still have caused substantial impact on the people involved, as well as a financial impact in terms of congestion and support services.

5.10 On average, approximately 4,419 crashes per year are reported on Kent's roads including slight, along with serious and fatal injuries. The overall road risk rate, relative to traffic flow is 2.01 Million Vehicle Miles (MVM) per crash. This is the equivalent of 5% less than the national average rate of 1.90 MVM per crash.

5.11 Whilst Kent has made particularly good progress in terms of reducing the occurrence of KSI by 2020, progress in overall rates (including slight injuries) as well as year on year variations, particularly for pedestrians and pedal cyclists, are a cause for concern and will be monitored closely, both through the research mentioned in

Section 3 and to determine emerging trends with a view to setting specific targets as necessary.

ACTIONS²¹:

This Strategy commits Kent County Council to:

- A5.1 Endorse the targets for a 33% reduction in KSI and a 40% reduction in child KSI by 2020 and to look to set targets based on risk rating of Kent roads (subject to research) including all casualties as well as specifically for pedestrians and pedal cyclists.

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²¹ See also Appendix 1: Delivery Action Plan which contains an annual summary.

6. Approaches to deliver Road Casualty Reductions

- 6.1 In its Strategic Framework for Road Safety (2011)²² the Government categorises actions to reduce road casualties in terms of the so called 3 E's: Enforcement, Education and Engineering.
- 6.2 The Framework notes that the 3 E's approach has made significant improvements in managing road safety; however, it "did not generally look at specific groups, issues and risks" (page 17). The Framework also states that there has been an increased interest in the so called *Systems Approach* and the *Public Health Approach*.
- 6.3 The Systems Approach seeks to "*identify and rectify the major sources of error or design weakness that contribute to fatal and severe injury crashes, as well as to mitigate the severity and consequences of injury. A number of elements in a system all need to go wrong for a serious collision to occur. The aim is to recognise that people will make mistakes and to build the system around this understanding.*
- The Public Health Approach brings a systematic approach to problem solving that has traditionally been applied to problems of diseases and injury control. There are three central features: it is focused on prevention; based on science; and collaborative by nature. In addressing the problem of road traffic injuries, practitioners pay most attention to the importance of prevention. Interventions are formed upon a foundation of scientific research and empirical observation, using a four stage model: problem identification; analysing causes and risk factors; assessing options; and developing a successful implementation, which can be evaluated and scaled-up".* (page 17)
- 6.4 Kent County Council recognises that each of these approaches has a role to play in reducing road casualties.
- 6.5 The Systems Approach, which essentially means designing the highway to be more forgiving in the event of a crash, has merit although it must be recognised that taking out or protecting obstructions on the side of the road will simply not be practical on many roads, especially in towns.
- 6.6 The Public Health Approach has merit in respect of the work described previously (Section 3) in a more rigorous application of data and other research to determine risk and to prevent future crashes. Potentially this can help address the issue of reducing actual or perceived road risk for vulnerable road users and thereby contribute to encouraging active travel with consequent wider health benefits.

²² *Strategic framework for road safety*, Department for Transport, May 2011

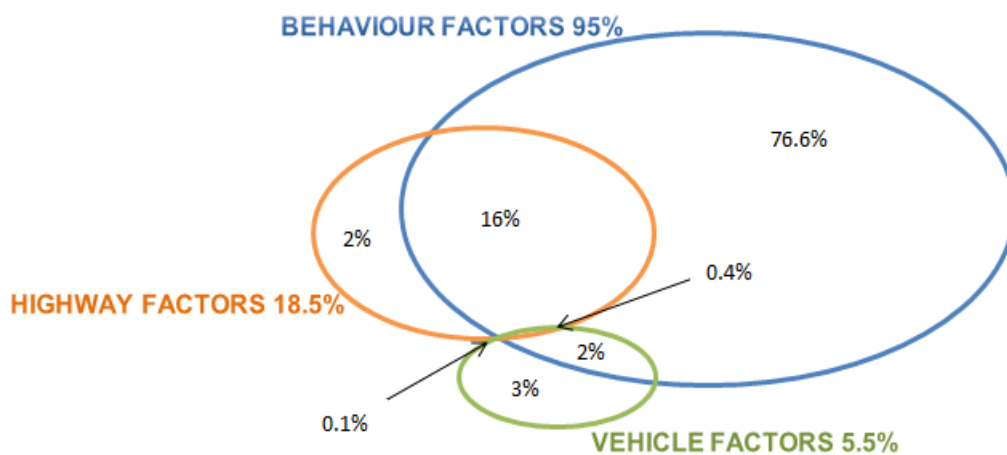
- 6.7 This Strategy recognises the importance of influencing the road user (through **Education**, training and **Enforcement**), the road environment (through **Engineering**) and the vehicle (through working with manufacturers) in combination with a range of practical measures to continue to deliver reductions in road casualties. The 3 E's categorisation, which can all be influenced by Kent County Council and partner organisations can therefore still provide a useful framework for actions in the Strategy.

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7. Education

- 7.1 The Transport Research Laboratory²³ (TRL) has identified the headline crash causation factors for incidents that cause death and injury on the road. In any road crash the three headline constituent parts are the Environment (the road), the Machine (the vehicle) and the Road User Behaviour (the human). The research shows that 2% of crashes are caused solely due to a poor road environment; 3% are solely due to vehicle failure; whilst 76.6% are solely due to the behaviour of the road user. When adding elements where poor road user behaviour mixes with a poor environment and/or a mechanical failure, it takes the human factor to 95% causation. This data is illustrated in Figure 4 below.

Figure 4 Factors involved in a crash



- 7.2 Consequently, the key to casualty reduction is in affecting the way road users interact with their environment and their vehicle. It is comparatively rare for a poor environment or vehicle failure alone to lead to injury crashes.

²³ www.trl.co.uk/research_development/intelligent_transport/human_factors/

Education, Training and Publicity

7.3 Road safety education, typically defined as Education, Training and Publicity (ETP), is widely recognised as a key intervention to deliver a sustained benefit in reducing road casualties. Examples of ETP initiatives delivered by Kent County Council are set out in the table below.

Table 3 Examples of ETP interventions

Education	Demonstrations about correct fitting and use of car seats, school lessons on safer crossing techniques and young driver education such as licence to kill.	
Training	Driver Diversion Schemes (e.g. Speed Awareness Courses delivered as an alternative to a speeding offence, fine and licence points), Bikeability cycle training, school minibus driver training and Highway Inspector driver training.	
Publicity	Campaigns covering anti-drink drive, inappropriate speed, drivers using mobile phones, seat belt wearing and passenger safety involving those driven by young drivers.	

7.4 Through these and other ETP initiatives, available as an online resource via the Kent Road Safety website²⁴, the County Council aims to influence road user attitude and behaviour and promote individual responsibility. Within each, our approach is to:

- Raise road user awareness of the main safety issues that affect different road user groups
- Increase knowledge of the potential consequences (health and legal) and the human impact that road crashes have, and promote related *coping* strategies
- Increase levels of observed behaviour that are in line with the coping strategies promoted through casualty reduction activity

Key Target Groups

7.5 To effect the greatest change in road user behaviour that is likely to contribute to the greatest reduction in road casualties, Kent County Council targets those road user

²⁴ www.kentroadsafety.org

groups that feature highest in either casualty or perpetrator statistics. Priority groups in Kent are broadly in line with the Governments' national key indicators outlined in Section 2.7:

Table 4 Target Groups (Not in priority order)

Age Group	Road User
5-16 year olds	Young pedestrians and cyclists
16-19 year olds	Young motorcyclists
17-24 year olds	Young drivers and passengers
25-50 year olds	Drivers
25-50 year olds	Motorcyclists
In car safety	
At work drivers	
Non-UK drivers	

A focus on Drivers

- 7.6 Of all the target groups, drivers/riders constitute the group that are targeted most through ETP, with the expectation for them to act responsibly. Drivers/riders of large, heavy machines that can travel at high speed have the greatest responsibility towards enhancing the safety for all road users. These road users have in their control the ability to dictate the likelihood and severity of a potential crash, it is their vehicle that collides with another road user.
- 7.7 Much of the increased risk of crashing revolves around drivers/riders willingness to take risks; things they would be unlikely to do if handling other dangerous machinery such as drinking alcohol, using mobile phones, persisting whilst tired, etc. In addition the choice of speed will dictate the level of severity of an impact. Driver/rider behaviour can be influenced to reduce risk.
- 7.8 A key intervention here for Kent County Council is the delivery of Driver Diversionary Scheme courses on behalf of Kent Police. These courses are offered as an alternative to a fine and license points and according to national research²⁵ can have a benefit in terms of improving awareness of road safety. The main course is the National Speed Awareness Course and some 30,000 clients attend courses in Kent each year. In line with the Governments approach, the County Council is keen to provide more courses, as well as a new elective non offender's course (HASTE), available to individuals and business from 2014 to contribute to casualty reduction. Ultimately it is hoped this will lead to reduced insurance premiums for attendees.

²⁵ *Evaluation of the National Speed Awareness Course*, ACPO, July 2011

A focus on Vulnerable Road Users

- 7.9 Additionally there is benefit in promoting coping strategies to those vulnerable road users at risk of being involved in a crash; specifically for pedestrians, cyclists, horse riders and motorcyclists. These road users can do much to limit their vulnerability by choosing appropriate behaviour for themselves, such as improving their visibility to drivers/riders, wearing safety equipment like helmets, understanding how crossing facilities can be used effectively and reducing their own distractions on the road.
- 7.10 The County Council runs Bikeability Cycle training courses for schools alongside School Games Organisers. Together, around 7000 children are trained each year which represents around half of the Year 6 age group in Kent. This service will be expanded to offer adult cycle training to individuals and through businesses in 2014.
- 7.11 Ultimately, the County Council targets perpetrators and potential victims in order to reduce risk through an integrated ETP programme.

Our Road Safety Education Approach; combining Education, Training and Publicity

- 7.12 Road safety education is an on-going process to constantly remind road users of the need for appropriate behaviour and to take account of all road users. The County Council produces an annual delivery plan summarising ETP activities²⁶.
- 7.13 This approach places a priority on Publicity as the tool for raising awareness to key issues and to promote the positive reinforcement of critical messages across a large target audience, over a short space of time.
- 7.14 The tone of Publicity messages used is factual and informative and focuses on the human impact of crashes, whilst stressing the potential legal consequences of poor road user behaviour.
- 7.15 Publicity messages are used to link wider, national activity to local concern and thereby provide credibility to localised Education and Training activities. By raising awareness Publicity prepares the ground for cultivating a deeper understanding of personal responsibility through focused Education or Training.
- 7.16 Localised Education and Training activities require access to small groups of road users so that key issues can be explored in greater depth to develop understanding of personal responsibility, and to reinforce the human impact of crashes.
- 7.17 The challenge for Education and Training activity is in accessing suitable road user groups on an on-going basis. It is difficult to break into school curriculum time and, more specifically, to access adult road users without the compunction of a legal process available as a motivator to attend.
- 7.18 Overall, road safety education is targeted at the majority of road users, who can be classified as *Error Makers*, and our behaviour change model ensures the close

²⁶ Kent County Council Road Safety Education, Training and Publicity plan 2013/14, Road Safety Team Kent County Council, April 2013

relationship between increasing Awareness, Knowledge and Behaviour to affect Contemplation of Change, Action to Change and Maintenance of Behaviour.

ACTIONS²⁷:

This Strategy commits Kent County Council to:

- A7.1 Continue to prioritise an integrated approach to road safety education, combining education, training and publicity activities, as a key intervention to change road user behaviour and encourage safer road use.
- A7.2 Produce an annual delivery plan for coordinated Education, Training and Publicity activities, setting out the Council's actions and encouraging partners and stakeholders to link with these.
- A7.3 Continue to deliver National road user training (DDS and Bikeability) in Kent and develop new courses including elective Speed Awareness (HASTE) and adult cycle training.

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²⁷ See also Appendix 1: Delivery Action Plan which contains an annual summary.

8. Enforcement

8.1 Kent police enforce road traffic legislation, with the exception of decriminalised offences, such as parking enforcement, which are the responsibility of local authorities. The police also work in partnership with other agencies, such as the Vehicle and Operator Services Agency (VOSA), to enforce specialised traffic legislation and the Health and Safety Executive (HSE) to investigate serious work-related road accidents.

8.2 Inappropriate and excess speed is a significant factor in road crashes. The outcome may result in death, serious injury and damage, as well as being a serious “quality of life” issue. The effective, intelligence led use of speed enforcement can assist in addressing these problems. Roads policing supports and complements road safety education and engineering and is an essential part of road safety. It:²⁸

- Deters illegal, dangerous and careless behaviour on the road
- Detects illegal, dangerous and careless behaviour on the road
- Identifies offenders
- Identifies the causation factors in crashes
- Helps to educate, and change the attitudes of road users
- Prevents other forms of crime
- Identifies and removes dangerous vehicles

Police and Crime Commissioner

8.3 From 15 November 2012, Police and Crime Commissioners are elected representatives charged with securing efficient and effective policing of a police area within England and Wales. Police and Crime Panels scrutinise the work of each Commissioner and make sure information is publicly available. The Panels include a Councillor from every Local Authority in the Police force area.

8.4 The current Kent Police and Crime Commissioner, Mrs Ann Barnes, has set out a four year Police and Crime Plan (1 April 2013 - 31 March 2017). It covers the Commissioner's priorities, commissioning intentions and performance targets for Kent Police. The key strategic priority which relates to this Strategy is **Protecting the public from serious harm**.²⁹

Kent and Medway Safety Camera Partnership

8.5 The roots of Safety Camera Partnerships were linked to section 89 of the Road Traffic Regulation Act 1984, under which it is an offence to exceed the speed limit. The Road Traffic Law Review, set up in 1985 and which reported in 1988,

²⁸ www.kent.police.uk/about_us/policies/p/p04.html

²⁹ www.kent.police.uk/about_us/our_plans/our_plans.html

recommended that greater use should be made of technological innovations to promote compliance with road traffic law, including modern camera technology³⁰. The necessary legislation supporting this recommendation was put in place through the Road Traffic Act 1991.

- 8.6 The Kent and Medway Safety Camera Partnership was formed in July 2002, in order to reduce death and serious injuries on Kent and Medway's roads. The Partnership comprises: Kent County Council, Medway Council, Highways Agency and Kent Police and is responsible for the operation of speed, red light and average speed safety cameras within Kent and Medway. Contrary to popular belief, safety cameras are not placed on roads where they will make the most money. Enforcement only takes place at sites where there is a history of fatal and seriously injured casualties and where speed has been a contributory factor in crashes.
- 8.7 For the future, the Camera Partnership is progressing a programme of upgrading and digitalising existing cameras alongside a decommissioning strategy which will be implemented at sites no longer considered suitable in terms of their original objectives. Consideration is also being to enforcement at 'community concern sites' to back up local speed watch schemes.

Speed Watch³¹

- 8.8 Speed Watch is an initiative that allows concerned citizens to make a significant contribution to road safety by helping to reduce excessive vehicle speeds on the roads in their own communities. Speed Watch schemes are supported by Kent Police through partnership-based working with community groups, Parish Councils, Kent County Council and Medway Council.
- 8.9 Operating at the roadside in 30 and 40 miles per hour (mph) limits, Speed Watch volunteers monitor the speed of passing vehicles using portable speed indication devices. They record the speeds and identifying details of vehicles travelling above nationally-specified speed thresholds. The registered keepers of vehicles observed repeatedly or excessively speeding anywhere in the county in a 12-month period are then sent warning letters and advice by Kent Police.
- 8.10 Speed watch has proved popular, in the two years to the end of November 2013, Community Speed Watch in Kent has increased from around 20 schemes to more than 60. In the same two years, more than 650 volunteers have received Speed Watch safety awareness training. Linking with the Police and Crime Plan it is envisaged that further community engagement schemes will be developed contributing to driver education initiatives set out in Section 6.

³⁰ *The Road Traffic Law Review*, Department of Transport/Home Office, 1988 paragraph 3.21

³¹ www.kent.police.uk/advice/community_safety/attachments/form_3213h.pdf

ACTIONS³²:

This Strategy commits Kent County Council to:

- A8.1 Work with Kent Police to improve targeting of enforcement in line with casualty reduction objectives.
- A8.2 Work with Kent Police to co-ordinate enforcement, education and engineering measures.
- A8.3 Work with Kent Police to support initiatives with local communities.

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³² See also Appendix 1: Delivery Action Plan which contains an annual summary.

9. Engineering

- 9.1 Kent County Council, as local highway authority, has a Duty of Care under the 1988 Road Traffic Act³³ to “carry out studies into crashes arising out of the use of vehicles on roads, take such measures as appear to the authority to be appropriate to prevent such accidents, and in constructing new roads, must take such measures as appear to the authority to be appropriate to reduce the possibilities of such accidents when the roads come into use.”
- 9.2 The County Council spends circa £1 million each year on implementing a range of engineering measures at safety critical sites to contribute towards fulfilling this duty.

Crash and casualty analysis: identifying safety critical sites

- 9.3 Traffic engineers regularly assess road safety on Kent’s highway network. This involves studying crash patterns over a period of time to identify locations where there are unexpectedly high numbers of crashes occurring. The circumstances, vehicles and casualties involved in the crashes at a particular location are investigated to identify any patterns that engineering measures could prevent reoccurring in the future. The relative size of the problems and the ability to tackle them are assessed and suitable cost-effective solutions are devised and implemented.
- 9.4 The County Council employs four separate approaches to identify and implement Crash Remedial Measures (CRMs) as set out in Table 5.

Table 5 Approaches to identify CRMs

Crash Cluster Sites	Measures targeted at a specific geographical location where a higher than expected number of crashes of a particular type have occurred in a set period of time.
Mass Action Plans	Measures targeted over a wide area such as a District or Countywide at a number of locations that have a similar pattern of crashes.
Route Studies & Treatments	Measures targeted along a whole route such as an A road where a number of different problems have been identified along the same route. This will include improvements as well as maintenance of existing safety infrastructure.
Quick Wins	Measures that can be implemented quickly in response to an emerging or emergency safety problem.

³³ Road Traffic Act, Secretary of State, 1988

9.5 As part of these programmes engineers will work closely with our partners both internally and externally to ensure identified problems are tackled using the most appropriate solution(s) to the identified problem be that engineering, education or enforcement or a combination of the three. The County Council will continue to prioritise funding at locations with the greatest potential to reduce road casualties, and will look to incorporate other data (such as maintenance records, damage only crashes, customer complaints, etc.) into the assessment criteria for the identification of future CRM sites.

9.6 The intervention criteria i.e. the level of risk / number of crashes of a similar type required to trigger investigations will be reassessed annually taking in to account factors such as current progress towards casualty reduction targets and the availability of resources and funding.

Road Safety Engineering Measures

9.7 A wide range of road safety engineering measures can be implemented to reduce and prevent casualties on our roads. Table 6 (below) lists many of the engineering measures used in Kent as part of our CRM programme.

Table 6 Road safety engineering measures

<p>Signing & Lining</p>	<p>New or changes to existing signs and lines to highlight individual hazards, seek to slow speeds and reduce conflicts. These can include static signs, interactive vehicle activated signs, improved materials, cat eyes etc.</p>	
<p>Surfacing</p>	<p>Upgrading the standard of existing surfaces by applying such treatments as High Friction Surfacing to reduce skidding or the use of coloured surfacing or different textures to highlight hazards.</p>	
<p>Speed Limits</p>	<p>Introduction of new speed limits and the amendment of existing ones. This includes provision of further 20mph limits and zones to meet casualty reduction and wider healthy living/active travel objectives, as set out in a recently approved policy³⁴.</p>	
<p>Safety Cameras</p>	<p>The installation of new safety cameras, where current criteria is met, for enforcement of such offences as speeding, red light running, use of mobile phones or non-use of seat belts. These can be fixed, mobile and include average speed cameras.</p>	

³⁴ <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=749&MIId=4911>

Pedestrian Crossings	<p>The installation of new pedestrian crossing facilities such as dropped kerbs, tactile paving, zebras, toucans, pelicans, puffins and pegasus crossings. Can also include the modification or upgrade of existing crossing facilities. Provision of new crossings can improve accessibility for pedestrians and disabled people as well as contribute to wider public health objectives.</p>	
Traffic Calming	<p>The implementation, modification or even removal of traffic calming features such as humps, cushions, chicanes, priority working systems, road narrowing, traffic islands, build outs, vehicle activated signs or rumble strips.</p>	
Junction Realignments	<p>Changes to existing junctions to reduce conflicts and manage traffic and pedestrian movements better. This is typically achieved by the use of lining, hatching and changes to priority or movement of the kerb line.</p>	
Traffic Signals	<p>The installation of new or modification or even removal of existing traffic signals mainly at junctions. This could be to manage or reduce conflicts between movements or vulnerable road users. Their use to reduce congestion can also improve safety by reducing frustration and the risks people take when in congestion.</p>	
Roundabouts	<p>The implementation, modification or removal of roundabouts at junctions to manage conflict better, reduce speeds and improve safety by reducing congestion. They can include mini and double mini roundabouts.</p>	
Cycle and Footways	<p>Installation of new or improvements to existing footways, cycleways and footpaths. The health benefits of these types of scheme are not limited to the reduction of road injuries but can improve the health of the public by encouraging walking and cycling leading to fewer deaths by ill health.</p>	

- 9.8 Kent County Council will continue to innovate and experiment with implementing new engineering measures aimed at maximising casualty reduction, reducing risk and contributing to wider healthy living objectives. The impact of road safety engineering schemes will be measured in terms of contributing to these objectives.

Speed Limits

- 9.9 The County Council recognises the importance of measures to encourage drivers to drive at appropriate and safe speeds. At the beginning of 2013 the Government published updated guidance for Local Authorities to use when setting local speed limits (Department for Transport Circular 01/2013 SETTING LOCAL SPEED LIMITS). In the guidance the main points were that speed limits should be evidence-led and self-explaining and seek to reinforce peoples' assessment of what is a *safe* speed to travel. They should encourage self-compliance and be seen by drivers as the maximum rather than a target speed.
- 9.10 Kent County Council uses this guidance to set local speed limits in situations where local needs and conditions suggest a lower speed limit than the national speed limit is required. This requirement is triggered when the intervention criteria for local safety schemes is met or if a County Councillor feels there is a local need for a lower speed limit and wishes to fund this through their own Member Funding.
- 9.11 The introduction of more 20 mph limits and zones is being pursued in urban areas and built-up village streets that are primarily residential, to ensure greater safety for pedestrians and cyclists. The County Council recently reviewed its policy towards the implementation of further 20mph schemes and agreed to support the introduction of 20 mph limits and zones:-
- Where there was clear justification in terms of achieving casualty reduction as part of the on-going programme of Casualty Reduction Schemes
 - where they would assist with delivering targets set out in Kent's Joint Health Wellbeing Strategy by encouraging walking and cycling
 - locally important schemes which are funded via the local County Councillor Members' Fund

Designing and maintaining safety standards

- 9.12 The County Councils' traffic engineers are responsible for designing improvement schemes to the highway network to improve safety for all road users. They design highway engineering schemes to prevent and reduce the number and severity of casualties occurring on Kent's roads. We will ensure our engineers are appropriately qualified to carry out this role and they receive the road safety engineering training they require to keep their skills up to date. Our engineers will ensure they design all schemes to the relevant design standards, and they will undergo the appropriate safety audit/assessment as required by the County Councils' policy and are built without putting our contractors or the public at risk of undue harm.
- 9.13 As part of our Duty of Care, the County will undertake regular safety inspections to identify and rectify those defects that meet the current intervention levels and that are likely to increase risk to the users of the highway network. We will ensure road safety

is integrated within existing highway maintenance programmes and that this area (especially safety critical carriageway markings or warning signs) is prioritised in our maintenance inspections and work programmes.

ACTIONS³⁵:

This Strategy commits Kent County Council to:

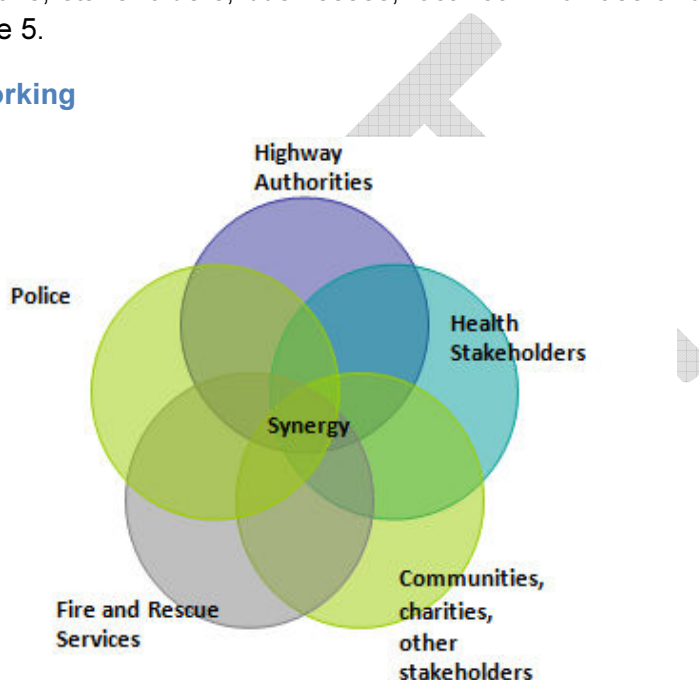
- A9.1 Continue to implement a Crash Remedial Measure (CRM) programme at locations with the highest crash frequencies where engineering measures will prevent their outcome in the future.
- A9.2 Develop the CRM programme to take account of non-personal injury crash data and other risk factors identified by research.
- A9.3 Ensure all highway engineering schemes are designed to the relevant standards and that they undergo the appropriate safety audit / assessment as required by the County's policy. Carry out post-scheme implementation monitoring to assess level of success.
- A9.4 Carry out regular safety inspections to identify and rectify quickly any defects likely to create danger to all users of the highway network.

³⁵ See also Appendix 1: Delivery Action Plan which contains an annual summary.

10. Engagement and Partnership Working

10.1 Successful casualty reduction cannot be achieved in isolation and requires professionals from a range of backgrounds working together to provide an holistic approach to problem solving and identification and implementation of integrated solutions. To be most effective it also requires Engagement with and support from partner organisations, stakeholders, businesses, local communities and residents as illustrated in Figure 5.

Figure 5 Partnership working



10.2 Local authorities, the police, the fire and rescue service and other health stakeholders are vital partners in delivering casualty reduction outcomes. Joint investment by these partners must continue to be delivered in a way that maximises beneficial outcomes in a period of ever tightening budgets. Casualty Reduction Partnerships can contribute to the delivery of a *systems approach* to road safety.

10.3 The key success factors identified by partnership members nationally include³⁶:

- Greater resource availability (financial and personnel)
- Wider stakeholder contacts, networks and therefore influence
- Reduced duplication of investment
- Integration of investment solutions (packages), generating benefits greater than the individual elements

³⁶ Road Safety Research Report No. 124, Delivery of local road safety

- Economies of scale due to, for example, the increased bargaining power of partnerships, especially in the case of education, training and publicity (ETP) interventions

10.4 In its report, Changing Lanes³⁷ of September 2009, the Audit Commission noted that:

“There is critical importance to, and significant performance benefits from close partnership working to improve road safety”

10.5 And in 2011 the Department for Transport concluded that,³⁸

“In the last five years, effective partnership and inter-agency working has generated efficiency savings and enhanced the integration of investment.”

10.6 There is a role for a great many organisations both private and public in road casualty reduction. The prime organisations are those that have statutory responsibilities regarding the road network. Nationally the Police and Fire and Rescue Services have affirmed their commitment to reducing the injury toll on our roads

Fire and Rescue Services

10.7 The Chief Fire Officers’ Association’s mission is *“to work with a range of partners in order to be a world leader in delivering an integrated road safety education or approach which results in safer roads throughout the UK”*³⁹.

Police

10.8 The Association of Chief Police Officers (ACPO) sets out its policy for road safety enforcement in *“Policing the Roads - 5 Year Strategy 2011-2015”*⁴⁰ and states

“The service should focus the full weight of the law against those individuals who deliberately and illegally use a motor vehicle to commit offences and antisocial behaviour; and make an even greater use of the benefits offered by education so as to reduce and even eliminate the more unintentional careless behaviour where road safety is nonetheless challenged.

The highest possible reductions in road casualties cannot be achieved by enforcement and education of offenders alone. It is necessary to maximise road safety gains by working in partnership with the many other valuable partners who share the same objectives or have a stake in reducing road casualties.”

District and Local Councils

10.9 District Councils, as local planning authorities, have a key role to play in shaping new development and investment from source in terms of making highways safer, in addition to other key local community safety functions.

³⁷ *Changing Lanes, Evolving roles in road safety*

³⁸ *Road Safety Research Report No. 124, Delivery of local road safety*

³⁹ *CFOA Road Safety Strategy 2013-16, Chief Fire Officers Association, 2013*

⁴⁰ *ACPO Uniformed Operations, Policing the Roads – 5 Year Strategy 2011-2015*

- 10.10 Town and parish councils represent the first tier of local government. While they do not have statutory highways responsibilities, they often act as a key route through which residents' views can be expressed. Improvements to transport are likely to be central elements in Neighbourhood Plans as they are developed at this level.
- 10.11 As the Localism agenda develops, town and parish councils may also acquire a more important role in road safety, for example by funding speed indication devices, traffic calming or community schemes.

Partners in Kent

- 10.12 Kent County Council is part of the Casualty Reduction Partnership (CaRe) in Kent. Formed in mid-2007 the CaRe Group brings together professionals from Kent County Council, Medway Council, the Highways Agency, Kent Fire and Rescue Services and Kent Police to focus on priority road user groups and the main factors in crashes/casualties. The vision of the CaRe group is "the effective co-ordination of local partners working in collaboration to reduce road casualties in Kent". Collectively, the CaRe partners have endorsed the 2020 casualty reduction targets set out in Section 4.2.
- 10.13 The County Council is also part of the Kent and Medway Safety Camera Partnership, the Kent Community Safety Partnership and the Driver Diversionary Schemes Partnership. Kent County Council supports district based community safety partnerships both in terms of providing tailored data and information, through district casualty profiles and gap analysis, as well as practical support at local engagement events.
- 10.14 As a large organisation with a wide range of responsibilities, there will always be opportunities to improve co-ordination and delivery of initiatives. The County Council is committed to improving internal partnerships through a *One Council* approach. As discussed in Section 2, there are opportunities for improving road safety and contributing to casualty reduction through wider public health, education and communities work.
- 10.15 This Strategy particularly recognises the importance of contributing to wider public health objectives through delivering traffic calming schemes and 20mph zones in residential areas as well as through delivering improved cycle and pedestrian routes and training initiatives, such as Bikeability, to equip users with the necessary skills to use the highway safely.
- 10.16 Many of the Councils' road safety education and safer routes initiatives are delivered through schools. Schools are also a key focus for public health interventions and joining up child pedestrian safety training or walking bus initiatives delivered in

partnership with the Kent and Medway Walk to School Charity⁴¹ with healthy eating and other initiatives to tackle childhood obesity as a priority.

The role of media engagement

10.17 The media can have a strong influence on road user behaviour and perceptions. Effective engagement can therefore play a key role in promoting safe driving behaviours and reducing crashes. Kent County Council is working to develop relationships with local TV, radio and newspaper groups to complement road safety education campaigns and support individual and community based awareness and action.

ACTIONS⁴²:

This Strategy commits Kent County Council to:

- A10.1 Work closely with all partners and stakeholders to ensure casualty reduction is tackled using all the tools available and use the most appropriate solution to the identified problem, be that engineering, education or enforcement or a combination of all three.
- A10.2 Continue to actively support the Kent and Medway Casualty Reduction Partnership (CaRe) work as well as other partnerships to co-ordinate initiatives.
- A10.3 Embed road safety as part of the County Councils' *One Council* culture in particular with public health, education and communities departments.
- A10.4 Enhance engagement with local media and Kent residents and provide information and 'self-help' tools to enable communities to promote road safety in local areas.

⁴¹ www.kmcharityteam.co.uk/walktoschool/

⁴² See also Appendix 1: Delivery Action Plan which contains an annual summary.

11. Funding

- 11.1 Death and injury has a huge emotional and financial impact on society, both to the people and families and witnesses directly and indirectly affected, as well as to the wider public purse, through the emergency services, NHS and social services. Placing financial figures on each of these impacts, the established cost of dealing with a fatal crash is £1.9 million⁴³ and the average cost of dealing with a crash involving injury is £75,000.
- 11.2 Kent County Council is determined to maintain good quality services against rising demand, reducing central government funding and national inflationary pressures. A focus on reducing road casualties can reduce demand for social and other support services run by the Council that support and rehabilitate people injured on our roads.
- 11.3 In the context of the Local Transport Plan for Kent, the County Council delivers a £1.4 million programme of education, training and publicity, and a £1 million programme of casualty remedial measures. Under this Strategy, it is planned to sustain and improve value for money of the Council's current levels of funding.
- 11.4 Kent County Council will continue to prioritise developing bids for Government and other external funding including to the Local Growth Fund and through the Local Enterprise Partnership and the Council will work closely with the new Strategic Roads Corporation in Kent to coordinate investment in safer roads.

ACTIONS⁴⁴:

This Strategy commits Kent County Council to:

- A11.1 Sustain and prioritise spending on road casualty reduction initiatives and develop and support bids to Government and the private sector as opportunities arise.

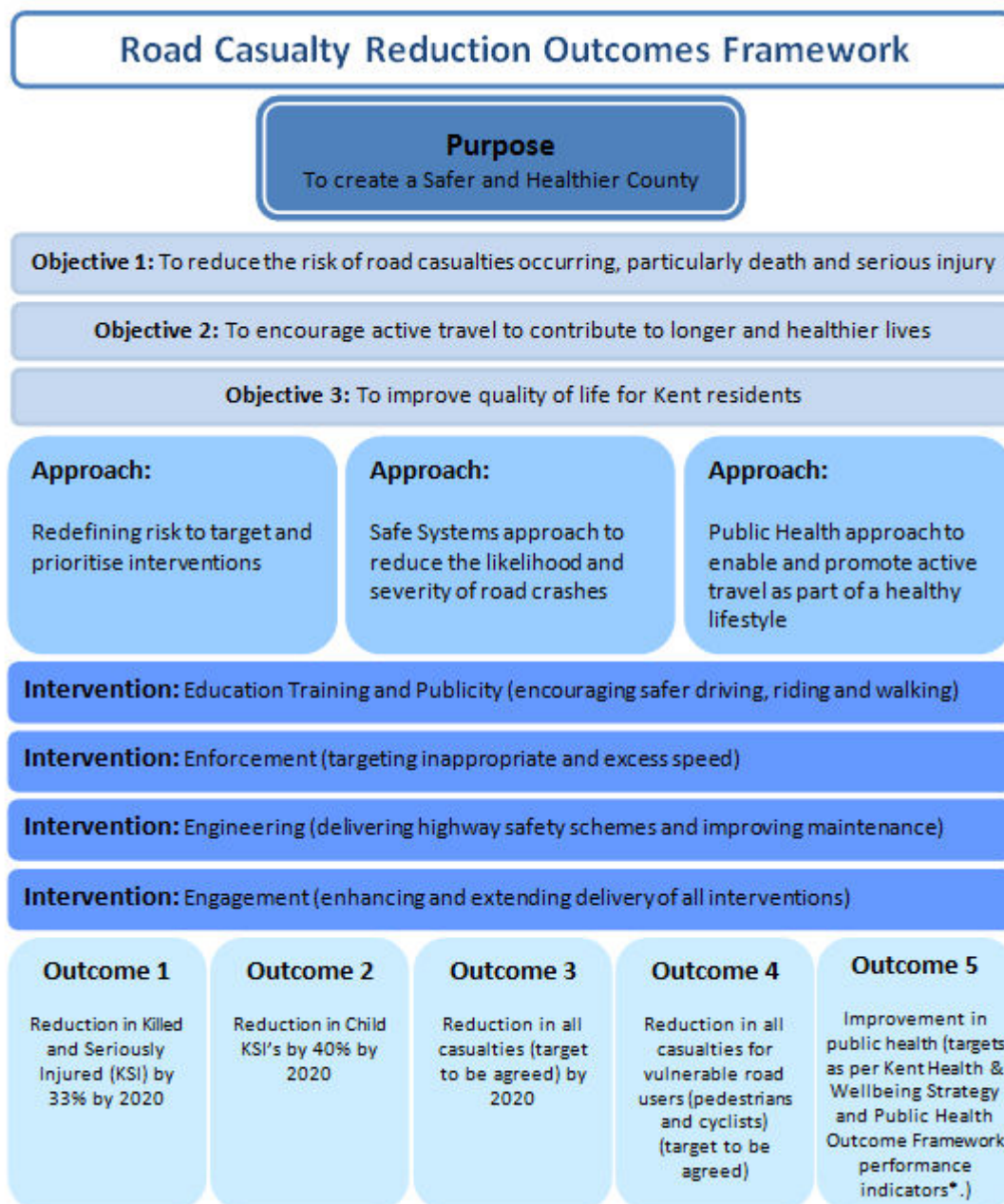
⁴³ *Road Casualties Great Britain Annual Report*, Department for Transport, 2012

⁴⁴ See also Appendix 1: Delivery Action Plan which contains an annual summary.

12. Outcomes Framework

- 12.1 This Strategy aims to contribute to creating a safer and healthier county. It accords with the County Councils' Statutory Duty to promote road safety and to act to reduce the likelihood of road casualties from occurring as well as our moral and financial imperatives.
- 12.2 Death and injury on Kent's roads must continue to be tackled as effectively as possible. We want to enable and encourage more active forms of travel to contribute to longer and healthier lives. We want to improve the quality of life for Kent residents.
- 12.3 This Strategy draws on the latest data and research available, to target more effectively a comprehensive programme of road safety interventions, as well as improving how we work with our partners and stakeholders.
- 12.4 This Strategy commits the County Council to work towards an outcomes framework in terms of delivering its high level targets of 33% reduction in Killed and Seriously Injured (KSI) and 40% reduction in child KSI by 2020, as well as monitoring targets linked to all casualties, vulnerable road users and improving public health.
- 12.5 Our outcomes framework (overleaf) is a resource to link our broad objectives with the approaches we intend to take, which will follow through into specific interventions. Actions for the current financial year are set out in a Delivery Action Plan at **Appendix 1**.

Table 7 Road Casualty Reduction Outcomes Framework



⁴⁵ The relevant Public Health Indicators as set out by the Public Health Outcomes Framework are references 1.16, 1.10, 2.06i, 2.06ii, 2.12, 2.13i and 2.13ii. More information can be found here www.phoutcomes.info

Appendix 1: Delivery Action Plan

This Delivery Action Plan, which will be updated and published annually, contains specific initiatives to deliver the policies and achieve the outcomes set out previously. The annual Delivery Action Plan will be drafted each December with a final draft available at the end of January. The final Plan will then be published at the end of March for the following financial year. This will be available on the Kent County Council website.

Table 8 Delivery Action Plan 2014/15

Date	Activity	Primary Target Group	Estimated Reach 2014 / 15
Data and Research			
Sept	Complete phase 1 review of non casualty data to determine risk and identify interventions	Internal	n/a
Aug	Publishing of Kent Annual Trend Report	On line	n/a
Dec	Publishing of Casualty Profiles for Community Safety Partnerships (CSP)	To CSP members	n/a
Sept	Complete the annual cluster site analysis	Internal	n/a
Apr-Mar	Identification of residential areas for potential 20mph zones, subject to consultation	Internal	TBC
Alongside CRASH release	Review and update of STATS19 to capture all relevant information e.g. school names and disability/evidence of impairment	Internal	n/a
Education (Publicity)			
Apr-Mar	Good Egg Guide - child seat fitting	Adults	1,000
Apr-Mar	Foreign Driver information	Adults	500,000
Apr-Mar	Development of campaign web site - www.kentroadsafety.org	Adults	7,000
May	Drug Drive campaign	17-34 year olds	850,000
May-Oct	Ghostlids campaign - motorcyclists	16-19 year olds	200,000
May-Oct	Kent Bikers campaign - motorcyclists	25-50 year olds	500,000
June	Ditch the Distraction campaign	11-14 year olds	24,000
June	Summer Drink Drive campaign	17-50 year olds	1,250,000
Aug	Rural Speed campaign	17-50 year olds	850,000

Sept	See the Hazards (Urban Speed) campaign	17-50 year olds	1,250,000
Nov	B-Viz campaign - encouraging young road users to be visible	9-14 year olds	31,700
Dec	Winter Drink Drive campaign	17-50 year olds	850,000
Jan	Mobile Phones campaign	17-34 year olds	700,000
Jan	Streetlights mean 30	Adults	1,250,000
Feb	Speak Up campaign	16-24 year olds	1,250,000
Mar	Seatbelt campaign	17-34 year olds	850,000
Education (Education and Training)			
Apr-Mar	Driver Diversionary Schemes	Adults	35,000
Apr-Mar	At Work driver training courses	Adults	500
Apr-Mar	Non-offender (HASTE) Speed Awareness Course	Adults	2,500
Apr-Mar	Driving Business Safely Workshops (4 per year)	Adults	50 businesses
Apr-Mar	Pilot Adult Cycle Training	Adults	800
Apr-Mar	Community Safety / Public Events	Adults & children	10,000
Apr-Mar	Junior Road Safety Officer	5-11 year olds	12,500
Apr-Mar	Young Driver Education	16-18 year olds	5,000
Apr-Sept	Safety in Action	10-11 year olds	5,000
Nov	Licence to Kill Production	16-18 year olds	6,000
Jan - Mar	Smart Brothers - <i>stop look listen think</i> training	5-11 year olds	17,500
Feb	Young Driver Theatre in Education	16-18 year olds	3,000
Apr-Mar	Bikeability Cycle Training	Children (Yrs. 5-6)	3,500
Apr-Mar	Support Kent Messenger Walk to School initiatives	Primary children	36,500 children in 178 schools
Apr-Mar	Small Steps pedestrian training	Primary Yr. 2	1,500 children in 50 schools
Enforcement			
Ongoing	Enforcement at fixed camera sites	n/a	72 sites
	Safety Camera site upgrading/ digitisation	n/a	Subject to procurement

	Actions from bi-annual Operational Review	n/a	Monitoring sites for decommissioning/ downgrading
	Implementation of Temporary Sites	n/a	Resident raised
			Road Works
			CRM Support
			Reactive following crash
			Speed Watch Support
Engineering			
Apr-Mar	Implement a programme of Crash Reduction Measures (CRM)	n/a	55 Sites
Apr-Mar	Safety Inspections of the highway	n/a	8500 km of carriageway/footway surveyed
Apr-Mar	Implement a programme of Integrated Transport Measures with road safety/ public health benefits including cycle routes, traffic calming, 20 mph, pedestrian crossings.	n/a	37 Sites
Engagement			
April	Report to Cabinet Committee results of Casualty Reduction Strategy Consultation	Members	n/a
May	Publishing of Kent Road Casualty Reduction Strategy	On line	n/a
1/2 yearly	Highways Agency Strategic Meeting to reduce incidents on the Primary Road Network (HA Area 4 and 5)	n/a	n/a
Apr-Mar	Parish Seminars/ Joint Transportation Board	n/a	n/a
Apr-Mar	CaRe Partnership Meetings (quarterly)	n/a	n/a
Apr-Mar	Kent Driver Diversionary Scheme Board Meetings (quarterly)	n/a	n/a
Apr-Mar	Kent & Medway Safety Camera Partnership Board Meetings (quarterly)	n/a	n/a
Apr-Mar	Community Safety Partnership Meetings	n/a	n/a

Appendix 2: Reference and supporting information

Reports

Road Casualties in Kent, Annual Review 2012 Kent County Council, August 2013

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Growth without Gridlock, A transport delivery plan for Kent, Kent County Council, December 2010

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ACPO Uniformed Operations, Policing the Roads – 5 Year Strategy 2011-2015 Association of Chief Police Officers, 2011

http://www.acpo.police.uk/documents/uniformed/2011/20111116%20UOBA%20PolicingtheRoadYearStrategy2011_2015.pdf

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Road Traffic Act 1988, Secretary of State, 1988

www.legislation.gov.uk/ukpga/1988/52/section/39

Evaluation of the National Speed Awareness Course, ACPO, July 2011

www.roadsafe.com/pool/files/SpeedAwarenessResearch%5B1%5D.pdf

Annual Report of the Chief Medical Officer, Surveillance Volume, 2012: On the State of the Public's Health

www.gov.uk/government/uploads/system/uploads/attachment_data/file/298297/cmo-report-2012.pdf

Web links

Kent County Council	www.kent.gov.uk
Kent Police	www.kent.police.uk
Kent Road Safety	www.kentroadsafety.info
Kent Fire and Rescue Services	www.kent.fire-uk.org
Kent and Medway Safety Camera Partnership	www.kmscp.org
Predictive Policing	www.predpol.com
EuroRAP	www.eurorap.org
Department for Transport	www.gov.uk/government/organisations/department-for-transport

DRAFT

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Road Casualty Reduction Strategy for Kent 2014 - 2020

Consultation Report



Source: Word cloud of responses to the consultation (font size and number reflects how often specific words are used in the consultation responses).

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Introduction and Background

Kent County Council is committed to ensuring all significant council decisions are subject to appropriate consultation processes and that the people of Kent are involved in the decision making process, as per KCC's Bold Steps for Kent policy.

The County Council has produced a new Road Casualty Reduction Strategy which is aimed at drawing on the latest data and research available to refocus road safety interventions, as well as improving the effectiveness of working with partners and stakeholders.

It is intended that the Road Casualty Reduction Strategy will impact positively on the health and safety of the people of Kent and on visitors. It represents investment of public money and implementation of policies. It is therefore important that it takes account of the views of stakeholders and that it has been subjected to a robust consultation process.

The Strategy was developed from a workshop held on 13 November 2013 to which key stakeholders, including all County Council Members, and representative and interest groups, were invited. The resulting Strategy was then subjected to a full public consultation from 23 December 2013 to 24 February 2014. The Strategy has been reviewed in light of the consultation responses and certain parts have been made clearer and sections refined. There have been no significant changes. This underlines the value of holding the workshop prior to developing the Strategy. The key issues raised by consultation respondents have been outlined below in the responses section along with answers or clarifications.

It is intended that the Strategy is recommended for approval by the Cabinet Member for Transport & Environment, subject to a report to the Growth, Environment & Transport Cabinet Committee on 24 April 2014. This Consultation Report and the Equalities Impact Assessment will be included as appendices to the Cabinet Committee Report.

KCC is grateful to all those who responded to the consultation and assisted in the development of the Road Casualty Reduction Strategy.

Consultation Process

Stakeholders

Road safety has the potential to impact on all parts of the community and as such the stakeholder group is very broad, including all residents of and visitors to Kent. All road users, including drivers, passengers, cyclists and pedestrians are all directly affected by the factors the Strategy seeks to address. This made it important to maintain a long running consultation on Kent.gov to ensure that the wider public had sufficient time to review KCC's proposals and give reasonable feedback, as well as directly contacting key stakeholder and representative groups to personally invite responses.

Workshop

A pre-consultation workshop was held on 13 November 2013, under the chairmanship of David Eades (a prominent BBC radio commentator), which brought together stakeholders from different interested groups to discuss casualty reduction priorities, road safety opinions and road user experiences. The information gathered in the course of this event was used to shape the Strategy before public release to ensure it took account of the concerns of key stakeholders. The attending groups included representatives of:

- Alliance of British Drivers
- British Horse Society
- County Council Members
- Cycle Forums
- Disabled Access Groups
- Disabled & Sensory Impairment Groups
- Highways Agency
- Independent Advocacy Scheme
- Institute of Advanced Motorists
- KCC Education, Learning & Skills Directorate
- Kent Association for the Blind
- Kent Association of Local Councils
- Kent Fire & Rescue
- Kent Police
- Kent Air Ambulance
- Other Councils
- Public Health
- Royal Society for the Prevention of Accidents
- Students
- Teachers
- Transport Consultants and Contractors
- 20s Plenty

Communication mediums

For the full consultation, the primary method of engagement was digital communications along with advertising, as per KCC's policies. This entailed using social media site Twitter as well as emails and letters being sent out to stakeholder and representative groups.

Paper versions of the consultation and questionnaire were not produced as standard, to limit unnecessary printing and distribution costs, however, as with all

formal consultations, KCC provided documentation and support in alternative formats upon request. This was highlighted on the consultation page for potential respondents.

Timescale

The online public consultation began on 23rd of December 2013 and closed on 24th February 2014 and featured a detailed questionnaire (**See Appendix 1**) and all relevant documentation including the main Strategy, a question and answer paper, the Equality Impact Assessment and a covering letter from Cabinet Member David Brazier.

Coverage

The Strategy document was downloaded more than 500 times. The other files taken together were downloaded over 300 times. This is encouraging as the level of interest evidences the awareness raising aspect of the consultation.

Responses

In total 66 responses (51 online, 3 Post, 12 email) were received.

32% of respondents were members of the general public rather than partner-agency representatives

Feedback

It is noteworthy that each of the proposed policy action areas were supported by the majority of respondents, indicating general approval of the approaches and actions contained within the Strategy.

This section includes a summary of the main themes and questions that emerged in the feedback, together with a response. This list is not exhaustive but seeks to address the primary concerns raised by those that responded to the consultation.

Shouldn't have to wait for casualties to happen before something is done

The Strategy looks to draw information from wider sources than at present to refine how road risk is determined. (See Section 4 and Action 4.2) This new weighting tool seeks to include as much useable information as possible to gather a fuller picture of road safety issues on Kent's road network to prioritise interventions.

Include damage data and listen to residents about where problem areas are

See above. It is proposed to include information from customer contact databases.

Proactive approach rather than reactive

See above. It is proposed to use the information to better target engineering and enforcement measures. In addition a strong emphasis is placed on education, training and publicity to influence road user attitudes and behaviours and to promote individual responsibility.

Shouldn't discourage cyclists/pedestrians/riders from using the roads, targets for these road users

The Strategy proposes setting targets specifically for so-called vulnerable road users (including cyclists and pedestrians). (See Section 5 and Action 5.1) It acknowledges the need to encourage active travel to contribute to healthy lifestyles as part of wider public health objectives. (See Section 3, particularly 3.18) The Council is committed to improving the highway network for cyclists, pedestrians and riders through the provision of segregated routes, through targeted 20mph zones in residential areas, through training schemes such as Bikeability and in campaigns to encourage drivers to be more aware of and accommodating to vulnerable road users. (See Sections 7 and 9)

Improve road environment for all road users, including those not in cars and those with disabilities

See above. The highway network is used in a wide variety of ways and it needs to be as safe an environment as possible for all users, especially for more vulnerable people and for pedestrians and cyclists.

Importance of road user training

The Strategy highlights the fact that 76.6% of all crashes occur solely as a result of behavioural factors (driving whilst impaired by drink or drugs, distractions such as a mobile phone or by inappropriate or excessive speed) and 95% of all crashes include an element of human behaviour. Kent County Council delivers a significant programme of Driver Diversionary Courses on behalf of Kent Police and is setting up a new elective course to raise awareness and offer practical driver training. (See Section 7 and Action 7.3)

20mph limits

The Strategy acknowledges the impact of inappropriate and excess speed on the number and severity of road casualties and well as the impact on residents' quality of life and more vulnerable road users such as pedestrians and cyclists. Many casualty reduction initiatives are aimed at reducing inappropriate and excess speed and 20mph limits can be introduced to help achieve lower speeds in this context. The Strategy also proposes further 20mph zones targeted in residential areas to encourage active travel and contribute to wider public health objectives. (See Sections 7, 8 and 9, particularly 9.9 – 9.11)

More active policing and enforcement required

The Strategy emphasises the need for the County Council to continue to work closely with Kent Police to link education, engineering and engagement initiatives to effective enforcement. The Strategy proposes developing the work around risk to assist the Police to better target enforcement resources. (See Section 8 and Actions A8.1, 8.2 and 8.3)

Investment in maintaining the highway

The County Council invests substantial resources in highway maintenance, the key arterial routes for commerce and cross county travel being the highest priorities. The Strategy highlights the need to prioritise maintenance of highway safety features including routes, surfaces and some carriageway markings and warning signs where timely action will contribute most to reducing risk. (See Section 9 and Action A9.4)

This policy document is meaningless, supports the “status quo” and is not in plain English.

In government institutions policy documents lead to decisions over funding and actions. The Strategy outlines work which is already carried out, but it also points to future opportunities and new directions, investigative work and partnership working

which will improve safety on Kent's road network. We have tried to produce a relatively concise and understandable report, but the Strategy does address a complicated topic and as such may occasionally use technical terms. (See Section 1 which provides a summary)

Needs more direction on actions – how, when and costs. Not just words.

An Action Plan is appended to the Strategy at Appendix 1. It summarises the measures that will be undertaken in 2014/15, when they will be implemented and the target audience and reach. It is simply not practical to list all current or potential actions by specific areas in a county wide Strategy. However, the County Council does produce district profiles for Community Safety Partnerships each year which sets out specific local area measures, alongside a more detailed Education, Training and Publicity Plan at www.kentroadsafety.info and engineering and maintenance schemes are reported annually at Joint Transportation Board meetings held bi-monthly at district council offices.

Equality Analysis

The consultation responses were analysed for Equality relevant feedback using the 'About You' demographic elements of the questionnaire in addition to considering details from the free text comments.

No significant issues were identified in relation to Equality concerns. There were, however, responses which highlighted some of the barriers to access for people with disabilities and the competing concerns of cyclists, pedestrians, mobility assistance users and those with sensory impairments.

Full details of KCC's current understanding of the relevant Equality issues can be found in the Equality Impact Assessment which breaks down the potential impact by the nine Protected Characteristics. Details of both positive and negative impact are included along with appropriate response plans or policy references.

Next Steps

The policies and actions set out will be implemented subject to the Cabinet Member adopting the Strategy. It is intended that the annual Delivery Action Plan will be reviewed and updated at the end of March each year in line with progress made and in accordance with trends in road safety and casualty data. Engagement and partnership working are key themes in the Strategy and these will result in further communications. Highway engineering schemes will be subject to consultation with local residents and specific highway user groups as appropriate.

Appendix 1: The Consultation Questionnaire

Privacy Policy

KCC collects and processes personal information in order to provide a range of public services. KCC respects the privacy of individuals and endeavours to ensure personal information is collected fairly, lawfully, and in compliance with the Data Protection Act 1998.

If you wish to know more, or have any concerns about how your information is used, please contact our Information Resilience and Transparency Team (data.protection@kent.gov.uk) or ask for a copy of the [full PrivacyNotice](#).

General information about the data protection act can be found on [the Information Commissioner's website](#).

Name

Address

Who do you represent?

A member of the public

Public Health Groups

Kent County Council Member

Insurance industry

Kent County Council Officer

Schools

Highways Agency

A Road User Group (please specify)

Emergency Services

Other (please specify)

KCC Consultants/Contractors

Having read the draft Road Casualty Reduction Strategy, please answer the following questions;

1. Is the content clearly and concisely presented? Yes No

If not, why?

2. Of the actions outlined please indicate whether you support each and provide comments if you have any. In this draft Road Casualty Reduction Strategy KCC is proposing to:

Policy framework

A2.1 Prioritise policies and commit/bid for funding for initiatives which will deliver the highest reductions in road casualties, drawing on best practice locally and internationally, within the context of Kent and UK Government Road Safety and Public Health Policy.

Yes No Comment

Intelligence and Investigation

A3.1 Maintain our database of road traffic injuries to monitor short and long term trends within Kent compared to other authorities, to regional data and national data, through the Annual Road Casualties in Kent report as part of Kent's statutory requirements.

Yes No Comment

A3.2 Develop a more refined system of prioritising road casualty reduction interventions across the County, using a wider range of data sources and other research, to determine road risk and to act accordingly to target initiatives.

Yes No Comment

Road Casualty Targets

A4.1 Endorse the targets for a 33% reduction in KSI and a 40% reduction in child KSI by 2020 and to look to set targets based on risk rating of Kent roads (subject to research) including all casualties as well as specifically for pedestrians and pedal cyclists (subject to future trends).

Yes No Comment

Education

A6.1 Continue to prioritise an integrated approach to road safety education, combining education, training and publicity activities, as a key intervention to change road user behaviour and encourage safer road use.

Yes No Comment

A6.2 Produce an annual delivery plan for coordinated education, training and publicity activities, setting out the council's actions and encouraging partners and stakeholders to link with these.

Yes No Comment

A6.3 Continue to deliver National road user training (DDS and Bikeability) in Kent and develop new courses including elective Speed Awareness (HASTE) and adult cycle training.

Yes No Comment

Enforcement

A7.1 Work with Kent Police to improve targeting of enforcement in line with casualty reduction objectives.

Yes No Comment

A7.2 Work with Kent Police to co-ordinate enforcement, education and engineering measures.

Yes No Comment

A7.3 Work with Kent Police to support initiatives with local communities.

Yes	No	Comment
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Engineering

A8.1 Continue to implement a Crash Remedial Measure (CRM) programme at locations with the highest crash frequencies where engineering measures will prevent their outcome in the future.

Yes No Comment

A8.2 Develop the CRM programme to take account of non-personal injury crash data and other risk factors identified by research.

Yes No Comment

A8.3 Ensure all highway engineering schemes are designed to the relevant standards and that they undergo the appropriate safety audit/assessment as required by the county's policy.

Yes No Comment

A8.4 Carry out regular safety inspections to identify and rectify quickly any defects likely to create danger to users of the highway network.

Yes No Comment

Engagement and partnership working

A9.1 Work closely with all partners and stakeholders to ensure casualty reduction is tackled using all the tools available and use the most appropriate solution to the identified problem be that engineering, education or enforcement or a combination of all three.

Yes No Comment

A9.2 Continue to actively support the Kent and Medway Casualty Reduction Partnership (CaRe) work as well as other partnerships to co-ordinate initiatives.

Yes No Comment

A9.3 Embed road safety as part of the County Councils One Council culture in particular with public health, education and communities departments.

Yes No Comment

A9.4 Enhance engagement with local media and Kent residents and provide information and 'self-help' tools to enable communities to promote road safety in local areas.

Yes No Comment

Funding

A10.1 Sustain and prioritise spending on road casualty reduction initiatives and develop bids to government and the private sector as opportunities arise.

Yes No Comment

3. Do you think we should have any additional actions?

Yes No Comment

4. Do you support the proposed Outcomes Framework?

Yes No Comment

5. The Strategy is focused on reducing the most serious road casualties, are there any other road safety issues which you feel have not been adequately addressed? What are they and how should Kent County Council tackle them?

Comment

About you

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. To help us we are asking you for some information about yourself. This information will only be used to help us make decisions about our services and for the purposes of service improvement.

If you would rather not answer any of these questions, you do not have to, but please go to the bottom of this page and click on 'submit' to ensure that we receive your previous answers.

Are you?

Male

Female

Prefer not to say

How old are you?

Under 20

20-25

26-30

31-35

36-40

41-45

46-50

Over 50

I prefer not to say

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example), are considered to be disabled from the point that they are diagnosed.

Do you consider yourself to be disabled as set out in the Equality Act 2010?
Please tell us which type of impairment applies to you.

Physical impairment

Mental health condition

Sensory impairment (hearing, sight or both)

Learning disability

Long standing illness or health condition (such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy)

Other (please specify)

I prefer not to say

Appendix 2: A selection of quotes from the consultation responses

“Educating people that reducing speed limits is not the answer to road safety”

“The most important outcome is to increase the usability of all roads for ALL potential users - especially non-vehicular users”

“Spending on off-road paths for walkers, cyclists and equestrians increases safety and encourages healthy exercise and recreation at far less cost than most road schemes”

“Don't wait for deaths before taking any action”

“I am appalled that this Draft Strategy presents no policies for supporting and encouraging the use of public transport as means of reducing traffic and hence reducing casualties.”

“Avoid random speed restrictions on roads that are not endorsed by the police and which are not enforceable.”

“Ask local people - don't expect them to tell you, you must ASK”

“a charming document and beautifully illustrated another 'must do' box ticked. Unfortunately even these fine words didn't butter the parsnips. I see no relevance to our locality in terms of planned achievements.”

“It is almost impossible to disagree with anything in this document.”

“I think the proposed strategy is really well presented, ambitious and exciting.”

“It would be good to see the Council give a higher priority to the use of all roads by pedestrians and cyclists”

“Given that the evidence shows 95% of accidents are due to driver error / behaviour and only 7% the environment. Granted probably, engineering costs are more expensive and therefore scope to do a lot less. What would happen if 75% of the budget was given to education? Would we see a much bigger return for our money in accident reduction?”

“Public Health supports using a system of integrated intelligence (whole system intelligence). This would enable the improved design of frameworks to evaluate the impact of road safety interventions on all health and social care services over time, by integrating the information systems of various health, social care, and other organisations and departments.”

“KCC need to support Kent Police more and Kent Police need to support KCC more.”

“More police on the streets to enforce road traffic laws and improve compliance”

“A lot of communities want speed cameras, traffic calming, 20mph down THEIR road, but are not so keen when driving down somebody else's road! Pandering to these hypocrites might gain a few votes for councillors at the next parish election, but to have these hypocrites setting speed limits on our NATIONAL road system is a travesty and is all part of the wider plan to restrict car travel.”

“Collaboration is the way forward”

“Good policy - will you actually do it?”

“A total re-think is needed on funding. It needs to be targeted at overall road safety and not just the flawed crash reduction schemes.”

“Kent County Council needs to strongly consider expanding 20MPH speed limits in some of its roads, especially outside schools and near residential areas that have very a very small distance between the road and front doors.”

“This policy review should not proceed on the current narrow basis. KCC should go back to the drawing board and review all aspects of road safety, not just casualty reduction, in line with its statutory obligations.”

“The Town Council would request that this policy is expanded to include a commitment for KCC to support other bodies in bidding for funds where the initiatives seeking funding would be in line with aims of road casualty reduction strategy.”

“In rural villages we would welcome the use of including "Residents Perceptions", but suggest that these should be surveys carried out by Parish Councils and fed into the database as well.”

“Non-motorised users (walkers, cyclists, horse riders and horse-drawn carriage drivers) progressively avoid roads as they become more dangerous so statistics showing reduced accidents may only reflect reduced use and suppressed demand”

“I think you can get bogged down in statistics - they can only tell you so much”

“The action to better determine the risk of a road casualty occurring in the future and the possible use of a database to establish the number of road safety related issues recorded along a route will be welcomed by communities as public perception of what is happening on the ground is not collected.”

“Education is great, but the priority should be to put in speed limits, enforcement and other measures to calm traffic.”

“Aspirations are all very well, but concrete evidence needs to form the basis of any Strategy.”

“Casualty reduction cannot be left to the police. Once again experience has shown they fail to address the needs of vulnerable users”

“Kent Police have an extremely poor attitude to "local communities", and KCC are not much better. Please show us some evidence of such initiatives.”

“Local communities have the best knowledge of their local roads. Dangerous junctions and roads are obvious to local every day users even if at any one time statistics do not appear to support such views”

“The Strategy does not include any mechanism for developing local volunteer involvement. The supply of free, dedicated labour is not inexhaustible.”

“This is an extremely important area with continuing budget reductions and fewer officers on the ground, Parish Councils are working very hard to join together with all agencies to work together to come up with ways in which to reduce excessive speeding, anti-social

and obstructive parking. Unfortunately, without police input residents perception of how Councils are tackling these issues continues to give cause for concern. “

“Engineering is best when preventative rather than reactive”

“Ideally one should be trying to avoid anyone getting hurt in the first place. Particularly if cheap, simple actions such as a bit of white paint could make a big difference.”

“Like most of these points - stating the bleeding obvious”

“While this body (CaRe) may do valuable work, it is little known and its existence, aims and objectives are not known by the wider public.”

“Better, integrated public transport to take people out of cars”

“Lorries (especially heavy, continental ones) are the "elephant in the room". The extent of their involvement in accidents should be closely documented, education should be Europe-wide and use of laybys on trunk roads as overnight stops should be discouraged on safety grounds.”

“Less lip-service, more action”

“Road safety issues must be assessed in large development projects and given a higher priority at planning stage.”

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**KENT COUNTY COUNCIL
EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)**

**This document is available in other formats, Please contact
david.joyner@kent.gov.uk or telephone on 03000 333 5539**

Directorate: Enterprise & Environment

**Name of policy, procedure, project or service: Road Casualty Reduction
Strategy for Kent 2014 - 2020**

What is being assessed? Kent County Councils' Road Safety Policy

Responsible Owner/ Senior Officer: David Joyner

Date of Initial Screening: 23 October 2013

Date of Full EqIA: 24 March 2014

Version	Author	Date	Comment
1	David Joyner	23/10/13	Sent to Strategy Delivery Team
		23/10/13	Sent to Diversity Info Team
2	David Joyner	20/12/13	Published on line
3	David Joyner	24/03/14	Updated to reflect Consultation input.

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	Yes – Specific age groups (such as transition to secondary school and young drivers) are more likely to be involved in a road crash. Policies and measures can be implemented to reduce the chance of these vulnerable age groups from becoming a casualty. The Casualty Reduction Strategy is aimed at reinforcing this approach by focusing on data, both in respect of police crash reports and factors that impact on perceptions of risk.	High	Low	a) Yes – Ensure that Education, Training and Publicity interventions are designed to target and influence specific vulnerable age groups (for example running License to Kill presentations for young drivers). Ensure that highway design standards for new roads, footways and cycle routes are implemented in a way which will improve road safety for vulnerable age groups (for example designing roads to reduce the potential for inappropriate speed or through provision of segregated cycle routes). Ensure that engineering measures are retrofitted to existing highways where these will lead to reduced risk for vulnerable age groups (for example provision of crossing points on safe desire lines outside schools). b) Yes - Ensure that crash statistics continue to be analysed in respect of age groups.	Yes – Engineering and Enforcement interventions can reduce traffic speeds (for example through traffic calming or provision of safety cameras) making it more likely that older people feel able to go out or younger people are allowed out. Education can help equip vulnerable age groups with knowledge to help them avoid road danger (for example stop, look, listen, think shows and encouraging children to wear fluorescent/reflective clothing)
Disability	Yes – The presence of a disability (whether physical or learning related) is not automatically recorded in a police crash report, but disability can be recorded if it is considered to be an	Medium	Low	a) Yes – Ensure that the views of disabled people are considered in Strategy development work and ensure any literature is accessible. b) Yes – Ensure that crash statistics are analysed where disability is recorded as a contributory factor.	Yes - Education and training programmes can be tailored to ensure they are fully accessible (for example provision of accessible venues for Driver Diversionary Schemes). Engineering measures can be introduced to enable disabled people

Post Consultation EqIA 2014

	influencing factor by the police.				to get around safely (for example the introduction of dropped kerbs at crossing points or raised kerbs at bus stops for wheelchair/ mobility scooter users). Engineering and Enforcement interventions can reduce traffic speeds (for example through traffic calming or provision of safety cameras) making it more likely that disabled people feel safer to go out.
Gender	Yes – Male or female is recorded in police crash data. Evidence shows gender can be a factor in risk (for example newly qualified young male drivers). Policies and measures can be targeted to specific gender traits (for example using data in awareness raising campaigns). The Casualty Reduction Strategy is aimed at reinforcing this approach by focusing on data, both in respect of police crash reports and factors that impact on perceptions of risk.	High	Low	a) Yes – Ensure that Education, Training and Publicity interventions are designed to target and influence vulnerable gender/ age groups (for example running License to Kill presentations targeted at young male drivers). b) Yes - Ensure that crash statistics continue to be analysed in respect of gender.	Yes – Education can help equip vulnerable gender age groups with knowledge to help them avoid road danger (for example promotion and subsidy of Pass Plus driver training for young male 17-19 year olds who have recently passed their driving test)
Gender identity	No	None	None	No	No
Race	Yes – Ethnicity should be recorded in police crash data. Some issues have been identified and policies and measures can be targeted to	Medium	Low	a) Yes – Ensure that Education, Training and Publicity interventions can be tailored so they can be understood and can influence casualty risk by race.	Yes - Education and training programmes can help equip vulnerable ethnic groups with knowledge to help them avoid road danger (for example producing and distributing leaflets for

Post Consultation EqIA 2014

	specific groups (for example with people who are not resident in the UK or have newly arrived who are not familiar with UK traffic law). The Casualty Reduction Strategy is aimed at reinforcing this approach by focusing on data, both in respect of police crash reports and factors that impact on perceptions of risk.			<p>b) Yes - Investigate amending the STATS19 police crash data recording form to include ethnicity.</p> <p>c) Yes – Investigate underlying issues relating to deprivation being a contributing factor to becoming a crash victim. Acknowledged correlation between race and levels of deprivation indicates that more work may be required to effectively engage with BME (Black & Minority Ethnic) communities.</p>	foreign lorry drivers entering the UK)
Religion or belief	No	None	None	No	No
Sexual orientation	No	None	None	No	No
Pregnancy and maternity	No	None	None	No	No
Marriage and Civil Partnerships	No	None	None	No	No
Carer's responsibilities	No	None	None	No	No

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

Medium – The initial screening highlighted potential impacts on some of the protected groups. However, given the objective of the Strategy is to tailor and target road safety interventions based on road casualty records and evidence about risks, the impact on groups identified as being involved or identified as being more at risk, is likely to be a positive one. Feedback to the consultation did not identify any significant issues relating to Equality, supporting the initial assessment that any potential impact had been considered and factored in to the Strategy in the course of its development. Where changes are proposed to the highway environment these will be consulted on as appropriate.

Context

The Road Casualty Reduction Strategy relates to the *Safer and Healthier County* objective in the Local Transport Plan 2011-2016. More widely the Strategy relates to the *Keeping Kent Moving* and *Enjoying Life* objectives in Bold Steps for Kent.

Aims and Objectives

Road death and injury has a huge emotional and financial impact on society, both to the people and families and witnesses directly and indirectly affected as well as to the wider public purse, through the emergency services, NHS and social services. Placing financial figures on each of these impacts, the established average value of preventing a fatal collision is £1.9m and the average value of preventing a collision involving injury is £75,000. This Strategy represents a reaffirmation by Kent County Council of our key role as highway and transportation authority, to work closely with our partners and intelligently using the latest data and research available to us, to make a significant impact on reducing death and injuries on our roads. This Strategy aims to reduce the likelihood and severity of road crashes involving injury, to encourage active travel to contribute to longer and healthier lives and consequently to improve quality of life for Kent residents. A range of practical measures are proposed to influence the road user (through education, training and enforcement) and the road environment (through engineering).

Beneficiaries

The beneficiaries will be those people who, in the absence of a proactive and targeted approach to road safety, would become a casualty. Crash statistics show that some people within the protected categories are more likely to be involved in a road crash, which has been highlighted in the action plan section. The families and friends as well as and witnesses to the potential

future crash will also benefit as would those road users who would have been caught up in any consequent congestion. Reducing actual and perceived risk will likely have a positive impact on more vulnerable road users who can also be categorised within the protected groups, namely the young or elderly, disabled, people from different races or possibly women.

Information and Data

In Kent in 2012, 50 people died and 474 people were seriously injured as a consequence of a road traffic collision. Whilst the number of people killed or seriously injured (KSI) in road crashes fell by 50% between 2000 and 2010 this represents a 1% increase over the previous year, mirroring a national trend in 2011. We have a target to reduce the number of KSI by a further 40% by 2020. Each year KCC publishes a Road Casualties in Kent report which highlights trends and concentrations in road casualties by their geography, by the type of crash and the people involved as well as the causal factors. The data is initially recorded by Kent Police, it is then validated by KCC and analysed to determine patterns and interventions for the council and our partners to take to reduce the likelihood of future crashes. As identified in the screening grid, there are a number of people groupings within the protected characteristics who are likely to be benefited by applying the policies in the Strategy.

The Road Casualties in Kent 2012 trend report is available at www.kent.gov.uk or directly via the link: <https://shareweb.kent.gov.uk/Documents/roads-and-transport/road-safety/Review%20of%20personal%20injury%20crashes%20occurring%20on%20Kent%20%20Roads%20i.pdf>

Alternative formats are available on request to crashdata@kent.gov.uk

Involvement and Engagement

A web/ paper based consultation took place between 23rd December 2013 and 24th February 2014. This sought feedback on the proposed approach and to prioritise work areas. This consultation was supplemented by a day workshop held on 13 November 2013 which involved key stakeholders and representative groups including the following:

- Alliance of British Drivers
- British Horse Society
- County Council Members
- Cycle Forums
- Disabled Access Groups
- Disabled & Sensory Impairment Groups
- Highways Agency
- Independent Advocacy Scheme
- Institute of Advanced Motorists
- KCC Education, Learning & Skills Directorate
- Kent Association for the Blind
- Kent Association of Local Councils
- Kent Fire & Rescue

- Kent Police
- Kent Air Ambulance
- Other Councils
- Public Health
- Royal Society for the Prevention of Accidents
- Students
- Teachers
- Transport Consultants and Contractors
- 20s Plenty

Potential Impact

Specific protected groups (the elderly or young, disabled and races) may potentially be more likely to be involved in a road crash. Policies and measures can be implemented to reduce the chance of these groups from becoming a casualty. The Casualty Reduction Strategy is aimed at reinforcing this approach in a positive way by focusing on data, both in respect of police crash reports and factors that impact on perceptions of risk. This will be updated as a consequence of the planned consultation.

Adverse Impact:

There do not appear to be any adverse implications. This was supported by the consultation feedback.

Positive Impact:

Interventions and measures can be tailored to where they can have most impact. No specific measures were identified via the consultation in relation to Equality.

JUDGEMENT

This will be updated as a consequence of the planned consultation.

Option 1 – Screening Sufficient	NO
Option 2 – Internal Action Required	YES
Option 3 – Full Impact Assessment	YES

A full impact assessment is required as the Strategy has the potential to affect a large number of residents of Kent. Additionally, whilst it is considered that the Strategy will have a positive impact on the groups listed, the consultation is intended to verify this or highlight issues to be acted upon.

Action Plan

The draft Strategy had a 9 week consultation. This EqIA has been reviewed and updated in response to the consultation feedback. No specific changes have been made to the Strategy in relation to Equality issues.

Monitoring and Review

It is intended that the Strategy will include an Action Plan which is updated annually. Any subsequently identified Equality issues will be highlighted and taken into account when updating the Strategy Action Plan in future.

Equality and Diversity Team Comments

Noted and comments included in Version 2

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer



Signed:

Name: David Joyner

Job Title: Transport & Safety Policy Manager

Date: 24 March 2014

DMT Member



Signed:

Name: Tim Read

Job Title: Head of Transportation

Date: 24 March 2014

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	Specific age groups are more likely to be involved in a road crash.	Policies and measures can be implemented to reduce the chance of these vulnerable age groups from becoming a casualty.	Reduced casualty rates. Older and younger people feel better able to go out safely.	KH&T	Duration of the Strategy	Already budgeted. Additional funding may be identified subject to research.
Disability	The presence of a disability is not automatically recorded in police crash data, but disability can be recorded if it is considered to be an influencing factor by the police.	Ensure that the views of disabled people are considered in Strategy development work. Ensure that crash statistics are analysed where disability is recorded as a contributory factor and act accordingly in respect of any trends.	Reduced casualty rates. Disabled people feel better able to go out safely.	KH&T	Duration of the Strategy	Already budgeted. Additional funding may be identified subject to research.
Gender	Male or female is recorded in police	Policies and education	Reduced casualty rates.	KH&T	Duration of the Strategy	Already budgeted.

	<p>crash data.</p> <p>Evidence shows gender can be a factor in risk.</p>	<p>measures can be designed and targeted to appeal to specific gender traits.</p> <p>Ensure that crash statistics continue to be analysed in respect of gender</p>	<p>Gender groups with a higher propensity to become a casualty feel better able to go out safely.</p>			<p>Additional funding may be identified subject to research.</p>
Race	<p>Ethnicity should be recorded in police crash data.</p> <p>Some issues have been identified and policies and measures can be targeted to specific groups.</p>	<p>Ensure that Signage can be understood and Education, Training and Publicity interventions are tailored so they can be understood and can influence a key issue leading to race being a contributory factor in a crash.</p> <p>Ensure that ethnicity continues to be recorded in police crash data.</p>	<p>Reduced casualty rates.</p> <p>Race groups with a higher propensity to become a casualty feel better able to go out safely.</p>	KH&T	Duration of the Strategy	<p>Already budgeted. Additional funding may be identified subject to research.</p>

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

David Brazier, Cabinet Member – Environment & Transport

DECISION NO:

14/00024

For publication

Subject: Road Casualty Reduction Strategy for Kent 2014 – 2020

Decision:

As Cabinet Member for Transport & Environment, I agree to adopt the Road Casualty Reduction Strategy for Kent 2014-2020 and the policies and actions contained therein

Reason(s) for decision:

To make the case for and refocus the County Council's work on reducing road casualties and improving road safety to contribute to a safer and healthier County.

Cabinet Committee recommendations and other consultation:

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

Any alternatives considered:

The policies within the Strategy has been developed through a stakeholder workshop and have been subject to a full consultation

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

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From: David Brazier, Cabinet Member - Environment and Transport
 Mike Austerberry, Corporate Director – Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 24 April 2014

Subject: Decision No: Food Waste Processing Contracts

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: All

Summary: To advise Cabinet Committee of the forthcoming procurement and award of Food Waste Processing Contracts in accordance with chosen evaluation methodology which will be stated in the published Food Waste Invitation to Tender, and to seek comments from Members.

Recommendation(s):

That the Environment and Transport Cabinet Committee note and comment on Kent County Council awarding contracts to the preferred tenderers following the completion of a procurement process for the provision of Food Waste Processing.

- a) Lot 1: indicative tonnage of 14,000 p.a.
- b) Lot 2: indicative tonnage of 5,000 p.a.

1. Introduction

- 1.1 This report provides information concerning a procurement which will be undertaken by KCC Waste Management to identify providers to receive, handle, store and process approximately 19,000 tonnes of household food waste per annum.
- 1.2 The proposed contracts are required to fulfil the Council’s statutory duty as a Waste Disposal Authority for food waste arising from district council kerbside collections.
- 1.3 The proposed contracts would be required to commence in August 2014 for an initial term of six years.

2. Financial Implications

2.1 The proposed contract spend by KCC will be approximately £4.8m per year for an initial period of up to six years, with a possible extension of up to six years based on performance.

2.2 There is potential to secure financial savings through these new contracts.

3. The Report

3.1 The proposed contracts are required to prevent extension of existing contracts which would be in breach of procurement regulations.

3.2 Transparent and accountable procurement processes will be undertaken to select providers for the processing of food waste.

3.3 KCC has a statutory responsibility as the Waste Disposal Authority for the disposal of household waste and as such the contracts subject to this report are a fundamental requirement to ensure food waste can be managed cost-effectively and via environmentally sound methods.

3.4 The Equality Impact Assessment undertaken concluded that no protected characteristics will be impacted upon either positively or negatively as a result of these contracts. This is predominately due to the contracts delivering a non-customer facing service.

3.5 There are no implications for the Council's property portfolio as a result of the proposed action.

3.6 Approval for the Cabinet Member for Environment and Transport (Mr David Brazier) to award food waste contracts following the completion of a competitive tendering process is sought.

4. Conclusions

Robust procurement processes will be undertaken to identify providers for the delivery of food waste processing of household waste. There may be potential to secure financial savings through the new contracts and ensure service continuity to meet the Council's statutory obligation as a Waste Disposal Authority.

5. Recommendation(s):

That the Environment and Transport Cabinet Committee note and comment on Kent County Council awarding contracts to the preferred tenderers following the completion of a procurement process for the provision of Food Waste Processing.

a) Lot 1: indicative tonnage of 14,000 p.a.

b) Lot 2: indicative tonnage of 5,000 p.a.

6. Background Documents

Contract information will be published via www.kentbusinessportal.org.uk

7. Contact details

Report Author:

Melanie Price, Partnerships and Development Manager

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melanie.price@kent.gov.uk

Relevant Director:

Roger Wilkin, Head of Waste Resource Management

01622 605996

roger.wilkin@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mr David Brazier, Cabinet Member for Environment & Transport

DECISION NO:**For publication****Subject:**

Award of Food Waste Processing contract(s).

Decision:

As Cabinet Member for Environment and Transport for the Council, I agree for Kent County Council to proceed to award contracts to the preferred tenderers following completion of the procurement process for the provision of Food Waste Processing for household waste arising in Kent.

- a) Lot 1: Food Waste annual indicative tonnage of 14,000
- b) Lot 2: Food Waste annual indicative tonnage of 5,000

Reason(s) for decision:

These are contracts to supply waste services to the Growth, Environment and Transport Directorate. The contracts will provide food waste processing capability for waste arising from district council kerbside collections. These contracts ensure continuity for the provision of food waste processing outlets for approximately 19,000 tonnes of waste per annum and may offer a financial saving to the authority.

A procurement process is underway for transparency and accountable and is supported by budget allocation and stated in 2012-13 and 2013-14 Waste Management Business Plans.

Cabinet Committee recommendations and other consultation:

A competitive tendering process will be conducted through the Kent Business Portal and with support from KCC Corporate Procurement.

Key consultee groups (including district councils, Corporate Procurement, Legal, Finance, H&S, Corporate Director, Waste officers) have been engaged with to inform contract requirements and tender and evaluation processes, to ensure robust procurement and inform the Cabinet Member's decision to approve the procurement outcome.

Any alternatives considered:

A transparent and accountable procurement process will be completed. Continued extension of existing contracts would be in breach of Procurement Regulations.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None.

.....
signed

.....
date

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From: David Brazier, Cabinet Member – Environment & Transport
John Burr, Director – Highways, Transportation & Waste

To: Environment & Transport Cabinet Committee – 24 April 2014

Subject: 13/00095/2 Young Person's Travel Pass

Classification: Unrestricted

Past pathway of paper: This proposal was discussed as part of the full County Council budget debate held in February 2014. This paper builds upon the Environment, Highways & Waste Cabinet Committee discussion held in December 2013.

Future pathway of paper: For Cabinet Member decision

Summary: To seek Cabinet Member approval to introduce a Young Person's Travel Pass for 11-16 year olds for the academic year 2014/15 which provides free bus travel in Kent from 6am to 7pm on Monday to Friday. The pass will cost £200 to recipients, £100 to those entitled to free school meals and free to young carers and looked after children. The Young Person's Travel Pass will replace the existing Kent Freedom Pass scheme.

The cost of the Kent 16+ Travel Card will be reduced from £520 to £400, this is the only proposed change to this scheme.

Recommendation(s):

The Cabinet Committee is asked to recommend that the Cabinet Member for Environment and Transport agrees for Kent County Council to introduce;

- A Young Person's Travel Pass for 11-16 year olds providing free bus travel from 6am to 7pm on Monday to Friday commencing at the start of the academic year through to 31st July.
- The pass will cost £200 but charged at £100 for those entitled to free school meals and free to young carers and looked after children.
- An option of two six monthly payments will be offered.
- The 16+ Pass be reduced from £520 to £400 and will continue to offer unlimited bus travel in Kent.

1. Introduction

1.1 The County Council considered a petition signed by around 16,000 people last year seeking a similar travel benefit for post 16 students to that provided through the Freedom scheme for 11-16 year olds. Simply to extend the current Freedom Pass arrangement is not sustainable financially as it would add an estimated £6m to the budget. Therefore, to provide an equitable way forward, a review of concessionary travel for all academic year groups was carried out. This decision recognises the distinction between the two schemes.

- 1.2 Additionally, against a background of savings required through the Medium Term Financial Plan, officers designed a stored value smart card scheme to enable a capped level of benefit to be issued to recipients. It was proposed to introduce £350 for 11-16 year olds and £250 for 16+. Opposition from holders of the current Freedom Pass to the stored value card and discussions with bus companies led to a new scheme for 11-16 year olds called the Young Person's Travel Pass. The 16+ scheme is retained but offered at a reduced financial cost to the recipient.

2. Financial Implications

- 2.2 Savings required through the Medium Term Financial Plan are £3.9m for 14/15 and a further £2.1m in 15/16.
- 2.3 The revised schemes reflect these savings although some risks have been identified in the financial out-turn of the Young Persons Travel pass.

3. Policy Framework

- 3.1 Assisted bus travel supports the principle of Growth Without Gridlock through reducing traffic congestion at peak times.

4. The Report

- 4.1 At the meeting of the Environment, Highways and Waste Cabinet Committee on 13th December, against a background of savings required through the Medium Term Financial Plan, Members endorsed the introduction of a revised Freedom Pass scheme using a stored value e-purse principle to be used on bus services in Kent. This would enable the County Council to cap the value of a pass to £350. During subsequent discussions and engagement with pass users, bus companies and Members the proposed scheme was revised to overcome a number of operational risks and to ensure that access to school was available to all.
- 4.2 Given the feedback we received on a stored value scheme, the County Council listened carefully and devised a revised scheme called the Young Persons Travel Pass for 11-16 year olds. This scheme retains the basic principle of the Freedom Pass providing free travel during the academic year on Kent bus services but limited to Monday to Friday 6am to 7pm.
- 4.3 The initial cost to the recipient has been raised to £200 and this may be paid in two instalments. In order to assist those in receipt of free school meals, a reduced price of £100 will be made. Young carers and looked after children will receive the pass free of charge.
- 4.4 Whilst the County Council's scheme for 11-16 year olds, not entitled to free home to school transport, is the most generous outside London, it was important that we undertook an Equality Impact Assessment to ensure no major disadvantage for any particular group of students. This Assessment has been completed and approved. The County Council also undertook an extensive consultation exercise via the web site and by writing direct to recipients. The Cabinet Member for Environment and Transport considered the results of the

consultation very carefully prior to agreeing the final detail of the proposed scheme.

5. Conclusions

- 5.1 A balance has been achieved by meeting savings required through the Medium Term Financial Plan and aspirations for 16+ bus pass holders to have parity with 11-16 year olds. In order to ensure value for money in a time of financial constraint, it is recognised that some recipients of the two schemes would like the County Council to provide more.

6. Recommendation(s):

The Cabinet Committee is asked to recommend that the Cabinet Member for Environment and Transport agrees for Kent County Council to introduce;

- A Young Person's Travel Pass for 11-16 year olds providing free bus travel from 6am to 7pm on Monday to Friday commencing at the start of the academic year through to 31st July.
- The pass will cost £200 but charged at £100 for those entitled to free school meals and free to young carers and looked after children.
- An option of two six monthly payments will be offered.
- The 16+ Pass be reduced from £520 to £400 and will continue to offer unlimited bus travel in Kent.

7. Background documents

Appendix 1 – Equality Impact Assessment – Young Person's Travel Pass

Appendix 2 – Young Person's Travel Pass Consultation Report

Appendix 3 – Kent Freedom Pass and Kent 16+ Travel Card Review – Information for parents & students

Appendix 4 – Freedom Pass questions

Appendix 5 – Draft Record of Decision

8. Contact Details

Report Author:

David Hall, Deputy Director of Highways, Transportation & Waste

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KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Please read the EqIA GUIDANCE and the EqIA flow chart available on KNet.

Directorate:

Enterprise & Environment

Name of policy, procedure, project or service

Young Person's Travel Pass

What is being assessed?

Effect of scheme change

Responsible Owner/ Senior Officer

David Brazier/David Hall

Date of Initial Screening

16 December 2013

Version	Author	Date	Comment
1.1	Paul Lawry	16/12/13	
1.2	Alister McClure	08/02/14	
2.1	Tracey Smith	07/04/14	Following change in scheme and consultation



Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative		
Age	Yes The scheme is limited to 11 to 16 age range . Those over this age group will not benefit from this scheme.	Medium	Medium	a) No. The scheme change will not unduly affect this protected characteristic. The scheme is limited to pupils aged 11 to 16, as these pupils have a statutory duty to attend a school and the scheme helps them to do this. b) No.	Yes. This scheme gives equal access to the bus network, those pupils within this age range but in other protected characteristics can access the scheme at a lower cost or for free.
Disability	No	Unknown	Unknown	a) No. The pass will continue to provide access to buses, and accessible buses will continue to be available. More accessible buses will become available as the implementation date for accessibility standards is reached. The cost of the scheme is reduced for pupils who receive free school meals, therefore taking into account those parents on a low income due to disability. b) No. As mentioned above, any current adjustments will be continued.	No
	Unknown	Low	Low		Unknown

Gender	(See Pregnancy and maternity)					
Gender identity	Unknown	Unknown	Unknown	Unknown	Unknown	
Race	Unknown	Unknown	Unknown	Unknown	Unknown	
Religion or belief	Unknown	Unknown	Unknown	Unknown	Unknown	
Sexual orientation	Unknown	Unknown	Unknown	Unknown	Unknown	
Pregnancy and maternity	Unknown	Low	Low		If a YP is in school and unsupported by parents- May fall under LAC and so may be a moot point. If at home with parents who fall under FSM standards- may be ok	
Marriage and Civil Partnerships	Unknown	Unknown	Unknown	Unknown	Unknown	

Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function – see Risk Matrix

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

LOW – Although there are many unknowns in relation to equality with this scheme, the impact is likely to be proportionately low. This is because the scheme is designed to take account of potential risk factors, such as low income, children in care etc. Whilst parents/carers may need to contribute financially, there is little known evidence that this will be different for people across different protected characteristics. However, lack of evidence is not the same as evidence of no issues, so these assumptions need to be monitored.

Context

KCC has considered changes to the Freedom Pass scheme and has opted for an increased cost, reduced use scheme. This will result in an increased cost to parents/carers however it still reflects a considerable saving compared to the cost of daily travel on the bus network or the price of operator based annual season ticket.

It is important to remember that the scheme for supported travel is entirely discretionary. The revised offer will still mean that KCC continues to provide a considerable subsidy for travel on the commercial bus network.

Aims and Objectives

To enable users to access the commercial bus network and assist with journeys to school. KCC is keen to ensure that children are introduced to, and use public transport effectively.

The scheme also helps to reduce congestion and ensures that school journeys are not unnecessarily inconvenienced by traffic congestion.

KCC is committed to ensuring equality of access to services and opportunities for all scheme users.

Beneficiaries

Parents will benefit from being able to get their children to school for less than the cost of daily travel on the bus network and less than the price of operator based annual season ticket.

Looked after children are given a free pass and therefore will have the benefits of being able to get to school at no cost.

Consultation and data

The scheme is discretionary, however a consultation was held between 24th February and 24th March. The link to the consultation was sent to all parents/carers accessing the current Freedom Pass Scheme and all parents/carers/students accessing the Kent 16+ Travel Card. There were approximately 3563 responses, of these 6% related to equality issues, an equal amount relating to parents with disabilities and young carers. Parents who may be on a low income due to disability could access a reduced price, if their children were eligible for free school meals. Young carers are given the pass for free.

The consultation confirmed that proposed processes in place are appropriate to meet the needs of those who feel disadvantaged by the change in the pass.

Potential Impact

Parents will be required to contribute more to the cost of the pass. The effect of having to pay more may influence parental decisions as to which school their child attends, and may lead to increased application for 'entitled' travel, if parents have chosen a school other than their nearest and revert to their nearest appropriate establishment.

The pass however will be available to a wider cohort of children in education and will give certainty to parents that KCC will contribute to travel costs throughout their child's years in the education system. Looked after children and those children who are carers will not be charged the fee for the pass.

Gender		Ethnicity		Considered Disabled		Marital Status	
Female	2479	Ethnic Minorities	629	No	2885	Civil Partner	
Male	712	White	2577	Undeclared/ Unknown	545	Divorced	
Age Band		Undeclared/Unknown	357	Yes	133	Domestic Partner	
Under 19	190	Religious Belief		Sexual Orientation		Legally Separated	
20-35	239	Buddhist	12	Bisexual	16	Living Together	
36-45	1480	Christian	1487	Gay	10	Married	
46-55	1069	Hindu	12	Gay/Lesbian		Single	
56 - 65	64	Jewish	3	Heterosexual	2348	Undeclared/ Unknown	
Over 65	27	Muslim	15	Lesbian	9	Widowed	
Undeclared/ unknown	494	None	977	Undeclared/ Unknown	1180	Widowed with Surviving Pension	
		Other	31	<p>This information was gathered from the 'About You' responses on the consultation which ran 24/02/14 - 24/03/14</p>			
		Sikh	4				
		Undeclared/Unknown	1022				

JUDGEMENT

Option 1 – Screening Sufficient No

Justification:

Option 2 – Internal Action Required NO

Option 3 – Full Impact Assessment Yes

An EqlA was conducted on Post 16 Transport in 2012, and on the Freedom Pass in 2013. Based on these EqlAs, a consultation has been carried out which suggests that the impact is low and that no specific actions need to be taken in relation to addressing inequality.

Equality and Diversity Team Comments

Subject to including the learning from the consultation, the service has undertaken the due process of the EqlA. There are a number of unknowns in terms of the impact of the scheme, but the impact is likely to remain proportionately low. This is because the scheme itself is designed to take account of potential factors, such as low income, children in care etc. However, lack of evidence is not the same as evidence of no issues, so these assumptions need to be monitored post implementation and any rising issues dealt with at the time.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: 

Name: DAVID TAYLOR

Job Title: INTERIM HEAD OF
PUBLIC TRANSPORT

Date: 11/4/14

DMT Member

Signed: 

Name: DAVID HALL

Job Title: DEPUTY DIRECTOR
HIGHWAYS AND TRANSPORTATION

Date: 11/4/14



Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Young Person's Travel Pass

Consultation Report

Contents

Introduction:	2
Consultation Process:	3
Responses:	4
Equality Analysis:	7
Next Steps:	7

Introduction:

KCC developed a proposed replacement for the Freedom Pass that continues to meet the needs of service users while also representing a sustainable and affordable scheme for the authority.

Mr Brazier took the decision to approve the proposed Young Persons Travel Pass which will now be implemented to launch at the beginning of the 2014-15 academic year in September.

The consultation on the proposal ran from February 24th until March 24th, hosted on Kent.gov to ensure the majority of those interested in changes to the Freedom Pass would be made aware of it. Extensive media coverage in the run up to the consultation had already raised the level of public interest and high response numbers were expected. KCC welcomed this as all of its consultations seek to encourage public involvement in the decision making process.

The proposal was to alter the scheme to provide unlimited weekday travel between 06:00 & 19:00 for 11-16 year olds at a cost of £200. While this would remove the provision of weekend leisure travel, it represented excellent value for school travel for families who have children attending selective or distant educational venues. This has been a key consideration for KCC in developing a suitable system to meet the needs of Kent students and their families. It is acknowledged that any increase in price may have a detrimental effect on those who rely on the original Freedom Pass but the proposed scheme will allow KCC to maintain access to the bus network for young people that would still be the most generous of its kind outside London.

The consultation sought to identify whether the proposal would have a significant or unacceptable negative impact on the service users or if the impact would be disproportionate with regard to Equalities legislation. The proposal itself represented the result of significant internal work by KCC to develop the most appropriate and sustainable scheme that would remain within the new budget and be practical to implement. Therefore the consultation was not seeking approval of the scheme but rather providing an opportunity for respondents to highlight concerns or serious issues that KCC may have not already considered.

The consultation feedback, as well as the updated Equality Impact Assessment, were reviewed by David Brazier and conscientiously considered when making his decision.

Consultation process

Stakeholders:

As transport for young people is a significant issue that impacts on a broad spectrum of people, the stakeholder group is a very big one. Young people and parents were the primary stakeholder group for the consultation but KCC was aware that the issue would be of interest to bus companies, schools, colleges, other road users and the wider public in general.

The level of media coverage in the run up to the consultation assisted in the advertising and awareness raising for the consultation, helping to ensure that all relevant stakeholders were informed in plenty of time.

Digital communications was the primary method of engagement and advertising, as per KCC's policies. This entailed using social media site Twitter and emails being sent out to community groups via the Community Engagement Team and Highways.

Paper versions of the consultation and questionnaire were not produced as standard to limit unnecessary printing and distribution costs that would have been disproportionate. However, as with all formal consultations, KCC has the capacity to provide documentation or support in alternative formats upon request through the Contact Centre. This was highlighted on the consultation page for potential respondents.

Process:

The online public consultation ran from the 24th of February 2013 to 24th March 2014, featuring a detailed questionnaire (copy attached) and two supporting documents provided by KCC Highways; an Equality Impact Assessment and a Frequently Asked Questions paper. These documents were downloaded a combined 714 times.

As well as digital communication the consultation was highlighted on Kent.gov's homepage and email invitations were sent out to all registered users of the current Freedom Pass.

Responses:

Numbers

The total responses received were 3563 online.

Key points:

This section includes a summary of the main themes and questions that emerged in the feedback, each with a KCC response included beneath. This list is not exhaustive but seeks to address the primary concerns raised by those that responded to the consultation.

- Request to pay fee in instalments
 - KCC appreciates the pressures on local families and to ease the financial impact, the new Young Person's Travel Pass can be paid for by two £100 instalments.
- People want the option to 'upgrade' their Pass to include weekend usage.
 - While KCC understands the benefits users enjoyed from weekend leisure travel, it is no longer financially viable for KCC to afford this. Pre-consultation and media engagement showed that School travel was the priority issue for the majority of Freedom Pass users.
- People would be keen to see a multiple child discount for larger families.
 - KCC has negotiated the best deal for users already in its engagement with the transport providers and is unable to provide further cost reductions to the users.
- People would prefer a phased increase in price rather than an immediate 100% increase.
 - Given the financial investment KCC is already making to the YPTP which will still cost the authority over £10 million, the need to offset this through greater user contributions cannot be delayed.
- Numerous comments indicating that respondents feel that KCC is not supporting its own environmental policies by increasing bus access prices which respondents claim will force more people to drive rather than use public transport.
 - KCC appreciates that any additional costs at this time of financial constraint will place extra pressure on family budgets. However YPTP still represents excellent value for money, remaining cheaper than driving in the majority of cases. It should also be noted that opting for car use is a personal choice and the environmental impact is the driver's responsibility rather than the authority which continues to try its best to make public transport an affordable and viable alternative.
- Some respondents were confused regarding the proposed start of the new scheme.
 - The Young Person's Travel Pass will come into effect for September 2014 to coincide with the new academic year.

Equality Analysis:

The consultation responses were analysed for Equality relevant feedback using the 'About You' demographic elements of the questionnaire in addition to considering details from the free text comments. This was particularly important for this consultation as the main purpose was to investigate whether the proposal would result in unintentional

discrimination or unacceptably disproportionate impact on any combination of the nine protected characteristics.

There were 3563 responses, of these 6% related to equality issues, an equal amount relating to parents with disabilities and young carers. Parents who may be on a low income due to disability could access a reduced price, if their children were eligible for free school meals. Young carers are given the pass for free.

There was considerable comment in regard to the fairness of discriminating against families with young people over 16 who must pay a greater fee for a similar service despite being legally required to attend education. KCC appreciates that this is seen by the public as unfair but the requirement to attend is a central government policy which has not been supported by additional funding. It should also be noted that legally, it is permissible to discriminate on age grounds below the age of 18 provided there is reasonable justification. The freedom of choice allowed by the continuation of supported access to bus transport via the new Young Person's Travel Pass also minimises the negative impact on those preferring to use faith or selective schools as the flat price of a Pass makes distances irrelevant in terms of cost.

Full details of KCC's current understanding of the relevant Equality issues can be found in the Equality Impact Assessment which breaks down the potential impact by the nine Protected Characteristics. Details of both positive and negative impact are included along with appropriate response plans or policy references.

Next Steps:

KCC is grateful to those who responded to the consultation and assisted in the development of the Young Persons Travel Pass.

All those who plan to take up the new Pass can apply by following this link:
www.kent.gov.uk/youngpersonstravelpass

The authority is committed to ensuring all significant council decisions are subject to appropriate consultation processes and that the people of Kent are involved in the decision making process, as per KCC's Bold Steps for Kent policy.

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Kent Freedom Pass and Kent 16+ Travel Card Review

Information for parents & students

The Kent Freedom Pass scheme and the Kent 16+ Travel Card scheme are currently being reviewed by the Council in advance of the next academic year (starting in September 2014).

- 1) What is happening?
- 2) Why is KCC doing this?
- 3) Are the schemes going to stop completely?
- 4) How are they likely to change?
- 5) When will we know for sure what's happening?
- 6) What will the card cost and what will I get in return?
- 7) Will it cost me more over the year?
- 8) What other options have been considered?
- 9) I have chosen my most appropriate school based on the current Freedom scheme. How will I be affected?
- 10) Why couldn't you just expand the Freedom Pass?
- 11) What will it cost and how much will it save?
- 12) Will I still be able to use the pass on the same buses?
- 13) What happens next?

1) What is happening?

Kent County Council is currently reviewing the Kent Freedom Pass and the Kent 16+ Travel Card schemes taking account of cost and the expansion of the Kent Freedom Pass.

2) Why is KCC doing this?

The Council received a petition signed by over 16,000 residents calling for the Kent Freedom Pass scheme to be expanded to include children attending college and 6th form. Council budgets are also under significant pressure and KCC spend over £13 million each year supporting the Kent Freedom Pass scheme and over £1.5 million supporting the 16+ Travel Card both of which are discretionary.

3) Are the schemes going to stop completely?

No. Whilst the Council does not have to provide either scheme and they are very expensive to run, KCC remains committed to helping children and parents with access to the bus network for travel to school and further education, so wants to keep something in place. While many people enjoyed the benefits of unlimited bus travel, KCC must prioritise its spending and pre-consultation engagement and research has suggested that school transport is the most important part of the service.

4) How are they likely to change?

A decision will be made after the consultation closes and the results are analysed.

The current proposals are;

Kent Freedom Pass – replaced by the Young Persons Travel Pass.

The cost of a pass will double from £100 to £200 per annum and use of the pass will be restricted to between the hours of 0600 and 1900 on Mondays to Fridays only.

Kent 16+Travel Card Amendment – cost reduced from £520 to £400 per annum without a restriction on when it can be used.

5) When will we know for sure what's happening?

There will be a consultation on the proposed scheme; once this is complete a decision will be made. This is likely to be at the end of March.

6) How will the new scheme work, what will the card cost and what will I get in return?

The current proposals are;

Kent Freedom Pass – replaced by the Young Persons Travel Pass.

The cost of a pass will double from £100 to £200 per annum and use of the pass will be restricted to between the hours of 0600 and 1900 on Mondays to Fridays only.

Kent 16+Travel Pass Amendment – cost reduced from £520 to £400 per annum without a restriction on when it can be used.

7) Will it cost me more over the year and what if I can't afford it?

Yes, but it remains a very generous offer which is not available anywhere else outside of London. It is likely that the reduced charge for low income families (those who qualify for free school meals) will continue and the Council is also considering whether it might be able to split the overall cost to parents perhaps by offering half year passes.

8) What other options have been considered?

A range of options have been considered some of which would have increased the cost to parents significantly more than proposed option, and indeed would have cost more overall for 16-19 year olds. These have included a capped credit (Oyster Card) type scheme and a half fare scheme. The proposed scheme is the most equitable way of extending the scheme.

9) I have chosen my most appropriate school based on the current Freedom scheme. How will I be affected?

Unfortunately there are no special, transitional arrangements proposed for children already in the school system and the cost of the Kent Freedom Pass will increase.

10) Why couldn't you just expand the Freedom Pass?

Simply expanding the Kent Freedom Pass scheme to 16-19 year olds would have costs the Council £millions more in subsidy each year and this simply could not be afforded.

11) What will it cost and how much will it save?

The new scheme is estimated to save the Council approximately £3 million per year which means that it will still cost KCC in excess of £10 million.

12) Will I still be able to use the pass on the same buses?

Yes. It is not proposed to restrict use of the pass by service but the Freedom Pass will not be valid for travel after 1900 or at weekends. Children will still be able to travel on every public bus service in Kent which is the same as the Kent Freedom Pass and Kent 16+ Travel Card schemes. More information about the services which can be used is available on the website

13) What happens next?

The Council will make an announcement after the consultation ends. We will then need to work really hard to make sure that the scheme is ready for the start of the next School year in September 2014. You should be able to apply for your pass at the start of the summer as currently happens.

More information about the Kent Freedom Pass scheme is available at;

www.kent.gov.uk/kentfreedompass

More information about the Kent 16+ Travel Card is available at;

www.kent.gov.uk/post16travel

To contribute to the consultation please go to;

<http://consultations.kent.gov.uk/consult.ti/TravelPass/consultationHome>

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Freedom Pass Questions:

While KCC considers the proposal to alter the subsidised travel schemes currently managed under the Freedom Pass and 16+ Travel, we would like to understand the impact this decision will have on the people of Kent.

Please consider the following questions:

Are you...

- A parent / carer
- A pupil / student – aged 16+
- A pupil / student – aged 11 – 16
- Other (please state – text box)

Of the following, which benefit of access to the bus network is most important to you?

(Select one from the list)

- Basic travel to and from school
- Travel to leisure facilities
- Access to school hosted services (Breakfast clubs, after school activities)
- Choice of school

KCC has already considered various options as to how the new scheme could be implemented including an e-Purse or Smartcard system (similar to Oyster Cards) as well as a Season Ticket approach. Internal analysis and stakeholder engagement has indicated that these were not suitable due to cost, infrastructure requirements and the needs of Freedom Pass users.

- Do you think that the new proposal provides a service that still meets your main requirements from bus-based public transport?
Yes / No
- Has KCC adequately explained the need to find savings in the Freedom Pass scheme?
Yes / No
- Has the extension of provision to 16+ students resulted in a fairer system?
Yes / No
- Can you please explain what the impact of the proposed changes will have on you?

Free text (500 word limit)

- Do you have any other comments?

(Free text - 200 word limit)

About you – all non-mandatory

Name

Postcode

Gender

Age

Disability

Sexuality

Race

Religion / Belief

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

David Brazier, Cabinet Member for Environment & Transport

DECISION NO:

13/00095/2

For publication

Subject: New Young Person's Travel Pass including Post 16 Transport

Decision:

As Cabinet Member for Environment & Transport, I agree to introduce a new Young Person's Travel Pass for 11-16 year olds for the academic year commencing September 2014. The new Pass will cost £200 per annum and will replace the current Freedom Pass Scheme which currently costs £100 per annum. Usage of the Pass will be limited to Monday to Friday 06:00 to 19:00 and from the start of the academic year to 31st July. An option of two six monthly payments will be offered.

I also agree to set the cost of the Young Person's Travel Pass for pupils entitled to free school meals at £100 per annum. Looked After Children and Young Carers will receive the new Pass free of charge.

I agree to reduce the cost of the Kent 16+ Travel Card from £520 to £400, this card will have unlimited travel use.

The Young Person's Travel Pass scheme will be reviewed 6 months after implementation.

Reason(s) for decision:

The County Council considered a petition signed by around 16,000 people last year seeking a similar travel benefit for post 16 students to that provided through the Freedom scheme for 11-16 year olds. Simply to extend the current Freedom Pass arrangement is not sustainable financially as it would add an estimated £6m to the budget. Therefore, to provide an equitable way forward, a review of concessionary travel for all academic year groups was carried out. This decision recognises the distinction between the two schemes.

The Young Person's Travel Pass is for pupils aged 11 -16 to access the local bus network in order to travel to school. This matter was considered by members at the meeting of the EHW Cabinet Committee held on 13th December 2013 where an "e-purse" stored value scheme was supported for further investigation. During subsequent discussions and engagement with pass users, bus companies and Members the proposed scheme was revised to overcome a number of operational risks and to ensure that access to school was available to all.

An Equality Impact Assessment was undertaken together with wide ranging consultation particularly targeted at the parents of students using the current Freedom scheme. The Cabinet Member for Transport and Environment considered representations very carefully and has agreed the revised scheme as consulted upon.

The Kent 16+ Travel scheme is for the use of young people accessing further education or apprenticeships, for which they may receive some payment. Furthermore, at the age of 16, people travelling on public transport are classed as adults and consequently the County Council must reimburse bus operators for journeys made at a higher rate than for under-16 year olds. The government made no changes to transport legislation that would enable funding to be made

available for this group by the Local Authority when it raised the participation age. Those learners facing genuine hardship can seek bursary funding support from their learning providers to help with the cost of the card. This funding replaced the Education Maintenance Allowance and sits with schools and colleges to support their learners in a range of ways including, where appropriate, with transport costs.

Cabinet Committee recommendations and other consultation:

This matter was debated by Members at full County Council in February 2014 as part of the overall budget setting discussions.

This current proposal builds on the discussions held at the Environment, Highways & Waste Cabinet Committee in December 2013.

A full public consultation has taken place, the results of which have been carefully considered by the Cabinet Member for Environment and Transport.

The Environment & Transport Cabinet Committee will discuss this proposed decision on 24 April 2014.

Any alternatives considered:

A range of alternative schemes were considered as an alternative, however, all had practical or operational obstacles to the smooth operation of the scheme.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

From: David Brazier, Cabinet Member – Environment & Transport
 John Burr, Director – Highways, Transportation & Waste

To: Environment & Transport Cabinet Committee – 24 April 2014

Subject: Petitions to extend the Young Person's Travel Pass to 16-19 year olds and reduce the cost from £100 to £50 for pupils entitled to free school meals

Classification: Unrestricted

Summary: This report gives consideration to two petitions that request the inclusion of 16-19 year olds in the new Young Person's Travel Pass scheme which will replace the Kent Freedom Pass in September 2014. The Young Person's Travel Pass will cost £200 per annum and pass usage will be limited to Monday to Friday between the hours of 6am to 7pm from the start of the academic year to 31st July.

The cost of the existing Kent 16+ Card is being reduced by KCC in 2014/15 to £400. This will be a 23% reduction on last year's pass cost, unlimited travel is retained.

This report also gives consideration to the additional request from petitioners to reduce the cost of the Young Person's Travel Pass from £100 to £50 to pupils who are entitled to free school meals.

Recommendation(s):

Members are asked to note and comment on the issues raised in the petitions.

1. Introduction

- 1.1 The Kent 16+ Travel Scheme has been in place since September 2012, providing for unlimited travel on public bus services to Kent students attending educational provision or apprenticeships. This discretionary scheme is in addition to transport provided to post 16 learners where the Local Authority has a statutory duty to support access to education.
- 1.2 Over the past year, the Kent Freedom Pass and Kent 16+ Travel Scheme have been reviewed in response to budgetary pressures. The following changes have been worked up as part of the County Council's budget setting process for 2014/15:
- in order to meet the budget agreed for this service by full County Council in February 2014, the Kent Freedom Pass will be replaced by a new Young Person's Travel Pass for pupils aged 11-16 at a cost of £200 per year with travel limited to weekdays 6am-7pm from the start of the academic year to 31st July, with a cost of £100 per year for pupils entitled to free school meals.

Looked After Children and Young Carers will continue not to be required to pay for their passes.

- the cost of the Kent 16+ Travel Card will be reduced from £520 to £400 and unlimited bus travel retained.

1.3 Since the County Council budget debate two petitions have been launched requesting that:

- the new proposed Young Person's Travel Pass costing £200 per annum is extended to 16-19 year olds.
- the Young Person's Travel Pass should be reduced from £100 to £50 for pupils who are entitled to free school meals.

1.4 This report considers the proposals presented in the petitions.

2. Financial Implications

2.1 If the County Council were to further halve the cost of the Kent 16+ Travel Card to £200 this would require the authority having to find an additional c£1,500,000 to cover lost income. There would also be greater additional costs associated with an anticipated increase in pass holders, journeys made and therefore the reimbursement due to bus companies. A halving in the cost of the Young Persons' Travel Pass to £50 for those entitled to free school meals would require an additional £100,000. There is no provision for these additional costs within the budgets allocated for these schemes.

3. The Proposal to Reduce the Cost of Kent 16+ Travel Scheme

3.1 Following discussions at County Council, at which it was proposed to introduce a new Young Person's Travel Pass and to reduce the cost of the 16+ Travel Card, a further petition was launched requesting that the Young Person's Travel Pass should be extended to include 16-19 year olds at a cost of £200 and that the cost of the pass for pupils with free school meals should be reduced to £50. The petition states:

"With the raising of the school participation age, young people will be obliged to remain in school, college training or apprenticeships until they are 19. They often have to travel significant distances to get to the school or college with the most appropriate course for their needs, but the proposed annual charge of £400 for the Kent 16+Travel Card is simply unaffordable for many. We therefore call upon Kent County Council to extend the proposed Young Person's Travel Pass scheme to include 16-19 year-olds for the same annual cost of £200. We also request that the annual charge for under16s entitled to free school meals remains at £50."

This petition, hosted on the KCC website until 29/05/14, has resulted in 1976 responses between 28/01/14 and 31/03/14.

3.2 A further linked petition, which was hosted on the 38 Degrees petition site has resulted in 3114 responses.

The petition states:

“As the school leaving age is being extended to 18, please can the Bus Freedom Pass also be extended to cover from 16 to 18 (19 would be better) so that parents do not have to pay through the nose to get their child to school?”

This report considers the proposal to offer 16+ travel at the cost of £200 and the request not to increase the cost of the Young Person’s Travel Pass for pupils entitled to free school meals to £100.

At the full County Council’s budget setting meeting on 13th February 2014 the proposal to replace the Kent Freedom Pass with a new Young Person’s Travel Pass at a cost of £200 and £100 for pupils entitled to free school meals was debated. The use of the pass was limited to Monday to Friday and from the start of the academic year to 31st July.

It was also recommended that the cost of the Kent 16+ Travel pass should be reduced to £400 with no limit on its use.

The Young Person’s Travel Pass is for pupils aged 11 -16 to access the local bus network in order to travel to school. The Kent 16+ Travel scheme is for the use of young people accessing further education or apprenticeships, for which they may receive some payment. Furthermore, at the age of 16, people travelling on public transport are classed as adults and consequently the County Council must reimburse bus operators for journeys made at a higher rate than for under-16 year olds. The government made no changes to transport legislation that would enable funding to be made available for this group by the Local Authority when it raised the participation age, and those learners facing genuine hardship can seek bursary funding support from their learning providers to help with the cost of the card. This funding replaced the Education Maintenance Allowance and sits with schools and colleges to support their learners in a range of ways including, where appropriate, with transport.

3.3 An Equalities Impact Assessment (EqIA) on the new Young Person’s Travel Pass has been undertaken.

4. Conclusions

4.1 The petitions outlined in the report request that the County Council extend the Young Person’s Travel Pass to 16-19 year olds and reduce the cost of passes issued for those entitled to free school meals. Kent County Council is already reducing the cost of passes issued through the Kent 16+ Travel scheme in 2014/15 to £400, a 23% reduction on the previous pass; at the same time unlimited use on public bus services is to be retained. Additionally, learning providers have bursary funding they can use to help their students but which the Local Education Authority cannot access.

4.2 The cost of the Young Persons’ Travel Pass for pupils entitled to free school meals is planned to remain at £100, retaining the 50% reduction from the cost of the full pass. Two six monthly payments will be offered. Any further changes to this concession will result in further costs to the County Council at a time when budgets are being cut as funding from central Government is reduced.

5. Recommendation(s):

Members are asked to note and comment on the issues raised in the petitions.

6. Background Documents

6.1 This report refers to the e-petition hosted on the KCC website - '**Bring down the cost of the proposed Young Person's Travel pass for those aged 16-19 to the same level as the proposed Travel Pass for 11-16 year olds**' and the e-petition hosted on the 38 Degrees website – '**Freedom Pass for ages 16–19**' and received electronically by KCC Legal & Democratic Services (available on request).

<https://democracy.kent.gov.uk/mgEPetitionDisplay.aspx?ID=266&RPID=6774887&HPID=6774887>

7. Contact details

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Relevant Director:

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- Director – Highways, Transportation & Waste
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From: Mark Dance, Cabinet Member for Economic Development
 David Brazier, Cabinet Member for Environment & Transport
 Mike Hill, Cabinet Member for Community Services

Mike Austerberry, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 15 April 2014

Subject: Draft 2014-15 Growth, Environment and Transport Directorate Business Plan (Strategic Priority Statement)

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper:

For approval by Cabinet Members and Corporate Director

Electoral Division: All

Summary: This paper presents the draft Strategic Priority Statement for the Growth, Environment and Transport directorate which is the directorate level business plan for 2014-15. The paper recaps the new business planning approach for 2014-15 and explains the role and aim of the new directorate business plans, known as Strategic Priority Statements. It then sets out the sections of the draft Strategic Priority Statement for Growth, Environment and Transport and the next steps in getting it approved.

Recommendation: The Cabinet Committee is asked to consider and comment on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

1. Introduction

- 1.1 Directorate business plans are being introduced through the new business planning process for 2014-15, which was approved last year. One business plan is being produced for each of the four directorates in the new organisational structure and they will be known as Strategic Priority Statements. These replace the divisional business plans that were produced last year.
- 1.2 The new Directorate business plans are designed to provide light touch summaries of the key priorities for each directorate, along with high level resourcing, risk and performance management information.

1.3 This paper presents the draft directorate business plan 2014-15 for the Growth, Environment and Transport directorate, for consideration and comment by the Cabinet Committee.

1.4 Directorate business plans will be approved by Cabinet Members and the Corporate Director. They will then be published online.

2. Financial Implications

2.1 Facing the Challenge sets out the ambitious pace and scale of transformation that we need to deliver over the coming years. It is recognised that the authority needs to focus its limited resources on activity that supports transformation and the continued delivery of services.

2.2 The development of directorate business plans supports this by streamlining the business planning process, freeing up officer capacity. The directorate business plans will provide concise and succinct statements of our top strategic priorities, helping to provide clarity on this.

3. Bold Steps for Kent and Policy Framework

3.1 The priorities set out in the draft Growth, Environment and Transport directorate business plan build on the achievement of many of the priorities that were set out in Bold Steps for Kent.

3.2 In the context of Facing the Challenge, the directorate business plan looks beyond Bold Steps to identify priorities for the directorate in terms of service delivery and transformation to meet the future challenges.

4. Draft directorate business plan for Growth, Environment and Transport directorate

4.1 The new approach to business planning for 2014-15, including the development of Directorate business plans (Strategic Priority Statements) was approved by the Policy & Resources Cabinet Committee in September 2013. The aim was to introduce a less burdensome and more proportionate approach to business planning, reducing the number of individual member-approved business plans from 25 divisional plans to four high-level directorate business plans. It was agreed that business plans will no longer be used to provide delegated authority for officers, as this had tended to be confusing and is unnecessary with the Officer Scheme of Delegations in place. This means that the approval of directorate business plans no longer needs to be a Key Decision.

4.2 The Strategic Priority Statements provide a simple reference guide to the services that make up the new directorates, how each directorate is contributing to the Facing the Challenge agenda and set out the top level, collective directorate priorities for 2014-15.

4.3 The draft directorate business plan for the Growth, Environment and Transport directorate comprises of the following sections:

- Corporate Director's foreword

- Who we are, what we do – providing a summary of the role and purpose of the four divisions in the directorate and the key service delivery priorities for the coming year
 - Cross-cutting strategic priorities – setting out five strategic themes for the directorate that are relevant to all of the services provided by the directorate. The strategic themes reflect the current context, both in terms of KCC’s Facing the Challenge transformation agenda and the wider economic challenges that the county is facing, and this section explains how the directorate will make a contribution to addressing these challenges
 - Directorate resources – providing a summary of the financial and staff resources of the directorate
 - Workforce development priorities
 - Key Directorate Risks
 - Performance Indicators and Activity Indicators
 - The directorate business plan is also illustrated with fact boxes and case studies to assist officers and members to understand the scale and diversity of the services delivered
- 4.4 The directorate business plan brings together information for the divisions that constitute the new Growth, Environment and Transport directorate. The five shared strategic themes set out in the directorate business plan demonstrate how the new directorate will work together collectively to deliver a diverse range of services more efficiently and effectively for the people of Kent.
- 4.5 The directorate business plan includes a section on workforce development. The directorate has identified a number of priorities for the year which will support staff to achieve the directorate’s strategic priorities. The priorities are drawn from KCC’s Workforce and Organisation Development Plan and Growth, Environment and Transport’s Organisational Development Group Action Plan, both of which provide more detail. Workforce development is supported by four organisation-wide staff development frameworks managed by HR.
- 4.6 Each directorate business plan includes a section on performance, listing the Key Performance Indicators (KPIs) and Activity Indicators that will be used to monitor and report on the directorate’s performance over the year. Core KPIs and Activity Indicators are included in the Quarterly Performance Report to Cabinet and the Performance Dashboards are presented to Cabinet Committees. The next set of Dashboards will be presented to Cabinet Committees for consideration in the summer round of meetings.
- 4.7 Each directorate business plan also includes a section on the key directorate risks, which are set out in more detail in the Directorate Risk Register. Directorate Risk Registers are being refreshed in spring 2014 and will be brought to Cabinet Committees for consideration in the summer round of meetings.

5. Next steps

- 5.1 Following any final amendments, including in response to comments made by members of the Cabinet Committee, the final directorate business plan for

Growth, Environment and Transport will be approved by the Corporate Director and relevant Cabinet Members. All four directorate business plans will then be collectively agreed by all Cabinet Members.

- 5.2 The new business planning process does not remove the need for business planning below the Directorate level. It is a management responsibility to ensure that business plans are still produced at divisional and/or business unit level by Directors and Heads of Service in order to run their area of the business effectively. These business plans will not need to comply with a corporate template or be approved corporately, allowing Directors, Heads of Service and managers the flexibility to use business planning tools and practices that best meet their requirements. Although these lower level business plans will not be approved by Members, they will be available to view and download in a dedicated area of KNet that will be published once the Directorate business plans have received final collective sign-off.

6. Conclusions

- 6.1 The draft directorate business plan for 2014-15 for the Growth, Environment and Transport directorate provides a simple reference guide to the services that make up the new directorate, how the directorate is contributing to the Facing the Challenge agenda and other challenges, and the top level directorate priorities for 2014/15.

7. Recommendation: The Cabinet Committee is asked to consider and comment on the draft 2014-15 Directorate business plan (Strategic Priority Statement) for the Growth, Environment and Transport directorate, in advance of the final version being approved by the relevant Cabinet Members and Corporate Director.

8. Background Documents

- 8.1 Paper to Policy & Resources Cabinet Committee 25 September 2013 on the business planning process for 2014-15.

<https://democracy.kent.gov.uk/documents/s42383/Item%20D1%20%20Business%20Planning%202014%2015%20%20Corporate%20Board%20-%20FINAL.pdf>

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Growth, Environment and Transport Directorate

Growth, Environment & Transport Directorate
Strategic Priority Statement
2014-2015

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Draft 2014/2015
Strategic Priority Statement



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Corporate Director's foreword

Welcome to the Strategic Priority Statement for the new Growth, Environment & Transport directorate.

We provide a wide range of vital front-facing public services which everyone in Kent uses or experiences every day.

These include important community services like libraries, consumer protection and cultural assets; subsidised bus routes which assist residents get to school and town centres; initiatives in economic development which bring new jobs, housing and prosperity; the protection of Kent's unique environment; roads, waste disposal and the championing of major transport improvements.

Our goals are to ensure Kent's communities are successful, vibrant and safe places in which to live, in which people can move around quickly and efficiently, and business opportunities are maximised.

By bringing together this broad mix of services into one directorate we aim to commission and deliver them more effectively, enhance their cohesiveness and improve how local communities experience our services. This Strategic Priority Statement explains the work of the directorate in more detail and sets out its key objectives for the year ahead.

We will represent, champion and lobby for the best interests of Kent's residents and businesses with national government and other key agencies, in order to secure investments and influence policies to improve economic and social outcomes for Kent. We balance the need to accelerate jobs, economic and housing growth with achieving quality, sustainable growth in sympathy with Kent's unique natural environment.

We want residents and businesses to share in the benefits of growth. We will do this by maximising existing infrastructure and implement improvements through Kent's Local Enterprise Partnership monies; by undertaking innovative regeneration projects, often capitalising on Kent's cultural assets; and through skills development.

This will be an exciting year, not only to forge smarter ways of working together, but in continually exploring opportunities to redesign and integrate our services, and in working with local communities and partners. In this context it will be a challenging year of change and transition for services in the first phase of the County Council's 'Facing the Challenge' agenda, including for the Libraries, Registration & Archives, Community Safety and Emergency Planning services.

During this fast-paced and exciting period it will be important to keep our focus on delivering all our services with the greatest efficiency and front-line impact, whilst meeting the challenging budget reductions and service transformation objectives.

Mike Austerberry,
Corporate Director Growth,
Environment & Transport





Who we are, what we do

The Growth, Environment & Transport directorate is made up of a mix of frontline, strategic and commercial functions that directly provide services to the people of Kent, and promote Kent as a great place to live, work and do business.

The following pages provide an outline of the role and purpose of our divisions:



“Kent a great place to live, work and do business”.

Highways, Transportation & Waste

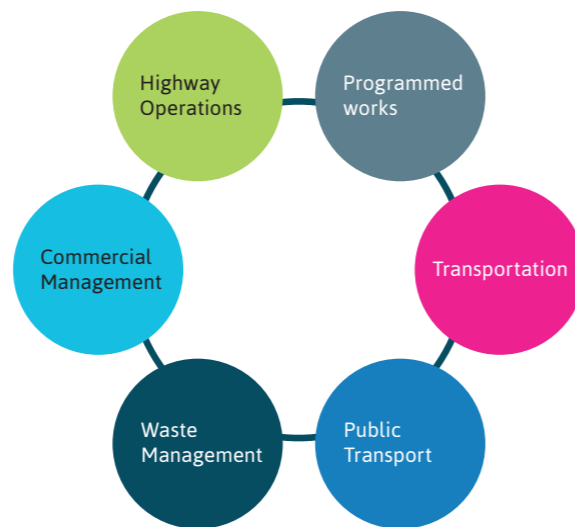
Director - **John Burr**

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The new Highways, Transportation & Waste division delivers services that are used by most, if not all residents on a daily basis as well as those who travel through Kent. It has two key roles:

- to maintain and improve the County's roads, pavements and other assets such as streetlights and drains that help everyone to make safe and reliable journeys on Kent's highway network. We deliver a wide range of services which include improving road safety for all users, managing traffic flows to ease congestion, working with others to provide viable alternatives to the car as well as delivering major projects and managing development in key areas of growth.
- the processing and disposal of the household waste and recycle collected by the 12 district and borough councils in Kent, to provide a Household Waste Recycling Centre (HWRC) service to residents, encourage waste disposal and recycling, managing landfill sites to prevent pollution and enforcing against environmental crime related to KCC waste services.

We deliver through six teams:



Key priorities - 2014/15

- **Young Persons' Travel Pass** – working with bus operators to deliver an affordable scheme for 11-16 years olds (replacement of the Freedom Pass)
- **Inclement weather response** – improving the planning and service delivery of these events based on lessons learnt and customer feedback from the extreme weather in 2013/14.
- **Developing options for a move towards light emitting diode (LED) streetlighting** – exploring invest to save opportunities to achieve financial efficiencies and environmental benefits in this area.
- **Developing schemes in the Strategic Economic Plan** – working closely with Directorate colleagues to ensure we have a robust and deliverable future capital programme.
- **Delivering better customer outcomes and reduced costs through innovative waste contracts** – delivering a new approach to managing Household Waste Recycling Centres by sharing risk and reward of maximising waste as a resource with service providers, benefiting KCC and customers.
- **Casualty Reduction Strategy** – we are listening to the community and customers about a predictive approach to reducing casualties and have undertaken good work on crash sites
- **Improving the service by learning from the Peer Review** – we are open to review and challenge and want to deliver improvements identified through the Local Government Association Highway Maintenance Efficiency Programme (HMEP) process
- **Delivering the best value transport for entitled scholars with Special Educational Needs (SEN)** - Working with Education & Young

People Services to ensure suitable application of policy and demand management. Reviewing how we procure transport to deliver best value for money and robust reporting mechanisms.

- **Improving the highways network management intelligence function and identify congestion busting solutions** – working closely with Members, the Community and Businesses.

- We regularly inspect over 5,000 miles of roads and 3,600 miles of pavements.
- In adverse weather we have 79 salting runs, salting 4000km of highways.
- Highways receive over 200,000 contacts and requests each year.
- We support over 200 bus routes across the County, issue 30,000 Freedom Passes and 280,000 Concessionary Travel bus passes for the elderly and disabled.
- We maintain 10 million square metres of grass and 500,000 trees.
- We inspect and repair 2,700 bridges and structures and two road tunnels.
- We maintain and repair 120,000 streetlights and over 700 traffic light sites.
- Each year we manage 700,000 tonnes of municipal waste.
- We help transport 50,000 school children each day.
- We look after 18 Household Waste Recycling Centres, with over 3 million visits per year recycling over 70% of the material received.

Did you know

Environment, Planning & Enforcement

Director - **Paul Crick**

This new division brings together strategic and frontline services that are fundamental to the future of the county, its residents and visitors.

Our work helps to support economic growth, increase the prosperity and viability of our businesses, and improve the quality of life in Kent for its residents. We stand up for Kent and its residents by working with partners locally, nationally and internationally to ensure the interests of Kent are represented and understood. We are facing many challenges and issues over the coming year, particularly in the current economic climate, with national government changes and proposals having a direct impact on our services – for example, KCC's preferred option for the Government's proposal for a Lower Thames Crossing seeks to balance the need to maximise economic development whilst minimising environmental impact.

The duty to co-operate in planning and strong government policies to boost the supply of housing, will result in plans for more residential development and a stronger emphasis on joint working between KCC, the District Councils and neighbouring authorities. We are working to influence Government through the Strategic Economic Plan to ensure Kent achieves maximum funding from the Single Local Growth Fund for transport schemes to support growth.

We are responsible for carrying out the statutory development management service on behalf of KCC and the formal processing of planning applications, as well as pre-application advice, enforcement, monitoring and planning appeals to deliver high quality sustainable development.

- Each year we process planning applications for around 300 developments including minerals, waste management facilities, schools, care facilities, children's centres and country parks.

Did you know

We manage the delivery of the Kent Environment Strategy to protect and enhance the natural and historic environment of Kent. A key priority as the statutory Lead Local Flood Authority for the county is providing strategic environmental management to minimise flood risk by taking a strategic overview of local flooding and providing expert planning advice on ecology and landscape. Our work to tackle flooding issues and make homes more energy efficient will make a tangible difference to daily lives of vulnerable communities in Kent. We are working with businesses and other public sector partners to help them implement cost savings through environmentally-sound energy and travel choices.

We provide expertise to help discover, record, preserve, enhance and promote Kent's heritage and widen enjoyment and understanding of the county's rich past. We help ensure that the natural beauty and special character of the landscape and vitality of the communities of the Kent Downs are recognised, conserved and strengthened. We also manage ten local Gypsy and Traveller sites in Kent containing up to 150 pitches, and work to promote the equality and diversity of Gypsy and Traveller communities in Kent.

We manage the largest Public Rights of Way network in the country, delivering major capital schemes and large asset maintenance programmes, employing local contractors and ensuring compliance with the County Council's statutory obligations, which includes managing the Definitive Map and dealing with all applications to amend it. The network contributes significantly to the health and wellbeing of our residents and the rural economy.

We are also responsible for Kent's Common Land and Village Green Registration Service; and dealing with legally complex applications to register new village greens.

- We manage over 11,000 individual public rights of way (covering 4,250 miles) including 2,400 bridges and over 30,000 other assets such as signposts, gates and culverts, with an asset value of £86.4million.
- We are responsible for the protection and enforcement of 192 Open Access sites (5,127 acres), and the legal recording of over 111 Commons and 175 Village Greens.
- Explore Kent has over 315,000 service users per annum and helps generate £1.5b of tourism income from visitors exploring the countryside and coast.
- We manage the Kent School Games and brought over £5m of sports funding into the Kent economy over the last two years.
- Our 16 country parks cover 1750 acres and generate 1.6m visits a year.

Did you know

We lead the Explore Kent Initiative, a large multi-agency partnership to improve countryside access standards and information provision to help our residents safely explore and enjoy Kent's countryside and coast. The popular and innovative Explore Kent website provides a nationally unique one-stop-shop for all information about enjoying the outdoors.

We support and drive the development of sport and physical activity, provide countryside management and education consultancy, and manage the provision of high quality country parks across the county.

We help protect Kent's residents, businesses and communities through the statutory work of our regulatory services including Kent Trading Standards, the Coroners Service and Kent Scientific Services. We lead nationally on the intelligence led approach to preventing rogue traders, licensing and illegal goods, and helping keep vulnerable and isolated communities safe. We ensure the protection and welfare of animal health.

We have a statutory role to work closely with our partners to lead the co-ordination and delivery of safer and stronger communities across Kent, supporting the Kent Community Safety Partnership and Police & Crime Panel. We manage the community wardens service which provides a visible, reassuring presence to local residents to increase Kent's community resilience. We provide the council's lead role in the government's counter terrorism programme, and undertake comprehensive multi-agency reviews of all domestic homicides that occur in Kent, reporting back to the Home Office.

Did you know

- Each year there are circa 15,500 deaths in Kent & Medway. Of this 7,200 (46%) are referred to the Coroners Service.
- We monitor 200 sites storing petrol and explosives to ensure that these dangerous products are safely stored.
- For every £1 spent on Trading Standards fair trading work, consumers save at least £6.
- Over 40,000 people received an alert in 2013 from Trading Standards about scams or important local consumer issues.
- Our Regulatory Services collectively provided support to over 2,000 businesses last year.
- Our community wardens serve over 70% of Kent's communities.

We deliver our services through a number of teams:



We work closely with our strategic partners such as Kent Police and Kent Fire & Rescue Service in the integrated Kent Resilience Team to fulfil our statutory role to respond appropriately, effectively and efficiently to emergencies and other disruptive challenges such as flooding and major road incidents across the county.

Priorities - 2014/15

- Integrating and transforming the new Environment, Planning & Enforcement Division's services including increasing income generated by the division's services. Implementing the recommendations of the Facing the Challenge review of Kent Scientific Services
- Using Growth without Gridlock to influence Government and other agencies to leverage and secure funding to support Kent's infrastructure and economy. Influencing strategic transport thinking at a local, regional and national level to articulate Kent's perspective
- Ensuring that Kent County Council's interests are fully reflected in the Local Plans prepared by District and Borough councils in Kent
- Delivering the Kent Environment Strategy and Countryside Access Improvement Plan priorities e.g. retrofitting, low carbon economy, supporting Kent green businesses and delivering services to protect and promote the natural environment, and public access to it
- Working with Kent's Flood Risk Management authorities to protect Kent homes and businesses
- Working with partners and businesses to protect residents, businesses and consumers particularly through work to combat rogue trading, illegal scams, and public and animal health protection
- Enabling community resilience through working in partnership with others, particularly through delivering community safety and emergency planning services
- Evidence, advocate and embed the contribution of sport and physical activity to wider KCC priorities, in particular Public Health/ Preventative Services
- Deliver £500k of repair works to the Public Rights of Way network under the Kent Flood and Gale Recovery Programme. In addition, deliver a £1m capital programme of urgent remedial works to major failing concrete and steel bridge structures.
- Support the national modernisation agenda for the Coroners Service through the delivery of a new strategic and fully integrated service providing a professional and caring approach for the residents of Kent and Medway
- Explore Kent to develop further their relationship with Public Health to help deliver public health priorities.

Economic Development

Director - **Barbara Cooper**

The purpose of Kent County Council's Economic Development function is to create the environment for business to grow and jobs to be created. To help achieve this, we have a focus on encouraging business growth.

We will engage with Kent's businesses to facilitate business and employment growth through initiatives such as interest-free loans to start ups and growing businesses, targeted support programmes to assist businesses access funding and new overseas markets, development of workspace incubator units to help micro and emerging businesses to become established, seeking new inward investment opportunities, and also specific support to key Kent business sectors such as tourism, rural and low carbon.

We also focus on developing and exploiting new and existing funding streams and mechanisms to enable the delivery of Infrastructure and Housing projects to support economic and jobs growth. We are working with Districts on introduction of the Community Infrastructure Levy, seeking to maximise funding from the Government's Single Local Growth Fund, leading on the roll-out of superfast Broadband access across Kent and also, working with Districts to maximise use of existing housing stock by bringing empty housing back into use including affordable family rented homes.

We promote investment into the local economy and manage regeneration projects that make Kent an attractive place to live, work and visit. We want to ensure that all areas of the county have the opportunity to develop, grow and recognise their full economic potential through regeneration opportunities. We have strong relationships with key business sectors, including social enterprise and the voluntary sector, and respond to regeneration challenges through work with our partners.

We help maximise our international links to grow the Kent economy, boosting trade opportunities for

- Through our partnership working, sector-based conversations and activity programmes we have extensive contact with over 2,000 businesses.
- Since 2012, we have awarded £28.9m, loan assistance supporting 92 businesses across Kent which will create 2,683 jobs through Regional Growth Fund programmes and almost £1million in small loans to new and emerging social enterprises through the Kent Big Society Fund.
- We are negotiating to secure new schools, libraries, youth, community learning and adult social care services on 50 major housing sites across Kent (developments with 500 or more units).
- Between 1 April 2013 and 31 December 2013, we have secured £7.9m from minor housing sites (developments up to 500 units) to provide for necessary additional local services.

Did you know

local businesses. We have responsibility for strategic partnerships and lobbying to influence international and EU policy, funding and legislation to champion Kent and promote it as the place to do business.

We promote Kent's identity as a prime tourist location and home of quality local produce and support some of the country's most high profile arts organisations which are based in Kent to

make and showcase work which is seen all over the world. We have responsibility for leveraging funding into the county to enhance cultural, arts and film opportunities for visitors, investors and residents to achieve Kent's economic potential. We seek to grow Kent's creative economy by developing the right workforce and infrastructure to support and grow new and existing creative industries. We promote opportunities for growth in all sectors, including maximising the potential of the voluntary & community sector by promoting social enterprise and jobs through the take up of the Big Society Fund.

From April 2013 - February 2014 the Kent Film Office

- Attracted inward investment worth over £9.2 million into the Kent economy from productions such as Sky Atlantic drama "The Tunnel", feature films "Into The Woods" "The Suffragettes" and "The Harry Hill Movie", ITV comedy "Edge of Heaven" and BBC dramas "Legacy" and "The Honourable Woman".
- Handled 574 location or permit requests which resulted in 725 filming days.
- Facilitated 13 on set opportunities for Kent trainees as well as 31 work experience placements at the Kent Film Office.
- As of January 2014 is exploring options for the creation of a permanent film studio space within the county to take advantage of the Governments tax breaks and attract more productions.

Did you know

We work with partners to provide industry based learning opportunities through internships, work placements and apprenticeships to develop creative and leadership skills. This drives up levels of educational attainment and provides young people with the necessary attributes to become a productive and skilled workforce.

We deliver our services through a number of teams:



Priorities - 2014/15

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- **Accelerating jobs and housing growth** through our activity programmes, inward investment, specialist business support advice and Regional Growth Funding. In supporting housing growth we will continue to engage with Districts, developers and key stakeholders to ensure that services KCC needs to deliver are adequately planned for and funded.
- **Getting the best deal for the LEP for Kent and Medway.** Unlocking the Potential will set out Kent and Medway's priorities for the Strategic Economic Plan as the basis for negotiation between the LEP and Government regarding the specific allocation of Single Local Growth Fund monies. In parallel, new European funding streams will become available for the 2014-20 programming period.
- **Best representing business needs and opportunities to the whole Council.** We will provide Kent businesses with a strategic voice and through our business networks and contacts seek to ensure our programme activity is informed by feedback from business.
- **Bringing together and integrating new teams to maximise the effectiveness of services to local people**

- In the last two years we have leveraged £22m of external arts, culture and film funding into the Kent economy.
- In 2012 for every £1.00 invested in arts and cultural activity we generated £11.00 of external investment.
- Arts and cultural events provided 1,297 days of engagement of volunteers in 2012 (excludes Olympics)
- Arts and culture investment provided employment for creative industry practitioners for 1,472 days in 2012

Did you know

Libraries, Registration & Archives

Head of Service - **Cath Anley**

We work with all the people of Kent to deliver library, registration and archive services that support local people throughout their lives.

Our services are open to everyone, but also targeted to help those who most need our offer. Through our services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties.

Service Priorities

We focus on the three following areas:

Reading and literacy

Our objective is to help people improve their literacy and enjoy a wide range of reading experiences:

- Supporting economic recovery by helping people develop a key life skill that employers describe as essential for employees in 95% of UK based jobs.
- Giving children the best possible start in life and helping to tackle a significant factor that prevents people from helping themselves out of disadvantage by helping to raise their confidence and their aspirations.
- Putting people in control of their own lives by helping them make links in their communities through shared reading experiences; helping them broaden their knowledge base through reading; and supporting their learning.

Information, digital inclusion and active citizenship

Our objectives are to ensure people have the information they need to live full and active lives; to help people develop skills and become confident using the Internet; to provide access to broadband connectivity and computer hardware for those who do not have access elsewhere; and to help people to be active citizens:

- Supporting economic recovery by helping people develop digital literacy skills, essential in virtually all working lives; giving wide access to accurate, neutral and timely information to individuals and businesses; and supporting channel shift to enable public agencies and others deliver efficiencies by dealing with more transactions online.
- Ensuring that the disadvantaged in society have equal access to information; and the opportunities to develop digital skills and bridge the digital divide.
- Putting people in control of their own lives by supporting them to engage fully with public agencies. This could be through registration of their births, marriages and deaths; supporting them in their applications for settlement or citizenship; giving them access to the world of information and learning; and helping them to develop the skills to access information and services through online channels.

Bringing people together

Our objective is to give people opportunities to engage in shared experiences (for example reading groups, author talks, local history events, Talk Time, Baby Rhyme Time, citizenship ceremonies, marriages and naming ceremonies etc.) and content (books, audio books, information, archival and local history material etc.). Through such experiences, which can take place in many different locations and also virtually via the Web or telephone, communities raise awareness of their shared history; develop community ties; and start to build the skills and capacity to take control of their own lives.

- Supporting economic recovery by encouraging volunteering, and the development of new models of public service delivery in partnership with local people.
- Tackling disadvantage by bringing people together; helping them develop a sense of pride in their community through access to their shared history; and giving them opportunities to support each other.
- Putting people in control of their own lives by supporting the development of community ties through a range of opportunities and experiences; helping communities develop skills and capacity to take community action; and acting as a hub for the dissemination of local information.



“Services that support local people throughout their lives”.

Key priorities - 2014/15

To continue the work to ensure services meet local needs and KCC's statutory obligations, and are sustainable for the future:

- **Future Services Strategy:**

Through our Future Library Service Programme and 'Facing the Challenge' Review we have been reviewing possible future service delivery vehicles and engaging with local communities, partners and providers to explore options for the future of their local library, registration and archive services. Together we have been looking at ways to reduce our costs and keep delivering high quality services, which will be more sustainable for the future. We aim to move forward with implementation of an agreed service model early in 2014/15.

To complete the review of the ways that communities can become further engaged in the shaping and delivery of local library services and implement agreed findings.

To complete the review of how registration services can respond to changes in the market and in legislation, now and in the future; and implement agreed findings.

ICT systems renewal – to complete the review of ICT systems that support Libraries, Registration and Archives services and implement the findings.

Archives digitisation – to secure a commercial partner to help us provide electronic access to significant additional parts of our collections.

Through our Future Library Service Programme and 'Facing the Challenge' Review we have been engaging with local communities, partners and

providers to explore options for the future of their local library, registration and archive services. Together we have been looking at ways to reduce our costs and keep delivering high quality services, which will be more sustainable for the future.

- On average customers borrow over 17,000 books, e-books, audio books and e-audiobooks from our libraries every day.
- We deliver services to the public through 99 libraries, 11 mobile libraries and 6 registry offices.
- In 12/13 we purchased over 230,000 new books and other items for our libraries.
- Over 3,000 people contact us online every day to book appointments; use our online information sources; look at the library catalogue; renew their loans etc.
- Customers spend over 640,000 hours per year using our public computers to access the internet.
- We help local people register over 31,000 births and deaths every year.
- We conduct over 6,000 civil ceremonies (marriages, civil partnerships etc.) every year.
- With the support of volunteers we deliver collections of books to over 1,500 home library service customers; and send audio books to over 1,110 blind and partially sighted customers.

Did you know

Cross-cutting strategic priorities - 2014/15

With the Facing the Challenge transformation in mind we have developed five strategic themes for the directorate which are relevant to all of the services we provide. These themes clearly underpin the work of all our teams and pick up the commonality of the purpose of our services.

Given the pace and scale of change over the coming year, these priorities reflect a snapshot of the most critical strategic issues for the directorate, with more detailed milestones, actions and deliverables set out in supporting Unit/Team Business Plans and Transformation Programme and Implementation Plans.



“On average customers borrow over 17,000 books, e-books, audio books and e-audiobooks from our libraries every day”.

Priority 1

Delivering against a challenging financial background to enhance Kent’s infrastructure and the lives of our customers

- Maximising income generation and smarter procurement
- Comparing our services to the market to ensure value for money
- Achieving our challenging Medium Term Financial Plan (MTFP) savings targets to deliver efficient and effective services
- Influencing Government and other agencies to leverage and secure funding to support Kent’s infrastructure and economy
- Developing our staff to ensure that we are an intelligent client

Environment, Planning & Enforcement

Journey time improvement scheme: Ashford to Ramsgate via Canterbury West

The aim is to reduce journey times between Thanet and Canterbury / Ashford/ London through line speed enhancement and related essential infrastructure works. The total cost of the Project is up to £11.8 million, funded through a Regional Growth Fund grant and Network Rail. The scheme will allow faster journey times for the planned Thanet Parkway station near Manston, delivering an hour's journey time via High Speed services to London. It will help to encourage economic growth and employment and widen higher education and employment opportunities for residents of Thanet.

Case Study 1

Highways, Transportation & Waste

LED Lighting

Kent County Council manages around 118,000 street lights and some 25,000 lit signs and bollards. The annual cost of illuminating these is around £5.8m, a cost that keeps rising in line with the increase in fossil fuel prices. The average increase for energy prices next year will be around 11%. We are taking a number of steps to reduce our annual energy consumption bill by £900k to £4.9m. This reduction in energy usage will also reduce our annual street lighting carbon footprint by 5,000 tonnes to 24,000 tonnes. We are also looking at the possibility of converting the County Council's entire stock of street lighting to LED with modern Central Management System (CMS). LEDs coupled with CMS will reduce energy consumption and carbon emission by a further 60%. They will also enable complete management of street lighting including dimming, switch on/off, and fault reporting. The fault reporting element of CMS will offer a significant improvement in customer service, in that it will enable real time reporting of faults reducing the need for members of the public to report them to us.

Case Study 2

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Priority 1 Cross-cutting strategic priorities - 2014/15

Environment, Planning & Enforcement

Country Parks – income generation

Kent Country Parks has been working over a number of years to reduce its costs to the Council whilst increasing earned income opportunities. Despite a reduced budget of 30% in the last three years, income generation has increased from 50% of the service budget to approximately 68% in 2014. New business streams in wood products, training, education, and birthday parties have all contributed to this success and further marketing of team building and venue hire in the coming year will contribute to an anticipated further increase.

Case Study 3

Economic Development

Big Society Fund

KCC established the Kent Big Society Fund in March 2012 in recognition of the importance of social enterprise and social investment in supporting economic growth, transforming the charitable and public sector service and developing skills and employment opportunities for individuals furthest from the labour market. The Fund, overseen by an expert investment panel, offers unsecured loan packages to new and emerging social enterprises. Often having no established financial history, these organisations are usually unable to access traditional finance products. Investment readiness is widely recognised as a barrier to social investment and the Fund provides a complete service including business and financial planning support and post loan support.

Case Study 4

Priority 2 Cross-cutting strategic priorities - 2014/15

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Priority 2

Transforming our services to deliver for the future

- Implementation and transition planning for Libraries and Kent Scientific Services, following the Phase 1 Market Engagement & Service Reviews
- Integration of teams into the new Growth, Environment & Transport directorate. Maximising synergies and good practice between services.
- Proactively identifying service areas/activities for future market reviews
- Using intelligence, customer insight and stakeholder feedback to inform the way we redesign and deliver our services to customers
- Clearly defining our service offering to manage expectations e.g. through the web

Economic Development

Integration of the International Affairs Group team into the Economic Development Unit

The integration of the International Affairs Group with the Economic Development Unit has meant stronger links between the development of the SELEP Strategic Economic Plan and EU funding programmes. The jointly prepared European Structural and Investment Fund Strategy sets out the priorities and activities for use of the SELEP EU funding allocation linking these to the outline priorities in Unlocking the Potential thereby maximising the benefits of EU funding to support our economic growth objectives.

Case Study 1

Priority 2 Cross-cutting strategic priorities - 2014/15

Highways, Transportation & Waste

Household Waste Recycling Centre Vehicle Voucher Scheme

In response to customer feedback, the Household Waste Recycling Centre vehicle voucher application scheme has been successfully moved online. 75% of applications are now received via the web site, reducing costs of back office processes by approximately 50% and reducing calls to KCC's Contact Point by 72%.

Case Study 2

Libraries, Registration & Archives

Reading Activists

The Reading Activists project offers opportunities for young people who would not normally use libraries to become involved in developing their own creative reading and writing activities. Over 3 years we have set up hubs at Thamesview School, Gravesham; Marlowe Academy, Thanet and Dover HQ youth club. The young people's confidence and self-esteem has improved, and they have run activities such as a storytelling session and a song-writing workshop. Evaluation has shown that following their participation, 84% of them enjoyed reading more and 74% enjoyed using the library more in their spare time.

We are working to embed the 'Reading Activists' approach into all our work with young people, involving them in helping to develop and deliver services.

Case Study 3

Environment, Planning & Enforcement

Intelligence-led Service Delivery

In response to the Council's approach in "Facing the Challenge" to ensure that the decisions we make have an absolute focus on outcomes, Regulatory Services has fundamentally transformed a number of its service delivery models to become customer insight/ intelligence-led. The Group, which includes Trading Standards, restructured to create a nationally unique Intelligence Team to direct service delivery whilst working hand-in-hand with external agencies including HMRC, Police, and Kent Fire and Rescue on intelligence data sharing. The expertise the team has developed is now being licensed to other local authorities who wish to benefit from this innovative approach to intelligence-led outcome focused service delivery.

Case Study 4

Economic Development

Social Innovation Lab Kent

KCC's SILK team (Social Innovation Lab Kent) was set up in 2007 with two ambitions. First, to provide a creative environment for a wide range of people to work together on some of the toughest challenges the county faces. And second, by drawing upon best practice from business, design and social science, as well as our own experiences here in Kent, SILK set out to establish a way of working that places it's citizens at the very centre of everything we do.

The team is currently working with Adult Services Commissioners on improving service pathways for people with dementia.

More information on all of SILK's projects can be found at <http://socialinnovation.typepad.com/silk>

The work on Dementia Diaries was Highly Commended at the Expo14 NHS awards in Manchester in March 2014.

Case Study 5

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Priority 3 Cross-cutting strategic priorities - 2014/15

Priority 3

Responding to service demand to meet the needs of the customer in the most cost effective way

- Merging customer feedback channels to streamline the way in which service users provide us with their opinions
- Managing demand via the web (Channel Shift Strategy)
- Reviewing our infrastructure networks to achieve more cost effective solutions
- Using intelligence led, preventative activity to protect Kent's vulnerable communities

Economic Development

Regional Growth Fund (RGF) and its extension to new areas of the county - managing demand and pipeline

The original Kent Regional Growth Fund programme, Expansion East Kent, commenced in 2012 and to date has committed over £21m to companies. The programme's success has identified a demand for similar programmes; TIGER, commenced in March 2013 in North Kent and Thurrock and we are committed to deliver a third: Escalate, in West Kent and parts of East Sussex. This additional work can be met within existing staffing budgets.

Case Study 1

Libraries, Registration & Archives

Touch a new world

The Home Library Service (HLS) is a key way to prevent social isolation for home bound customers, but what about digital exclusion? Answering this question prompted us to give customers the chance to learn new information technology (IT) skills in their own home. So we are piloting one-to-one support, from trained volunteers, in peoples' homes to help them to develop the confidence to use IT and the Internet. If they don't have access to their own IT equipment then we lend them a tablet computer while they complete the training. One HLS customer said: *"Before I was useless and now quite happy. The sessions were really good and I enjoyed them. I am more confident than I was before. My sons can't believe it! Thank you so much."*

Case Study 2

Environment, Planning & Enforcement

Stop the Scammers

Stop the Scammers is an intelligence-led preventative programme by the Regulatory Services Group to support and protect chronic victims of mass marketing fraud leaving them in dire financial and emotional hardship. An innovative Scam Toolkit has been developed and Community Wardens will visit known chronic victims, (over 2,000 in Kent) to provide them with the advice and support they need to help them spot a 'phone or postal scam and not respond to it. Intelligence will be gathered to help us tackle the scammers, whilst delivering targeted education and information campaigns to consumers.

Case Study 3

Priority 4 Cross-cutting strategic priorities - 2014/15

Priority 4

Maximising partnerships to utilise and share knowledge and resources

- Working with the South East Local Enterprise Partnership to address barriers to growth and explore opportunities for enterprise
- Joint working with Districts to realise overarching strategies
- Working in partnership to protect consumers, especially the vulnerable
- Influencing strategic thinking on local, regional and national levels
- Providing advice on major developments
- Exploring integration opportunities with our public, private and VCS sector partners

Economic Development

Transforming Kent Economic Board to Kent and Medway Economic Partnership

The establishment of the Kent & Medway Economic Partnership has helped to secure the support of and to build a strong consensus with Business Advisory Board, Kent Leaders and Sub-County partnerships of East Kent Regeneration Board, Thames Gateway Kent and West Kent Partnership Board to develop and shape Unlocking the Potential which will be the basis for input to the Local Economic Partnership Strategic Economic Plan as a means of securing new government funding for Kent and Medway infrastructure projects.

The proposed Growth Deal and Strategic Economic Plan was submitted to Government at the end of March 2014. The document is available via the following link: http://southeastlep.com/pdf/South_East_LEP__Growth_Deal_and_Strategic_Economic_Plan.pdf

Case Study 1

Environment, Planning & Enforcement

Kent Resilience Team

In support of the objective set out by Facing the Challenge around integrating services to deliver wider priorities and efficiencies, a new integrated team, the Kent Resilience Team, will bring together staff from KCC, Kent Fire and Rescue and Kent Police, to deliver an enhanced emergency planning and business continuity service for Kent. It is expected to deliver revenue savings of £250,000 pa across the three partners, with KCC saving at least £80k in year one and an additional £120k pa from 2015-16. The team will be located together at Fire Service HQ in Tovil and the first year of operation will be trialling the approach to see if the resources put in by each partner are appropriate to the pressures on the service. In addition to the financial benefits to the partners, the new approach will give a single point of expertise for the county and better co-ordinated support to the Kent Resilience Forum; it is expected to lead to more effective partnership working, improved quality and consistency of emergency planning and business continuity advice, support and response, and more consistent policies and procedures across the partners.

Case Study 2

Libraries, Registration & Archives

Margate Town Read

Margate Town Read has brought the whole community together to read, celebrate and enjoy the same story, *The Positively Last Performance* by award winning author Geraldine McCaughrean. This book's fictitious landscape and characters of Seashaw were based on Margate's rich heritage. This project has enabled joint working between LRA, the Theatre Royal, Open University Press (the book's publisher) and Hartsdown Academy, creating a buzz about reading in the town and giving away free copies of the book for local people to try. There have been opportunities for Margate residents to experience quality literature-based activities, with a programme of workshops for local schools and the author supporting the launch and finale.

Case Study 3

Priority 4 Cross-cutting strategic priorities - 2014/15

Environment, Planning & Enforcement

Tackling health inequalities

Billy is sixteen years old. He lives with his mum and younger brother on a deprived housing estate. Over the last few years Billy has had no contact with his dad. In the past Billy has struggled to behave in school and would consistently get into fights with fellow pupils. Billy abused his body with alcohol and substance misuse. He was permanently excluded from school when he was fourteen and referred to Maidstone Pupil Referral Unit where he would regularly lash out by punching walls or other students in fits of rage. His violence became a major concern among his teachers.

When the Amateur Boxing Association of England (ABAE) began work with the Kent County Sports Partnership to deliver the GB Boxing Awards Scheme at Maidstone Pupil Referral Unit (PRU), Billy's interest in amateur boxing was identified. He made rapid progress on the course, and Billy began to assist the ABAE coach. For the first time in his life Billy was given responsibility in a subject that he enjoyed. Teachers at the PRU outlined significant changes in Billy thanks to the boxing:

- He stopped abusing his body with alcohol and substance misuse
- He became physically fit and began to make healthier choices to his diet
- He stopped being violent to his peers and committing anti-social behaviour

Case Study 4

Environment, Planning & Enforcement

Public Health/Health Inequalities

Two of Kent's Country Parks, Shorne Woods near Gravesend, and Pegwell Bay near Sandwich, now host the internationally acclaimed parkrun. Parkrun organise free, weekly, 5km timed runs around the world. They are open to everyone, staged in all manner of green space, and are safe and easy to take part in.

Every Saturday morning at 9am people of all abilities partake in a run or jog around nominated parks. Numbers of Kent participants have increased steadily since the inception spring 2013 with approximately 50 and 100 people of all ages and abilities regularly taking part at Pegwell Bay and Shorne Woods respectively.

Run by volunteers, but supported by the infrastructure at the parks, the feedback from participants has been excellent as fitness levels improve, feelings of well-being increase and new friendship groups have been established. An additional benefit has been the opportunities for new volunteering roles to support parkrun. It is great to see loyal and committed volunteering teams who turn up every week to do their bit to ensure the success of parkrun and who at the same time are able to enjoy the natural beauty of the parks.

Case Study 5

Economic Development

Promoting Volunteering

In March 2013, KCC, with partners in the voluntary sector, launched the Kent Volunteering Charter, a public statement of our commitment to supporting, developing and recognising volunteering and volunteer-led activity in the county. The vast majority of the UK voluntary and community organisations are very small, with income of less than £10,000 per year. The impact that they deliver in communities is highly valued, building resilience and capacity. These organisations are also dependent on volunteers. Approximately a third of all adults in the UK volunteer at least once a month with a current upward trend in activity. KCC works with voluntary sector partners to

- promote volunteering opportunities across all ages and backgrounds;
- to develop new ways of volunteering which allow people to offer the time they are able through channels that suit them;
- to promote the health and well-being benefits for both volunteers and for beneficiaries.

Case Study 6

Priority 5 Cross-cutting strategic priorities - 2014/15

Priority 5

Realising the value of the environment to the Kent economy

- Balancing the economic and environmental benefits and concerns of strategic transport schemes
- Protecting the environment whilst encouraging business
- Encouraging community involvement in the natural and historic environment
- Delivering the priorities of the Kent Environment Strategy

Economic Development

Offshore windfarms

Kent is designated as a Centre for Offshore Renewable Engineering (CORE). There are three major offshore windfarm projects in Kent; the Kentish Flats, Thanet Offshore and the London Array. KCC has been working in partnership with London Array and Vattenfall to develop local supply chains to realise new business opportunities. A study by the University of Chichester confirms that Kent and Medway has the potential to meet 40% of the industry's supply chain needs especially in operations and maintenance, support services, port and marine activities.

Going forward, we will be working with partners to strengthen the CORE offer, explore the establishment of a trade body, improve the relationship between wind farm operators and local business, and, exploit regional specialisation initiatives to elevate Kent's position as a key member of the supply chain.

Case Study 1

Priority 5 Cross-cutting strategic priorities - 2014/15

Environment, Planning & Enforcement

Sandwich flood defences

£5m of KCC capital funds has secured a crucial £21.7million flood defence scheme for Sandwich. This scheme not only means an improvement to the lives of Sandwich's residents and business, by raising flood defence to a 1 in 200 year level of protection and bringing flood risk down to low risk for 488 homes and 94 commercial properties, it has also secured the economic future of East Kent. By addressing the flood risk for Discovery Park, the site has been designated an Enterprise Zone meaning businesses located there can benefit from a 100% business rate discount worth up to £55k a year for five years. As a result the site has seen a new owner – Discovery Park Ltd – and some 50 new businesses, employing over 1,300 staff, are now situated there. Further to these economic benefits, we have seen other priorities of KCC supported by the scheme - in particular we have worked with Jackson, the contractor for the scheme, to develop an apprenticeship on the project providing a great opportunity for youth employment and development.

Case Study 2

Environment, Planning & Enforcement

Explore Kent

Enabling people to more readily access greenspace is a priority in the Kent Environment Strategy. Explore Kent leads on this priority. With over 315,000 service users, Explore Kent offers members of the public information and quality assured products to help them explore the environment through walking, cycling and other outdoor pursuits. In doing so they spend money in pubs and other rural businesses. Kent's tourism industry is worth £2.5billion - £1.5billion of this is directly attributed to visitors exploring the countryside and coast demonstrating the value of the environment to the Kent economy supported by Explore Kent.

Case Study 3

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Directorate resources

Financial & Staff Resources

The Growth, Environment & Transport directorate has a total net budget of £170,909.8 (£000s) for 2014/15. The directorate will have a total of approximately 1354.3 FTE from 1st April 2014.

Division	FTE	Staffing	Non staffing	Gross expenditure	Service income	Net expenditure	Grants	Net cost
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management and Directorate Budgets Mike Austerberry	15.0	862.1	777.1	1,639.2	-68.0	1,571.2	0.0	1,571.2
Economic Development Barbara Cooper	63.4	3,538.1	4,247.4	7,785.5	-1,626.5	6,159.0	-139.3	6,019.7
Highways, Transportation and Waste John Burr	437.2	18,022.0	131,126.0	149,148.0	-13,918.8	135,229.8	-1,203.0	134,026.8
Environment, Planning and Enforcement Paul Crick	379.6	15,099.1	9,089.0	24,188.1	-7,158.6	17,029.5	-786.5	16,243.0
Libraries, Registration and Archives Cath Anley	459.1	12,911.2	5,337.6	18,248.8	-5,199.7	13,049.1	0.0	13,049.1
Sub total - Growth, Environment and Transport	1,354.3	50,432.5	150,577.1	201,009.6	-27,971.0	173,038.6	-2,128.8	170,909.8

Workforce development priorities – 2014/15

Workforce Development

Our organisational priorities for 2014/15 are set out in the **Workforce and Organisation Development Plan**. This will help us to develop a workforce that is flexible, adaptable to change and that has the skills, competencies and capacity to deliver the priority to 'Manage Change Better' in the transformation and integration programmes set out in 'Facing the Challenge'.

These priorities are supported by four strategic **staff development frameworks** including Leadership & Management, Support Staff and Health & Safety, which have been developed in collaboration with managers and staff across the organisation and are designed to support all staff, whatever grade or job role, develop the skills and knowledge required to improve performance across the organisation.

Workforce Planning

Workforce planning is an important aspect of workforce development and business planning which managers use to consider how to achieve the 'right people, skills, place, time and cost'. A series of tools are available which support managers to plan ahead for issues such as succession planning, critical roles and talent management, and consider what the workforce will require in terms of future skills, knowledge and behaviours.

Directorate Priorities

We have identified a selection of directorate workforce development priorities, which will help support our staff to achieve our strategic priorities for the year ahead. These are drawn from our Workforce and Organisation Development Plan and directorate Organisational Development (OD) Group Action Plan:

1. Continue the active support for the recruitment and retention of young people.
2. Workforce Development & Planning – extend the initial pilot undertaken by the Programmed Work team in Highways, Transportation & Waste into the directorate so managers can effectively undertake succession planning for their service.
3. Continue leadership and management development within the KCC framework.
4. New Ways of Working – The Growth, Environment & Transport Directorate will consider different ways of working so flexible working can be adopted.

Environmental Priorities

The Council is committed to leading on and delivering the Kent Environment Strategy, priority 5 under Bold Steps for Kent, meeting its environment policy commitments and achieving its corporate targets. Our service outlines how we deliver these priorities through our annual Sustainability & Climate Change action plan, which is available on request. This action plan is communicated to all staff, who are also expected to deliver through their own personal action plans.

Key directorate risks – Growth, Environment & Transport

Achievement of the challenging priorities set out in this Statement will require a mature approach to risk, involving an appropriate balancing of risk and reward to ensure that threats to achievement of objectives are appropriately managed, while opportunities are enhanced or exploited.

The key directorate risks for the coming year are likely to relate to:

- Maximising potential opportunities associated with bringing together the functions of the new directorate as a result of the top-tier realignment, so as to strengthen the directorate's collective offer for citizens and service users.
- Securing access to sufficient resources to reduce the gap between the costs of infrastructure required to support growth and regeneration.
- Ensuring effective collaboration with multi-agency partners at local and national level to aid effective response to, and recovery from, potential civil contingencies e.g. extreme weather events.
- The challenge of meeting demanding budget savings requirements in services that have high sensitivity to changes in income and grants.
- Ensuring that staff, contractors and the public remain safe in the delivery of our services.
- The continued threat from Ash Dieback disease in Kent, which could have potential financial, environmental and safety implications requiring attention by our services.

Several of the risks above feature on the corporate risk register due to their potential for organisation-wide impact. Further details of these risks and their mitigations will be contained in the directorate risk register, which is being refreshed in spring 2014 to reflect the make-up of the new directorate.

Key performance indicators

Each Directorate produces a regular performance report of progress made against targets set for Key Performance Indicators and monitoring of activity against expected Upper and Lower thresholds. This is set out in a Directorate Dashboard which is regularly reviewed by the appropriate Cabinet Committee. A selection of the Key Performance and Activity Indicators are also reported each quarter in a Council wide Performance Report – the Quarterly Performance Report.

The Targets for Key Performance Indicators and Activity Thresholds for 2014/15 for the Growth, Environment & Transport Directorate are outlined below.

Performance Indicators

Ref	Indicator Description	2013/14 Estimate	2014/15 Floor	2014/15 Target
ED01	Target number of jobs created and safeguarded through Regional Growth Fund (RGF) other funding provided by KCC	4,050	2,000	2,400
ED02	Percentage of RGF committed at full contract stage – Expansion East Kent (New)	60%	75%	80%
ED03	Percentage of RGF committed at full contract stage – Tiger (New)	34%	90%	100%
ED04	Funding levered into arts and culture	15m	5m	6m
HT01	Potholes repaired in 28 calendar days	93.2%	80%	90%
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	92.5%	80%	90%
HT03	Streetlights repaired in 28 calendar days	92.5%	80%	90%
HT04	Customer satisfaction with routine service delivery (Call back survey) - Highways and Transportation	84.7%	60%	75%
WM01	Municipal waste recycled and composted *	45.5%	44.5%	46.5%
WM02	Municipal waste converted to energy *	37.4%	37.0%	39.5%

* Targets are phased by quarter across the year and increase from previous year result to the final target by equal stages each quarter.

Performance indicators continued

Ref	Indicator Description	2013/14 Estimate	2014/15 Floor	2014/15 Target
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRC)	71.8%	70.3%	71.8%
WM04	Annual customer satisfaction with HWRC service (New)	N/a	85%	90%
EPE01	Reduction in business mileage by KCC staff	7%	3.5%	5%
EPE02	Rogue traders disrupted by Trading Standards	24	20	30
EPE03	Dangerous/hazardous products removed from the market (New)	N/a		
EPE04	Businesses provided with advice and support from Regulatory Services	1,150	750	1,250
EPE05	Average PROW fault resolution time (days) – rolling 12 month	50	75	60
EPE06	KSS external income	670k	620k	690k
EPE07	Income generated by Kent Country Parks	1.04m	0.97m	0.97m
EPE08	Volunteer Hours deployed in Kent Country Parks	11,000	9,000	13,000
EPE09	Sport and Physical Activity Income levered into county	2.8m	1.5m	2.5m
EPE10	Participation of young people aged 11 – 25 in programmes coordinated by Sport and Physical Activity Service	8,800	10,450	11,217
LAR03	Average number of eBooks issued per day *	214	150	235
LAR04	Average number of online contacts to Libraries, Registrations and Archives per day	2,650	3,000	3,500
LAR05	Number of ceremonies conducted by KCC officers, including Bexley	5,798	4,500	5,300
LAR06	Customer satisfaction with Birth and Death Registration (New)	N/a	90%	98%
LAR07	Customer satisfaction with ceremonies (New)	N/a	90%	98%
LAR08	Customer satisfaction with Libraries and Archives (New)	N/a	90%	93%

* Targets are phased by quarter across the year and increase from previous year result to the final target by equal stages each quarter.

Activity indicators

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2014/15 Expected
HT05	Number of contacts to H&T from the public (phone, e-mail, fault reporting web-tool)	Upper	55,000	55,000	60,000	60,000	230,000
		Lower	45,000	45,000	50,000	50,000	190,000
HT06	Number of contacts requiring further action by H&T	Upper	25,000	25,000	30,000	30,000	110,000
		Lower	20,000	20,000	25,000	25,000	90,000
HT07	Work in progress for H&T	Upper	8,150	8,150	9,150	9,150	
		Lower	5,850	5,850	6,850	6,850	
WM05	Tonnage of waste collected by district councils	Upper					537,000
		Lower					507,000
WM06	Tonnage of waste collected at HWRC	Upper					163,000
		Lower					143,000
LAR01	Number of visits to libraries (including mobile libraries) - 000's	Upper	1,690	1,720	1,600	1,590	6,600
		Lower	1,400	1,400	1,350	1,350	5,500
LAR02	Number of books issued (includes eBooks and audio books) – 000's	Upper	1,500	1,550	1,500	1,500	6,050
		Lower	1,300	1,350	1,300	1,300	5,250
EPE07	Number of deaths referred to Coroners (New)	Upper	1,850	1,850	1,850	1,850	7,400
		Lower	1,750	1,750	1,750	1,750	7,000

Notes

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Environment & Transport Cabinet Committee – Draft forward programme of work

July 2014

Decision items

Decision Title: “Facing the Aviation Challenge” was “Bold Steps for Aviation”

Decision no: 13/00025

Decision maker: Cabinet Member – Environment & Transport

Description: To seek approval of Kent County Council’s “Facing the Aviation Challenge” strategy.

Decision Title: Household Waste Recycling Centres and Transfer Station Contract

Decision no: 14/00035

Decision maker: Cabinet Member – Environment & Transport

Description: To seek approval for the award of the Household Waste and Recycling Contract (HWRC) and Transfer Station (TS) Contract to the preferred bidder or bidders.

For information/comment items

- Growth, Environment & Transport Directorate Risk Register
- Financial monitoring report
- Performance dashboard report

Dates to be confirmed

Decision Title: Local Transport Strategies – Various

Decision maker: Cabinet Member – Environment & Transport

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From: David Brazier, Cabinet Member for Transport and Environment
Mike Austerberry, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Cabinet Committee
24 April 2014

Subject: Environment and Transport Performance Dashboard

Classification: Unrestricted

Summary: The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators.

Recommendation: The Environment and Transport Cabinet Committee is asked to NOTE the report.

1. Introduction

- 1.1. The Environment and Transport Performance Dashboard is provided to assist the Committee in its role in relation to reviewing performance.
- 1.2. Performance Dashboards are regularly reported to Cabinet Committee throughout the year and the current report includes data up to the end of February 2014.

2. Directorate Dashboard

- 2.1. The Environment and Transport Performance Dashboard, attached at Appendix 1, includes results up to the end of February 2014 for the Key Performance Indicators (KPIs) included in this year's Divisional business plans.
- 2.2. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against business plan targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.
- 2.3. New services transferred into the Directorate from 1 April 2014 and now fall within the remit of the Committee, including Country Parks and Regulatory Services. Indicators for these areas will be included in future Dashboard reports.
- 2.4. Within the current Dashboard, all indicators are either ahead of target or are at acceptable levels above the floor standard for the year to date position.

3. Recommendation(s):

The Environment and Transport Cabinet Committee is asked to Note this report.

4. Background Documents

KCC Business Plans 2013/14

http://www.kent.gov.uk/your_council/council_spending/financial_publications/business_plans_2013-14.aspx

5. Contact details

Report Author:

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Environment and Transport Performance Dashboard

Financial Year 2013/14

February 2014

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Produced by Business Intelligence Team

Publication Date: 28 March 2014

Guidance Notes

Highways and Transportation indicators are reported with monthly frequency. The current report includes data for the month of February 2014.

Waste Management indicators are reported with quarterly frequency and on the basis of rolling 12 month figures, to remove seasonality.

RAG RATINGS

GREEN	Performance has met or exceeded the current target
AMBER	Performance is below the target but above the floor standard
RED	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Business Plans and represent levels of performance where management action should be taken.

DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has fallen in the latest month/quarter
↔	Performance is unchanged this month/quarter

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is an **In Tolerance** rating. Activity which is within the expected range is In Tolerance (**Yes**). Activity which is above the Upper Threshold is (**High**) and when below the Lower Threshold is (**Low**). Expected activity Thresholds are based on previous year trends.

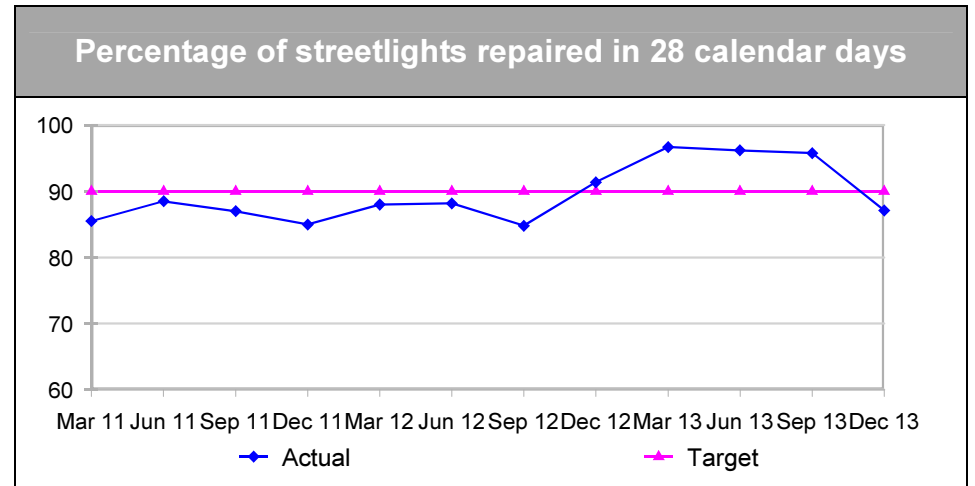
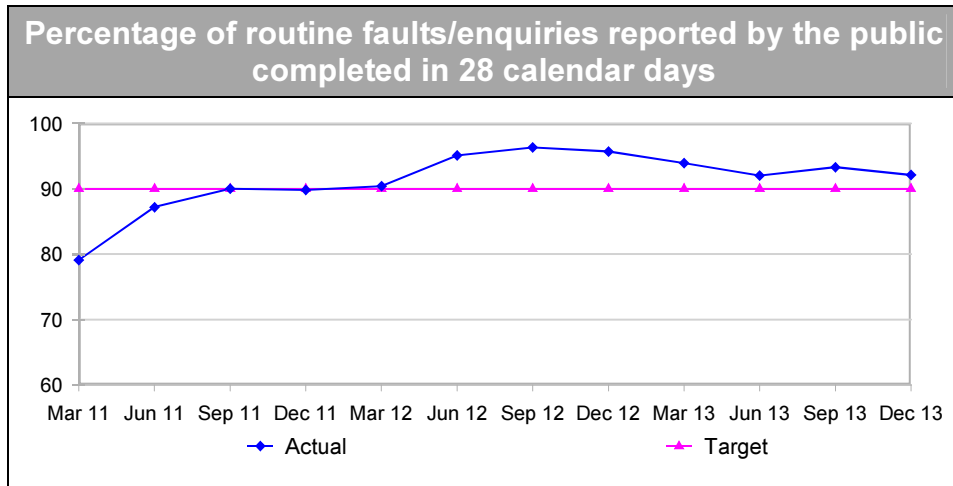
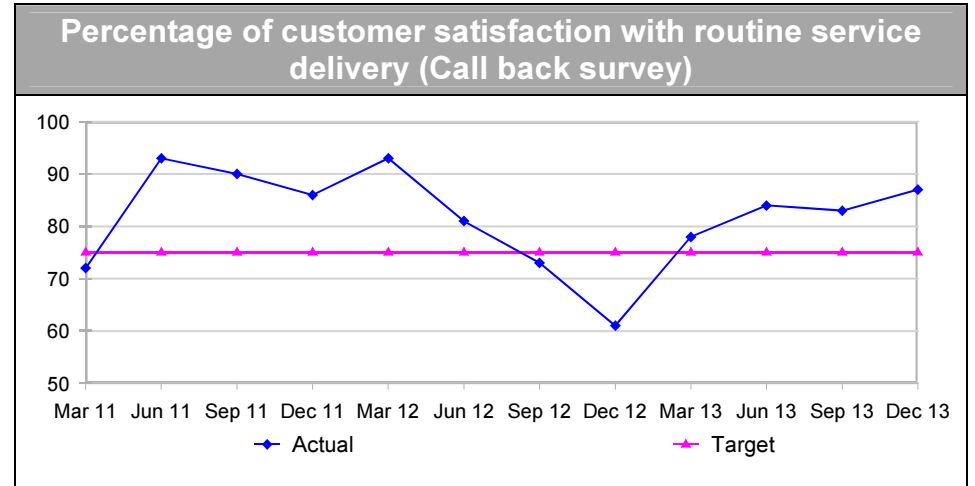
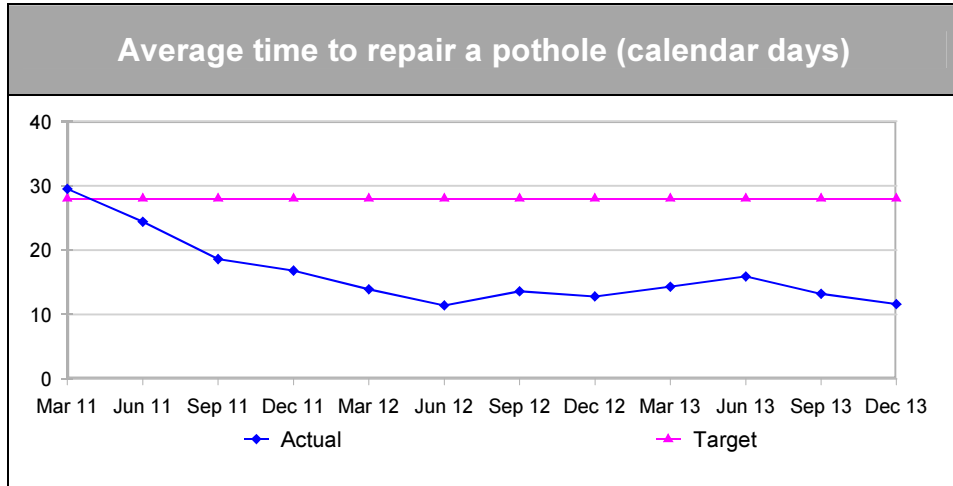
Highways & Transportation – Director: John Burr

Ref	Indicator description	Latest Month	Month RAG	DOT	Year to date	YTD RAG	Target	Floor Standard	Previous year
HT 01	Average time to repair a pothole (calendar days)	12	GREEN	↔	13	GREEN	28	35	13.4
HT 02	Potholes repaired in 28 calendar days	95%	GREEN	↓	94%	GREEN	90%	80%	94%
HT 03	Routine faults reported by the public completed in 28 calendar days	92%	GREEN	↑	92%	GREEN	90%	80%	95%
HT 04	Streetlights repaired in 28 calendar days	89%	AMBER	↑	89%	AMBER	90%	80%	90%
HT 05	Streetlights on (working)	98.8%	GREEN	↑	99.0%	GREEN	98%	90%	98.8%
HT 06	Customer satisfaction with routine service delivery (Call back survey)	90%	GREEN	↑	85%	GREEN	75%	60%	73.%

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Activity Indicators (rounded figures)	Year to date	In Tolerance	Expected Activity		Prev. yr YTD
			Upper	Lower	
Number of contacts to H&T from the public (phone, e-mail, fault reporting web-tool)	213,000	High	203,000	148,000	168,000
Number of contacts requiring further action by H&T	102,500	High	102,000	74,000	90,500
Work in Progress (Routine repairs)	3,770	High	2,000	1,200	2,500
Work in Progress (Programmed works)	6,450	High	5,000	4,000	4,900
Number of pothole repairs completed	14,190	High	13,500	10,000	11,500
Number of streetlight repairs	24,300	Low	34,800	25,700	31,000

Trend graphs - Quarterly



Waste Management – Director: Roger Wilkin

A forecast for the year end position is provided with the previous quarter column showing actual results to the end of December. All indicators for Waste Management are reported as rolling 12 month figures to remove seasonality.

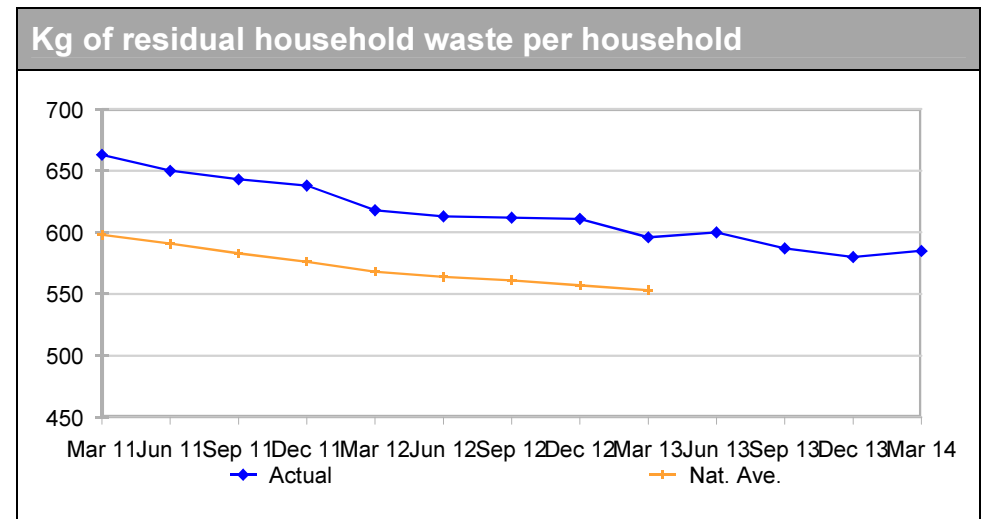
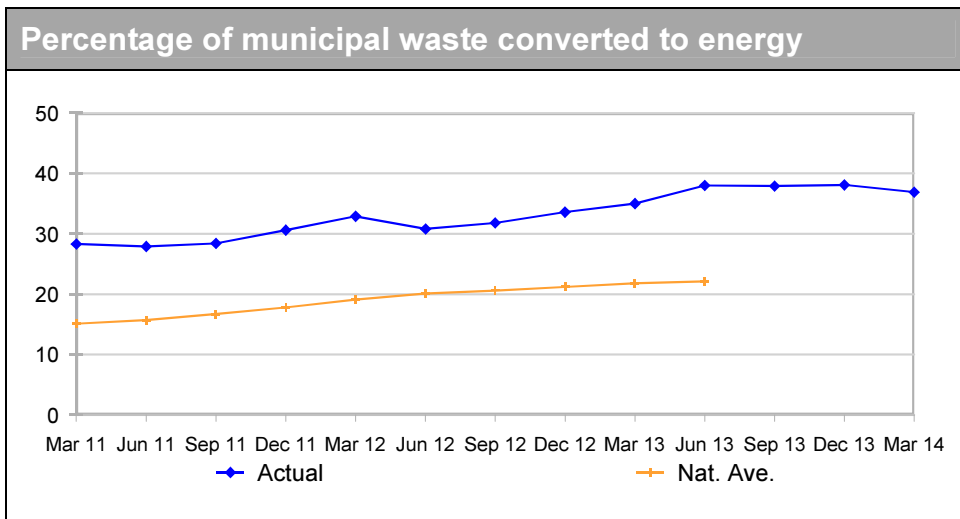
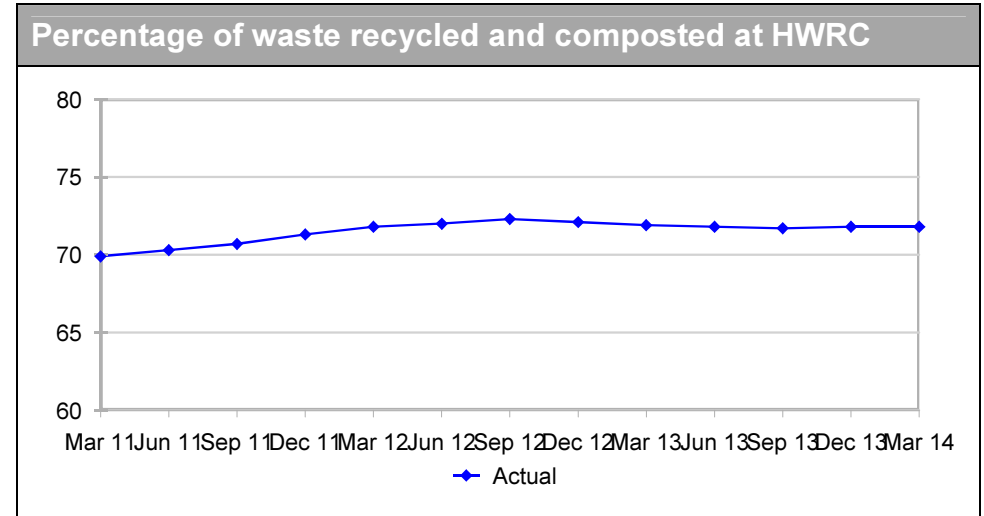
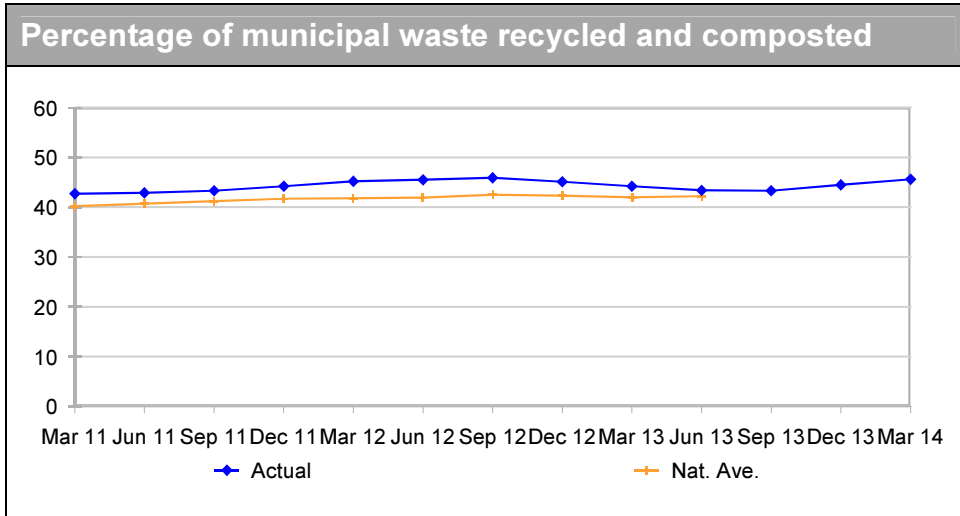
Ref	Indicator description	Year end forecast	RAG	DOT	Previous quarter	Target	Floor Standard	Previous year
WM 01	Municipal waste recycled and composted	45.6%	AMBER	↑	44.5%	46%	44.6%	44.2%
WM 02	Municipal waste converted to energy	36.9%	GREEN	↓	38.1%	34.2%	32.9%	35.0%
01+02	Municipal waste diverted from landfill	82.5 %	GREEN	↓	82.6%	80.2%	77.5%	79.2%
WM 03	Kg of residual household waste per household	585	AMBER	↓	580	572	589	596
WM 04	Waste recycled and composted at Household Waste Recycling Centres	71.8%	GREEN	↔	71.8%	71.8%	70.3%	71.9%

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Activity Indicators	Year end forecast	In Tolerance	Expected Activity		Previous year
			Upper	Lower	
Total Municipal waste tonnage collected	693,000	Yes	715,000	685,000	688,000
Waste tonnage collected by District Councils	530,000	Yes	535,000	505,000	522,000
Waste tonnage collected at KCC Household Waste Recycling Centres	163,000	Yes	183,000	160,000	166,000

The difference between Municipal waste and Household waste is accounted for by beach cleansing, fly-tipping and hardcore which are included in Municipal waste but are not included in Household waste.

Trend graphs – Rolling 12 month



Environment, Planning and Enforcement – Director: Paul Crick

Ref	Indicator description	Latest Quarter	Quarter RAG	DOT	Year to date	YTD RAG	Target	Floor Standard	Prev. yr YTD
PE 01	Business mileage by KCC staff (in millions)	3.2	GREEN	↑	9.2	GREEN	9.8	10.0	9.9

Data is reported a quarter in arrears. Data shown is up to end of December.

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From: David Brazier, Cabinet Member for Environment & Transport
Mike Austerberry, Corporate Director for Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 24 April 2014

Subject: Financial Monitoring 2013-14

Classification: Unrestricted

Past Pathway: Cabinet 24 March 2014

Summary: The Cabinet Committee is asked to note the third quarter's full budget monitoring report for 2013-14 reported to Cabinet on 24 March 2014.

Recommendation(s):

The Environment & Transport Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2013-14 that are within the remit of this Cabinet Committee, based on the third quarter's full monitoring to Cabinet.

1. Introduction

1.1 This is a regular report to this Committee on the forecast outturn.

2. Background

2.1 A detailed quarterly monitoring report is presented to Cabinet, usually in September, December and March and a draft final outturn report in either June or July. These reports outline the full financial position for each portfolio together with key activity indicators and will be reported to Cabinet Committees after they have been considered by Cabinet. These quarterly reports also include financial health indicators, prudential indicators, the impact on revenue reserves of the current monitoring position and staffing numbers by directorate. In the intervening months a mini report is made to Cabinet outlining the financial position for each portfolio. A link to the third quarter's monitoring report for 2013-14 is provided below:

<https://democracy.kent.gov.uk/documents/s45556/Item%207%20-%20Revenue%20Capital%20Q3%20monitoring.pdf>

(Please press down the control button and click on the link above, which will open the report)

2.2 Although the full Cabinet report is provided, this Cabinet Committee only needs to consider the items that are within its remit, as per Appendix 1 of Item 8 on the 27 March 2014 County Council agenda: Transformation – Cabinet Committee Reform. A link to this report is provided below:

<https://democracy.kent.gov.uk/documents/s45622/Transformation%20-%20Cabinet%20Committee%20reform.pdf>

(Please press down the control button and click on the link above, which will open the report)

2.3 As explained in the December Cabinet Committee report, the annexes to the Cabinet report are presented in the pre-election portfolio structure.

3. Variances

3.1 For budgets that have transferred from the Environment Highways and Waste portfolio the 3rd quarter forecast monitoring report as presented to Cabinet on 24 March 2014 shows a net overspend of £1,170k. This net position is made up of many variances that are detailed in Annex 4 of the full Cabinet report see link in 2.1 above. Some of the larger variances are:

3.2 Highways and Transportation - a net overspend of +£3,408k including:

- +£376k overspend on adverse weather budget due to snow and cold weather in April 2013,
- +£4,137k find and fix repair of potholes in the first part of this year,
- +£761k emergency response to the storms and flooding in December 2013,
- -£479k staff saving on temporary staff and a revenue contribution to capital not required.
- +£605k streetlight energy, price increase and delay in introduction of part-night programme,
- -£464k traffic management additional income from permit scheme, recharge to capital and other minor variances,
- -£284k Tree maintenance, grass cutting & weed control - additional weed control costs offset by procurement savings on grass cutting, saving from bringing inspection service in house, and correction of duplicate orders raised in 2012-13 and other minor variances.
- -£617k concessionary fares, fewer replacement passes issued in 13-14 and fewer journeys undertaken.
- +£109k freedom pass higher than budgeted number of journeys travelled.
- -£603k subsidised bus routes, procurement savings and delayed start to Kick Start programme.

And other various under and over spends.

3.3 Waste Management - a net underspend of -£1,450k due to many variances, largely reduced waste tonnages, changes to the handling of recyclable materials, release of contingency no longer needed and reduced costs in managing hazardous waste.

3.4 Planning and Environment - a net underspend of -£225k made up of several variances each less than £100k.

- 3.5 Central directorate budgets - a net underspend of -£555k made up of a saving on contractor annual management charge, revenue contribution to capital not required and other minor variances.

4. Recommendation(s)

The Environment & Transport Cabinet Committee is asked to note the revenue and capital forecast variances from budget for 2013-14 that are within the remit of this Cabinet Committee based on the third quarter's full monitoring to Cabinet.

5. Contact details

Report Author

- Anthony Kamps, Finance Business Partner
- 01622 694035
- anthony.kamps@kent.gov.uk

Relevant Director

- Mike Austerberry, Corporate Director Growth, Environment & Transport
- 01622 694130
- mike.austerberry@kent.gov.uk

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From: Mr David Brazier, Cabinet Member - Environment & Transport
 Mike Austerberry, Corporate Director – Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 24 April 2014

Subject: 14/00044 & 14/0047 - Waste Processing Contracts

Classification: Unrestricted

Past Pathway of Paper: Cabinet Member for Decision

Future Pathway of Paper: To be reported to Cabinet Committee

Electoral Division: All

Summary: This paper provides Cabinet Committee with an update report regarding the award of waste contracts for the provision of organic waste (garden waste) and dry recyclate processing. The paper sets out the use of two governance procedures to ensure Record of Decisions are achieved to enable contract award and continuity of service provision.

Recommendation(s):

That Cabinet Committee note the governance procedures applied to two waste stream procurements; the Record of Decision regarding Organic Waste Processing contracts; and the proposed (at time of writing) Record of Decision for Dry Recyclate Processing contracts.

1. Introduction

1.1 This report provides information concerning two procurement processes and associated contracts to manage:

- a) Organic Waste (garden waste) – subject of Decision Number 14/00044
- b) Dry Recyclate – subject of Decision Number 14/0047

Provision is required to receive, handle, store and process household waste arising from district council kerbside collections and KCC Household Waste Recycling Centres.

1.2 The contracts are required to fulfil the Council's statutory duty as a Waste Disposal Authority for household waste arising in the county.

2. Financial Implications

2.1 The contract spend by KCC for these two waste streams is:

- Organic Waste (garden waste) – approximately £1.2m* per year for an initial period of up to 6 years with a possible extension of up to 6 years based on performance
- Dry Recyclate – approximately £1.5m for initial 2 year term – subject to current competitive tender process

** Please note contract values are dependent upon tonnage of waste arising and are thus indicative.*

2.2 There is potential to secure financial savings through these new contracts.

3. The Report

3.1 The Organic Waste contracts commenced on 1st April 2014 following the use of the 'Urgency Procedure' to achieve a Record of Decision. This procedure was used due to a misunderstanding of the governance process and the urgent requirement for new contracts to be in place for 1st April – as existing contracts expired on 31st March 2014.

These new contracts ensure continuity for the provision of green waste processing for approximately 33,000 tonnes of waste per annum arising from both district council kerbside collections and household waste deposited at HWRCs.

The Dry Recyclate contract(s) is due to commence on 2nd June 2014 and is currently in the evaluation phase of a competitive tender process to select the preferred tenderers. To achieve the contract commencement date, the use of the 'General Exception' Procedure has been implemented.

It is not possible for the decision to complete a 28 day publication period on the Forthcoming Executive Decision, as significant and unnecessary costs would be incurred by the council in order to do so. Therefore the decision is taken under procedures set out in S.10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) 2012 'General Exception'.

3.2 KCC has a statutory responsibility as the Waste Disposal Authority for the disposal of household waste and as such the contracts subject to this report are a fundamental requirement to ensure household waste can be managed cost-effectively and via environmentally sound methods.

3.3 The Equality Impact Assessments undertaken for both waste streams concluded that no Protected Characteristics will be impacted upon either positively or negatively as a result of these contracts. This is predominately due to the contracts delivering a non-customer facing service.

3.4 There are no implications for the Council's property portfolio as a result of the proposed action.

3.5 Continued extension to existing contracts would be in breach of procurement regulations.

4. Conclusions

Robust procurement processes are used to identify providers for the delivery of waste processing for Kent's household waste. There is potential to secure financial savings through the new contracts and ensure service continuity to meet the Council's statutory obligation as a Waste Disposal Authority.

5. Recommendation(s):

The Environment and Transport Cabinet Committee is asked to note the governance procedures applied to two waste stream procurements; the Record of Decision regarding Organic Waste Processing contracts; and the proposed (at time of writing) Record of Decision for Dry Recyclate Processing contracts.

6. Background Documents

Contract information available via www.kentbusinessportal.org.uk

- Appendix 1 – Organic waste (garden waste) - OJEU Notice 013/S 184-317932 / Procurement reference number SS1273
- Appendix 2 – Dry recyclate – OJEU Notice 2014/S 030-048614 Procurement reference number SS1274
- Appendix 3 – Record of decision – Award of Organic Waste Processing Contracts
- Appendix 4 – Draft record of decision – Award of Dry Recyclate Processing Contracts

7. Contact details

Report Author:

Melanie Price, Partnerships and Development Manager
01622 605841
melanie.price@kent.gov.uk

Relevant Director:

Roger Wilkin, Head of Waste Resource Management
01622 605996
roger.wilkin@kent.gov.uk

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Contract: KENT-968C9A

* Denotes Mandatory Fields

Main Contract Detail	Change Main Contract Detail
* Title:	Provision of Organic Waste processing for Kent County Council
* Framework/DPS:	No
Is SME Friendly:	No
Contract decision date:	30/09/2013
Contract completion date:	10/10/2013
* Contract start date:	01/03/2014
* Contract end date:	28/02/2020
* Contract Period:	72
* Option to extend:	48
Available Extensions:	2
* Estimated Value (£):	14000000
Contract Saving (£):	Not Set
Description:	<p>Kent County Council (The Authority) is the Waste Disposal Authority (WDA) for the County of Kent. The county comprises 12 Waste Collection Authorities (WCA), as described in direct.gov.uk. This two-tier administration coupled with the geographic size of the county necessitates the provision of a network of waste transfer stations to receive and bulk-up waste streams and for cost effective arrangements in place for sorting and processing of recyclate. The Authority has a strong track record as a high performing WDA.</p> <p>Expressions of Interest are invited from suitably qualified and experienced Providers who are interested in tendering for the following services. To provide organic waste processing capability for separately collected garden and food waste arisings from household kerbside (KS) collections and green waste deposited at Household Waste Recycling Centres (HWRC) by Kent residents. To also make provision for future tonnages for like materials, arising from kerbside collections in Kent, where these services are currently not delivered to householders.</p> <p>These materials will be delivered, as determined by the Authority, in bulk loads from Waste Transfer Stations/Household Waste Recycling Centres and/or directly by the named Waste Collection Authorities to processing facilities.</p> <p>The Authority requires that the output product from the treatment facility for organic waste meets the standard of BSI PAS 100 and / or 110 accreditation (or equivalent) as appropriate to the Lots applied for; the Animal By-Products Regulations 2011 approval (or equivalent); AHVLA registration (or equivalent); be Quality Protocol Compliant (or equivalent) and able to be included within the Authority's overall achievement of recycling performance.</p> <p>The Authority is interested in a variety of technologies for this requirement, to stimulate innovation from the market place in developing new technologies and/or facilities to handle the treatment of this material in the most cost effective way.</p> <p>The contracts will be tendered in five Lots and a maximum of 7 organisations per Lot will be short listed and invited to tender. Organisations may apply for 1 or more Lots.</p> <p>Lot 1: Food waste: Arising from Mid and West Kent Councils' kerbside schemes</p> <p>Food waste: Arising from Maidstone, Ashford, Gravesham Council's kerbside schemes delivered to the Authority's Transfer Stations.</p> <p>Indicative total tonnages pre - 2017, 14000 tonnes per annum rising post - 2017 to an indicative growth of 7700 tonnes per annum as existing contracts expire.</p> <p>The contract start date is anticipated 01 March 2014.</p> <p>Lot 2: Food waste: Arising from Swale Borough Council's kerbside scheme</p> <p>Food waste: Swale Borough Council's kerbside scheme delivered to the Authority's transfer station; or direct delivery by Refuse Collection Vehicles (RCV) to the Provider's bulking or processing facility.</p> <p>Total indicative tonnages 5000 tonnes per annum.</p> <p>The contract start date is anticipated 01 April 2014.</p> <p>Lot 3: Garden waste: Arising from HWRC's in the East Kent area</p> <p>Total indicative tonnages pre - 2017, 3400 tonnes per annum rising post - 2017 to an estimated 13700 tonnes per annum as existing contracts expire.</p> <p>The contract start date is anticipated 01 March 2014.</p>

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Lot 4: Garden waste: Arising from HWRC's in Mid Kent plus Mid Kent kerbside schemes

Garden waste: Arising from HWRC's in the Mid Kent area plus kerbside waste from Swale, Ashford and Maidstone via the Authority's network of Transfer Stations.

Indicative total tonnages 16700 tonnes per annum.

The contract start date is anticipated 01 March 2014.

Lot 5: Garden waste: Arising from HWRC's in West Kent plus West Kent kerbside schemes

Garden waste: Arising from HWRC's in the West Kent area plus kerbside waste from Dartford and Gravesham via the Authority's network of Transfer Stations.

Indicative total tonnages 7500 tonnes per annum rising post - 2017 to an estimated 15700 tonnes per annum as existing contracts expire.

The contract start date is anticipated 01 March 2014.

Note these indicative tonnages for each Lot may vary over the life of the Contract and, therefore, do not form any basis of quantity guarantee. The Authority currently has contracts in place which are due to expire in March 2017. As such tonnages available, where indicated, will increase post 2017 and be subject to this Contract.

The initial contract term is six years (72 months) with an option to extend (exercised at the discretion of the Authority and by mutual consent) in two phases; the first for a further four years (48 months) and the second for a further two years (24 months), resulting in a potential total contract term of 12 years (144 months).

Note the estimated contract value of £14 million is based on the initial 72 month term.

Expressions of Interest must be made via the Kent Business Portal (www.kentbusinessportal.org.uk), the Authority's e-Tendering system. The Pre-Qualification Questionnaire documents will be available immediately to those organisations expressing an interest via this portal. Any applicant wishing to be considered for inclusion on the tender short list will be required to complete a Pre-Qualification Questionnaire (PQQ). Please note further details of the Authority's requirements will be provided in the Invitation to Tender which will be sent to the successful applicants following completion of this pre-qualification stage.

Keywords: food waste, garden waste, organic waste, processing, composting
 Internal Contract ID: SS 1273
 Previous Contract ID: N/A
 Filing ID: 0085
 * Category/Categories: [± show categories](#)

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Contract Supplement (External Publication)	Edit Contract Supplement
No contract supplement created.	

Expression of Interest Information	Change Expression of Interest Information
<p>* Advertised: Yes</p> <p>Advertised date: 19/09/2013 11:03:19</p> <p>Expression start date: 19/09/2013 11:00</p> <p>Expression end date: 22/10/2013 12:00</p> <p>Send Circular: Yes (Already sent)</p> <p>Advert Contact (Supplier Queries): Mrs Sue Dartnall</p> <p>Email Address: sue.dartnall@kent.gov.uk</p> <p>Telephone: 01622 605868</p> <p>Mobile: 07825925649</p> <p>Address: County Hall Maidstone Kent ME14 1XQ United Kingdom</p>	

Public Attachment(s)	Amend Attachments
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Private Note(s)	Add New Note
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Contract: KENT-9EFD9P

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Main Contract Detail	Change Main Contract Detail
* Title:	Provision of dry recycle processing for Kent County Council
* Framework/DPS:	No
Is SME Friendly:	No
Contract decision date:	14/02/2014
Contract completion date:	31/03/2014
* Contract start date:	02/06/2014
* Contract end date:	01/06/2016
* Contract Period:	24
* Option to extend:	24
Available Extensions:	1
* Estimated Value (£):	2600000
Contract Saving (£):	Not Set
Description:	<p>Kent County Council (The Authority) is the Waste Disposal Authority (WDA) for the County of Kent. The county comprises 12 Waste Collection Authorities (WCA), as described in direct.gov. This two-tier administration coupled with the geographic size of the county necessitates the provision of a network of waste transfer stations to receive and bulk-up waste streams and for cost effective arrangements in place for sorting and processing of recycle. The Authority has a strong track record as a high performing WDA.</p> <p>Expressions of Interest are invited from suitably qualified and experienced Providers who are interested in tendering for the following services: The processing and sale of dry recycle arising from Kent household kerbside (KS) collections. Materials will be delivered by the Authority through other contract arrangements. .</p> <p>The initial contract term is two years (24 months) with an option to extend (exercised at the discretion of the Authority) for a further two years (24 months), resulting in a potential total contract term of 4 years (48 months). The contract(s) will commence from 2nd June 2014.</p> <p>Organisations may tender for both Lots. Lot 1: Dry Recyclate with co-mingled glass Lot 2: Dry Recyclate (no glass)</p> <p>Approximate tonnages are shown below.</p> <p>Lot1:</p> <p>Sittingbourne: Paper, card, plastic bottles, cans, Foil and glass - 14,221 tonnes per annum</p> <p>Ashford: Paper, card, plastic bottles, cans, foil and glass - 11,603 tonnes per annum</p> <p>Allington: Paper, card, plastic bottles, cans, foil and glass - 15,728 tonnes per annum</p> <p>Lot 2:</p> <p>Pepperhill: Paper, card, plastic bottles, cans, foil - 11,600 tonnes per annum, North Farm - Cans, plastic bottles and foil 900 tonnes per annum</p> <p>Dunbrik - Paper, card, plastic bottles, cans and foil 7,500 tonnes per annum</p> <p>All expressions of Interest and further communications must be processed via the Kent Business Portal.</p>
Keywords:	Dry recyclable, Waste, Processing, Recycling, Waste Processing
Internal Contract ID:	SS1274
Previous Contract ID:	N/A
Filing ID:	0195
* Category/Categories:	+ show categories

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Contract Supplement (External Publication)	Edit Contract Supplement
Supplement For:	Contract Notice
Contract Type:	Services
Award Criteria:	Most Economically Advantageous
Award Criteria Detail:	The assessment will be carried out using Mandatory, Non Mandatory, Pass/Fail and Yes /No questions. Scoring will be on Whole life costs and Index bid back.
Receipt Limit Date/Time:	20/03/2014 - 12:00

Instructions to Suppliers:	All Tenders and associated file attachments must be uploaded prior to the deadline. All Attachments must be clearly marked and referenced in the Tender document. All responses must be returned via the Kent Business Portal. All clarifications must be sent prior to the 13th March 2014. Any observations, changes or questions must be sent prior to this date via the Kent Business Portal
Publication location(s):	Contracts Finder
Publication status:	Draft
Issue No:	1

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Expression of Interest Information	Change Expression of Interest Information
* Advertised:	Yes
Advertised date:	07/02/2014 15:16:33
Expression start date	07/02/2014 15:15
Expression end date:	20/03/2014 15:16
Send Circular:	Yes (Already sent)
Advert Contact (Supplier Queries):	Mrs Sue Dartnall
Email Address:	sue.dartnall@kent.gov.uk
Telephone:	01622 605868
Mobile:	07825925649
Address:	County Hall Maidstone Kent ME14 1XQ United Kingdom

Public Attachment(s)	Amend Attachments
There are currently 0 attachment(s) uploaded to this contract. Warning: Attachment(s) added to this section are available publicly and as such confidential attachments should be instead added to respective steps in your contract where access to them is restricted and where suppliers can locate them properly.	

Private Note(s)	Add New Note
There are currently no private notes for this contract	

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KENT COUNTY COUNCIL – RECORD OF DECISION

DECISION TO BE TAKEN BY:

Mr David Brazier, Cabinet Member for Environment & Transport

DECISION NO:

14/00044

For publication**Subject:**

Award of Organic Waste Processing contracts.

Decision:

As Cabinet Member for Environment and Transport for the Council, I agree for Kent County Council to award contracts to the preferred tenderers following a procurement process for the provision of Organic Waste (garden waste) processing for household waste arising in Kent.

- a) Green waste arising in the East Kent area proposed contract award to Countrystyle Recycling Limited with value of £1,769,000* for initial six year term
- b) Green waste arising in the Mid Kent area proposed contract award to New Earth Solutions Group Limited with value of £3,176,000* for initial six year term
- c) Green waste arising in the West Kent area proposed contract award to New Earth Solutions Group Limited with value of £2,198,000* for initial six year term

** Please note contract values are dependent upon tonnage of waste arising and are indicative.*

Reason(s) for decision:

These are contracts to supply waste services to the Enterprise and Environment Directorate (known as Growth, Environment and Transport Directorate from April 2014). The contracts will provide organic waste processing capability for garden waste arising from district council kerbside collections and garden waste deposited at Household Waste Recycling Centres (HWRCs). These contracts ensure continuity for the provision of green waste processing outlets for approximately 33,000 tonnes of waste per annum and offer an indicative financial saving of 6% for the initial contract term.

An exemplary procurement process has been undertaken which is transparent and accountable and is supported by both budget allocation and stated in 2012-13 and 2013-14 Waste Management Business Plans.

Cabinet Committee recommendations and other consultation:

A competitive tendering process has been conducted through the Kent Business Portal.

Key consultee groups (including district councils, Corporate Procurement, Legal, Finance, H&S, Corporate Director, Waste officers) have been engaged with to inform contract requirements and tender and evaluation processes, to ensure robust procurement and inform the Cabinet Member's decision to approve the procurement outcome.

The decision has been taken using the statutory procedures for urgency and as such agreement has been sought from the Chairman of the Scrutiny Committee and the Corporate Director for Enterprise and Environment that the decision cannot reasonably be deferred in order to adhere to the normal statutory procedure. In addition the Group Spokespeople for Scrutiny Committee and the Chairman and Group spokespeople for the EHW Cabinet Committee have been informed and comments were requested. No comments were received during this consultation period.

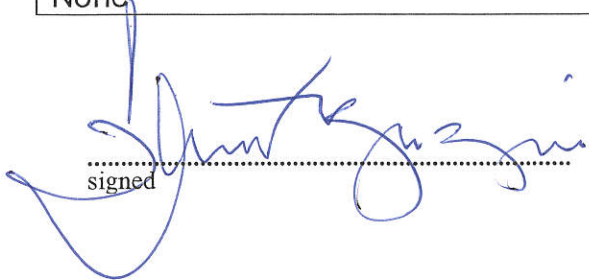
Cabinet Committee will be provided with an update report to the 24 April 2014 meeting.

Any alternatives considered:

A transparent and accountable procurement process has been undertaken.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None


.....
signed

31.3.14
.....
date

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY: Mr David Brazier, Cabinet Member for Environment & Transport

DECISION NO:
14/00047

For publication

Subject:

Award of Dry Recyclate Processing contract(s).

Decision:

As Cabinet Member for Environment and Transport for the Council, I agree for Kent County Council to proceed to award contracts to the preferred tenderers following completion of the procurement process for the provision of Dry Recyclate processing for household waste arising in Kent.

- a) Lot 1: Dry recyclate with co-mingled glass – indicative tonnage of 41,500 p.a.
- b) Lot 2: Dry recyclate (no glass) – indicative tonnage 20,000 p.a.

Reason(s) for decision:

These are contracts to supply waste services to the Growth, Environment and Transport Directorate. The contracts will provide dry recyclate processing capability for waste arising from district council kerbside collections. These contracts ensure continuity for the provision of dry recyclate processing outlets for approximately 61,500 tonnes of waste per annum and may offer a financial saving to the authority.

An exemplary procurement process is underway for transparency and accountable and is supported by both budget allocation and stated in 2012-13 and 2013-14 Waste Management Business Plans.

Cabinet Committee recommendations and other consultation:

A competitive tendering process is being conducted through the Kent Business Portal and with support from KCC Corporate Procurement.

Key consultee groups (including district councils, Corporate Procurement, Legal, Finance, H&S, Corporate Director, Waste officers) have been engaged with to inform contract requirements and tender and evaluation processes, to ensure robust procurement and inform the Cabinet Member's decision to approve the procurement outcome.

It is not possible for the decision to complete a 28 day publication period on the FED, as significant and unnecessary costs would be incurred by the council in order to do so. Therefore the decision is taken under procedures set out in S.10 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) 2012 'General Exception'.

Cabinet Committee will be provided with an update report to the 24 April 2014 meeting.

Any alternatives considered:

A transparent and accountable procurement process will be completed.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None.

.....
signed

.....
date

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From: Bryan Sweetland, Cabinet Member for Commercial and Traded Services
 Paul Crick, Director of Environment, Planning & Enforcement
 Mike Overbeke, Head of Regulatory Services Group

To: Environment & Transport Cabinet Committee – 24 April 2014

Subject: 14/00046 - Authorisation of Trading Standards Officers

Classification: Unrestricted

Summary This report updates Members on the process undertaken to seek authority to delegate legal authorisation for Trading Standards Officers to use the powers contained in various legislation to carry out statutory duties and to commence legal proceedings if appropriate.

The decision to grant authority has been taken by the Cabinet Member for Commercial and Traded Services.

1. Background

- (1) Trading Standards Officers fulfil the County Council's statutory responsibilities to protect commerce and the consumer. This is set out within a framework of protective legislation which is delegated to officers.
- (2) Previously delegation has been granted and annually renewed under the business planning process but, due to changes in this year's process, this route was no longer available from April 2014. The Chairman of the Scrutiny Committee and the relevant Corporate Director, Mike Austerberry, agreed that the decision to grant delegated authority to continue operational activity within the legislative framework could not reasonably be deferred in order to conform to the normal statutory procedures. The respective spokespersons of the Cabinet Committee and Scrutiny Committee were consulted and no comments were received.
- (3) A small number of the powers relied upon by Trading Standards Officers are "reserved decisions" under the terms of the Local Government Act and, as a result, the delegations for these tasks are contained within the KCC constitution.

2. Delegation

- (1) The Trading Standards Service acts on behalf of the County Council under a wide range of legislation, nearly all of which is mandatory. The Schedule of Legislation at appendix 1 details the legislation under which Trading Standards currently has formal delegated authority from the County Council.
- (2) In relation to the Acts and any orders, rules, regulations or other subordinate legislation made under, or by virtue of those Acts, including any amendment

to such legislation, under which Trading Standards is authorised to act by the Kent County Council, the Director of Environment, Planning and Enforcement may:

- (a) Exercise all the powers of the council, including powers of enforcement, licensing, registration and prosecution – see Enforcement Policy at appendix 2
- (b) Appoint Trading Standards Officers which will include such inspectors, enforcement and sampling officers as may be designated in the aforesaid legislation, and other officers
- (c) Institute, take part in, respond to, or defend legal proceedings
- (d) Represent the County Council in any proceedings before any court (subject to having a legal 'right of audience' before that court)
- (e) Represent the County Council at any hearing under Sections 24 and 44 of the Health and Safety at Work Act 1974
- (f) Where a premise licence has effect, apply to the relevant licensing authority for a review of the licence under Section 51 of the Licensing Act 2003
- (g) Represent the County Council at any hearing held by a relevant licensing authority in relation to the review of a premise licence under the Licensing Act 2003
- (h) Authorise officers under his direction to carry out any of the above.

3. New items

- (1) This year, three new items of legislation have been added to the delegation list. They are section 141a of the Criminal Justice Act 1988, the Intoxicating Substances (Supply) Act 1985 and the Knives Act 1997.
- (2) The first two of these add to the suite of tools available to Trading Standards Officers to deal with the sale of inappropriate and age restricted goods to children. The Criminal Justice Act prohibits the sale of knives to children and the Intoxicating Substances (Supply) Act prohibits the supply to children of any substance which is intended to be inhaled for the purpose of intoxication. The Knives Act prohibits the advertising of knives as weapons and, in any action in relation to illegitimate knife sales, would complement the underage sales provisions.
- (3) There are no resource implications or new business burdens linked to these additions; they are included to permit Trading Standards Officers, acting on intelligence and with our partners, to protect young people and their communities in the widest range of situations.

4. Risk

Due to the fact that previous delegation was granted via the business planning process for the period of that plan only, any delay beyond 1st April would have meant that any powers exercised by Trading Standards Officers to protect the public or to secure evidence in investigations, would be open to challenge. This would, potentially, incur significant costs and, at worst, mean a loss of protection or the loss of court cases.

The Cabinet Committee are asked to note the governance procedures applied to the delegation of authority to Trading Standards Officers via the Director of Environment, Planning and Enforcement as set out above.

6. Background documents

Appendix 1 – Schedule of legislation
Appendix 2 – Enforcement policy
Appendix 3 – Signed Record of Decision

Contact Officers:

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Administration of Justice Acts 1970 and 1985 Agriculture Act 1970 Part IV Agriculture (Misc. Provisions) Act 1968 Animal Health Act 1981 Animal Welfare Act 2006 Anti-Social Behaviour Act 2003 Building Act 1984 Cancer Act 1939 Celluloid and Cinematograph Film Act 1922 Charities Act 1992 Children & Young Persons Act 1933 Children & Young Persons (Protection from Tobacco) Act 1991 Clean Air Act 1993 Companies Act 2006 Consumer Credit Act 1974 and 2006 Consumer Protection Act 1987 Copyright, Designs and Patents Act 1988 Courts and Legal Services Act 1990 Criminal Damage Act 1971 Criminal Justice Act 1988 (section 141a) Criminal Law Act 1977 Customs and Excise Management Act 1979 Development of Tourism Act 1969 Education Reform Act 1988	Energy Conservation Act 1981 Enterprise Act 2002 Environment Act 1995 Environmental Protection Act 1990 Estate Agents Act 1979 and 1997 European Communities Act 1972 Explosives Acts 1875 and 1923 Fair Trading Act 1973 Farm and Garden Chemicals Act 1967 Fireworks Act 1951 & 2003 Food and Environment Protection Act 1985 Food Safety Act 1990 Forgery and Counterfeiting Act 1981 Fraud Act 2006 Hallmarking Act 1973 Health & Safety at Work etc. Act 1974 Pt I Intoxicating Substances (Supply) Act 1985 Kent County Council Act 2001 Knives Act 1997 Licensing Act 2003 (ss 51, 146, 147, 147a, 147b, 154, 169a & 169b) Medicines Act 1968 Merchant Shipping Act 1979 Mock Auctions Act 1961 Motor Cycle Noise Act 1987	Olympic Symbol etc (Protection) Act 1995 Performing Animals (Regulation) Act 1925 Petroleum (Regulation) Acts 1928 and 1936 Poisons Act 1972 Prices Acts 1974 and 1975 Proceeds of Crime Act 2002 (parts 2, 7 and 8) Property Misdescriptions Act 1991 Protection of Animals Act 1911 Public Health Acts 1936, 1961 and 1976 Road Traffic Act 1988 Solicitors Act 1974 Telecommunications Act 1984 Theft Acts 1968 and 1978 Tobacco Advertising and Promotion Act 2002 Trade Descriptions Act 1968 Trade Marks Act 1994 Trading Representations (Disabled Persons) Acts 1958 and 1972 Trading Stamps Act 1964 Unsolicited Goods and Services Act 1971 and 1975 Vehicles (Crime) Act 2001 Video Recordings Act 1984 Weights & Measures Acts 1976 and 1985
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and any Orders, Regulations and other subordinate legislation made under, or having effect by virtue of the above Acts.

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Enforcement Policy

Introduction

Our purpose is to make Kent a better place in which to live, work and do business by supporting legitimate business enterprises, suppressing unlawful or unfair trading and providing information and assistance to empower consumers.

We operate under the Principles of the National Intelligence Model (NIM), prioritising our work by conducting campaigns based on intelligence to achieve our objectives as stated in our annual operating plan. Our aim is to improve regulatory outcomes without imposing unnecessary burdens on business.

In adopting our Enforcement Policy we have had due regard to the Regulators' Compliance Code published by the Department for Business Innovation and Skills. Kent County Council is also a signatory to the Enforcement Concordat published by the Cabinet Office in 1998

Principles of Enforcement

The purpose of Kent Trading Standards' enforcement activities is to protect the public, legitimate business and the environment. To achieve this aim we will undertake to regulate businesses and others in a fair, practical and consistent manner helping to promote a thriving local and national economy.

If we exercise any legal powers in contemplation of legal proceedings, including the seizure and/or detention of goods, equipment or documents, we will give written notice to a business explaining the extent of those powers and the nature of any equivalent rights which the business may have.

Before reporting for legal action, we will give the business an opportunity to put its point of view (unless circumstances dictate immediate action to ensure safety or to preserve evidence).

A range of options will be considered when legal requirements are breached, including one or more of the following:

- Advice
- Improvement Notice/Suspension or similar notice under consumer safety legislation
- Written warning
- Simple caution
- Penalty notice
- Review of premise licence (alcohol sales)
- Undertaking to comply with the law
- Civil injunction
- Prosecution
- Forfeiture proceedings
- Antisocial Behaviour Order
- Action under the Proceeds of Crime Act

No written warning will be entertained unless there is reliable evidence to support an assertion of offending. No simple caution or prosecution will be entertained unless there is admissible evidence of sufficient weight to suggest that a court would be more likely than not to convict and there are no statutory bars (e.g. in relation to time limits or statutory notices).

When prosecution is considered, the case will be objectively assessed by a senior officer in Kent Trading Standards. We will assess the circumstances and the evidence separately in relation to each potential defendant and each alleged offence, having due regard to aggravating and mitigating factors, any evidence pointing towards a statutory (or other) defence, this Policy and the Code for Crown Prosecutors. Consideration will be given to:

- Whether there is sufficient admissible evidence that a criminal offence has been committed and there is a realistic prospect of conviction.
- Whether the prosecution is in the public interest.

If a prosecution is mounted, allegations will be selected which adequately reflect the seriousness of the offending and give the court adequate sentencing power, but which do not overburden the administrative process or make the case unnecessarily complex.

The following are some specific criteria which will be taken into account where relevant whenever a prosecution is contemplated, to ensure that a prosecution is brought only where it is appropriate to do so and to ensure consistency in the decision making process.

Aggravating Factors

- The impact or potential impact of the offence is so serious that prosecution is the only suitable method for disposal.
- There has been long term or recurring offending.
- Age or vulnerability of the victim(s).
- Amount of gain for the offender or the amount of loss to the victim relative to the victim's status.
- Impact of the crime on the victim.
- Prevalence of the offence and its impact on the community.
- Any attempt by the offender to conceal his/her identity, whether directly or indirectly, such that the victim, and or investigating agencies, cannot easily identify or trace the person.
- Lack of remorse.
- The offender's history including previous advice, warnings, cautions and convictions.
- There is evidence of significant and/or continuing consumer or public detriment.
- There is risk to public health and safety, the environment, animal health and welfare, or a potential impact on disease control and/or traceability.
- The offender has acted fraudulently or is reckless or negligent in their activities.
- The offer of a simple caution has been rejected.
- An officer was obstructed.

Mitigating Factors

- Prompt acknowledgement of guilt.
- Making timely and appropriate compensation to the victim(s).
- Previous good character
- Age of the defendant
- Degree of culpability.
- Other strong mitigation.

If, during the course of the prosecution process, new information becomes available

or the defendant's circumstances alter, a re-assessment of the course of action will

be made and, if necessary, a prosecution withdrawn or a different allegation substituted.

Issuing Simple Cautions to offenders instead of going to the criminal court

Where a prosecution could succeed and the offender admits their guilt, but the individual circumstances of the case suggest that a more lenient approach may be appropriate, consideration will be given to dealing with the case by way of a simple caution.

There are, however, certain offences which we consider have such a serious and adverse impact on the safety and wellbeing of the community that our presumption will always be to take formal legal action, meaning prosecution, civil injunctive proceedings, use of Penalty Notices for Disorder and/or licence reviews, as appropriate. The offences for which this is relevant are the sale of alcohol to children and offences under the Cancellation of Contracts made in a Consumer's Home or Place of Work etc. Regulations 2008.

Issuing Penalty Notices for Disorder instead of going to court

Where a person who is not a Personal Licence Holder sells alcohol to a person under the age of 18 and a prosecution could succeed, consideration will be given to dealing with the case by way of Penalty Notice for Disorder. This amounts to a fixed penalty fine of £80

Seeking a review of the licence of a premises supplying alcohol

Where alcohol has been supplied to a person under the age of 18, then consideration will be given to seeking a review of the premises licence by the licensing authority.

Formal Undertakings/Civil injunctive proceedings

Where an individual or business operates in such a way as to harm consumers generally, an application may be made to the civil courts for an injunction to stop the detrimental practices. This may be alternative to or in addition to prosecution.

In most circumstances this will have been preceded by the offer of a Formal Undertaking within the meaning of the Enterprise Act 2002 whereby the offender

agrees not to do or continue with the matters complained of. Failure to sign or a breach of a signed Undertaking will normally result in an application for a Court Order (injunctive).

Such an application will not be made unless the detrimental practices have been explained (or an attempt has been made to explain them) to the individual or business and they have received advice and guidance on how to operate legitimately, unless the detrimental practices create a threat to human safety in which case an urgent application may be made.

The decision to instigate such action will be made by a senior officer within Kent Trading Standards who will take into consideration the same criteria to those identified for prosecutions.

Proceeds of Crime

Confiscation proceedings will be considered where applicable against criminals who have profited from their crimes.

KENT COUNTY COUNCIL – RECORD OF DECISION

DECISION TAKEN BY:

Bryan Sweetland, Cabinet Member for Commercial and Traded Services

DECISION NO:

14/00046

For publication

URGENT

Key Decision

Affects more than 2 Electoral Divisions

Subject:

Trading Standards Officers – enforcement powers

Decision:

As Cabinet Member for Commercial and Traded Services I agree that in relation to the Acts and any orders, rules, regulations or other subordinate legislation made under, or by virtue of those Acts, including any amendment to such legislation, under which Trading Standards is authorised to act by the Kent County Council, the Director of Environment, Planning and Enforcement may:

- a) Exercise all the powers of the council, including powers of enforcement, licensing, registration and prosecution – see Enforcement Policy at appendix 2
- b) Appoint Trading Standards Officers which will include such inspectors, enforcement and sampling officers as may be designated in the aforesaid legislation, and other officers
- c) Institute, take part in, respond to, or defend legal proceedings
- d) Represent the County Council in any proceedings before any court (subject to having a legal 'right of audience' before that court)
- e) Represent the County Council at any hearing under Sections 24 and 44 of the Health and Safety at Work Act 1974
- f) Where a premise licence has effect, apply to the relevant licensing authority for a review of the licence under Section 51 of the Licensing Act 2003
- g) Represent the County Council at any hearing held by a relevant licensing authority in relation to the review of a premise licence under the Licensing Act 2003
- h) Authorise officers under his direction to carry out any of the above.

Reason(s) for decision:

Trading Standards Officers fulfil the County Council's statutory responsibilities to protect commerce and the consumer. This is set out within a framework of protective legislation which needs to be delegated to officers.

Previously delegation has been granted and annually renewed under the business planning process but, due to changes in this year's process, this route is no longer available.

Cabinet Committee recommendations and other consultation:

This decision is taken under procedures for urgency set out in the 'Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) 2012' regulations. As such the Chairman of the Scrutiny Committee and relevant Senior Manager have agreed that the decision cannot be reasonably deferred in order to follow normal statutory procedure owing to the potential risk to the council of legal challenge to enforcement action taken without relevant authority to officers being in place.

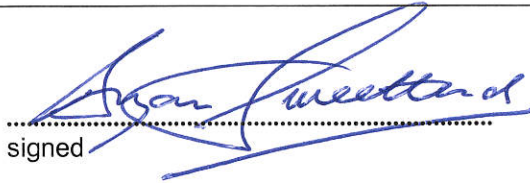
In addition local procedures for urgency have been followed and the Group Spokes people and the Chairman and Group spokespeople of the relevant Cabinet Committee have been informed of the intention to take an urgent decision and asked for comments. No comments were received.

Any alternatives considered:

All powers are set out in legislation and are necessary to the councils work and as such there are no alternatives.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

None


signed

3/4/14
date