

**ENVIRONMENT & TRANSPORT CABINET  
COMMITTEE**

**Friday, 11th March, 2016**

**10.00 am**

**Council Chamber, Sessions House, County Hall,  
Maidstone**





## AGENDA

### ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Friday, 11 March 2016 at 10.00 am  
Council Chamber, Sessions House, County Hall,  
Maidstone

Ask for: **Christine Singh**  
Telephone: **03000 416687**

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

#### Membership (14)

- Conservative (8): Mrs P A V Stockell (Chairman), Mr C R Pearman (Vice-Chairman), Mr A H T Bowles, Mr P J Homewood, Mr J M Ozog, Mr C Simkins, Mrs C J Waters 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

#### Webcasting Notice

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By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

#### UNRESTRICTED ITEMS

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

#### **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 12 February 2016 (Pages 7 - 10)

To consider and approve the minutes as a correct record

A4 Verbal updates

To receive verbal updates from the Cabinet Members for Environment & Transport and Community Services and the Corporate Director for Growth, Environment & Transport.

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

B1 Fees and Charges for Highways activities 2016/17 (Pages 11 - 32)

To receive a report from the Cabinet Member of Environment & Transport and the Corporate Director for Growth, Environment & Transport on the proposals to amend fees and charges for 2016/17.

B2 West and Mid Kent Dry Recyclables Processing Contract (Pages 33 - 44)

To receive a report from the Corporate Director for Growth, Environment & Transport on a proposal for the Cabinet Member for Environment and Transport to delegate authority to the Head of Waste Services to award the West & Mid-Kent Dry Recyclables contract, subject to successful procurement and also to offer contract extensions of up to two years subject to achieving satisfactory service performance and being commercially beneficial to KCC.

B3 West and Mid Kent District. A274 & A20 junctions with Willington Street, construction of dedicated directional lanes (Pages 45 - 54)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport on the proposed decision to give approval to the preliminary design scheme for Willington Street Maidstone A274 Sutton Road junction & Willington Street Maidstone A20 Ashford Road junction for development control and land charge disclosures.

B4 KCC Bus Funding Review - Proceed to Public Consultation on Proposed Service Changes (Pages 55 - 96)

To receive a report by the Cabinet Member for Environment & Transportation and the Corporate Director of Growth, Environment and Transport on the proposed decision to approve consultation on a range of measures (bus service changes) required to reduce KCC expenditure on supported bus services.

B5 Low Carbon across the South East Project (Pages 97 - 104)

To receive a report by the Cabinet Member for Environment and Transport and Corporate Director of Growth, Environment and Transport seeking approval on the delivery of the 'Low Carbon across the South East' (LOCASE) project funded via European Regional Development Funds which will aim to support businesses across the South East Local Enterprise Partnership to improve their energy efficiency.

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

### **C1 "No Lower Thames Crossing" - Petition**

A statement from the Lead Petitioner will be forwarded to Members in due course.

### **C2 Proposed Response to the Highways England Consultation on proposed route options for a new Lower Thames Crossing (Pages 105 - 142)**

To receive a report from the Cabinet Member for Environment & Transport, Cabinet Member for Economic Development and Corporate Director for Growth, Environment & Transport on the proposed response to the Highways England consultation on a proposed route for a new Lower Thames Crossing.

### **C3 Kent County Council Highways, Transportation & Waste Soft Landscape Works - Service Review 2018/19 (Pages 143 - 148)**

To receive a report from the Cabinet Member for Environment and Transport and Corporate Director for Growth, Environment & Transport on the proposed decision to direct Highways, Transportation & Waste to lead on a programme of workshops, to consider the devolution of soft landscape services.

### **C4 Kent County Council Response to Maidstone Borough Council Regulation 19 Local Plan Publication: Integrated Transport Strategy (Pages 149 - 158)**

To receive a report by the Cabinet Member, Environment and Transport and the Corporate Director of Growth, Environment and Transport that updates Members on the work undertaken to date with Maidstone BC in seeking to agree a realistic and deliverable transport strategy. Despite KCC's efforts, the draft ITS produced by Maidstone BC does not reflect KCC's position so the paper explains why an objection should be raised by KCC on account of the unacceptably severe impact on the highway network evidenced by the traffic modelling work jointly commissioned by KCC and MBC.

### **C5 Community Warden Service Transformation update (Pages 159 - 166)**

To receive a report from the Cabinet Member for Communities and Corporate Director for Growth, Environment & Transport that provides an update on the transformation of the Community Warden Service following the public consultation in November 2014 and subsequent budget reduction of £700k in 2015/16 as indicated in the Medium Term Financial Plan (MTFP) and outlines the development of a Volunteer Support Warden pilot scheme.

### **C6 Growth, Environment and Transport Directorate Business Plan 2016-17 (Pages 167 - 200)**

To receive a report from the Cabinet Member for Environment & Transport, Cabinet Member for Community Services and Corporate Director for Growth, Environment & Transport that outlines the draft Growth, Environment and Transport Directorate Business Plan (2016-17) for consideration and comment, prior to publication online in April 2016.

C7 Work Programme 2016 (Pages 201 - 206)

To receive an update on the Cabinet Committee's proposed work programme 2016.

**D - Monitoring of Performance**

D1 Risk Management: Growth, Environment and Transport (Pages 207 - 232)

To receive a report from the Cabinet Member for Environment & Transport, Cabinet Member for Community Services and Corporate Director for Growth, Environment & Transport on strategic risks relating to the Environment and Transport Cabinet Committee, in addition to two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner'.

D2 Performance Dashboard (Pages 233 - 244)

To receive a report by the relevant Cabinet Members and Corporate Director for Growth, Environment and Transport that shows progress made against targets set for Key Performance Indicators.

**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  
03000 416647

**Thursday, 3 March 2016**

*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

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### ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Friday, 12 February 2016.

PRESENT: Mrs P A V Stockell (Chairman), Mr C R Pearman (Vice-Chairman), Mr N J Bond (Substitute for Mr B E MacDowall), Mr C W Caller, Mr A D Crowther (Substitute for Mr M Baldock), Mrs T Dean, MBE (Substitute for Mr I S Chittenden), Dr M R Eddy, Mrs S V Hohler (Substitute for Mr A H T Bowles), Mr P J Homewood, Mr J M Ozog, Mr C Simkins, Mrs C J Waters, Mr M E Whybrow and Mr M A Wickham

ALSO PRESENT: Mr M A C Balfour, Mrs A D Allen, MBE, Mr R H Bird, Mr M J Northey, Mr J A Davies, Mr D L Brazier, Ms A Harrison, Mr T A Maddison, Mr D Smyth and Mr C P Smith

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr R Wilkin (Interim Director of Highways, Transformation and Waste), Clark (LED Street Lighting Conversion Project Manager), Mr S Charman (Head of Consultation and Engagement) and Ms C A Singh (Democratic Services Officer)

#### UNRESTRICTED ITEMS

**149. Apologies and Substitutes**  
(Item A1)

Apologies were received from; Mr Bowles, who was substituted by Mrs Hohler, Mr Baldock, substituted by Mr Crowther, Mr MacDowall, substituted by Mr Bond and Mr Chittenden who was substituted by Mrs Dean.

**150. Declarations of Interest by Members in items on the Agenda**  
(Item A2)

No declarations of interest were received.

**151. Minutes of the meetings held on 4 December 2015 and 12 January 2016**  
(Item A3)

RESOLVED that the Minutes of the meetings held on 4 December 2015 and 13 January 2016 were correctly recorded and that they be signed by the Chairman.

**152. Proposed revision to the Street Lighting Policy**  
(Item B1)

1. The Cabinet Member for Environment and Transportation, Mr Balfour, introduced the report that outlined the consultation process, presented the results and proposed changes to the Street Lighting Policy, including the introduction of

optimised all night lighting (Option 3) as new LED streetlights were installed and commissioned on the Central Management System.

2. The Chairman welcomed Miss Tina Brooker, representative of the Right to Light Campaign, Miss Angela Harrison County Councillor for Sheerness who had been given permission to speak at the meeting. A letter from the Suzy Lamplugh Trust, a supporter of the Right to Light Campaign, was tabled.

3. Miss Brooker, representative of "Right to Light Campaign" spoke in favour of all night lighting but queried the consultation process questioning that certain groups within the community had not been consulted particularly the disabled, vulnerable and those residents with dementia.

4. Miss Harrison, County Councillor for Sheerness, said that she endorsed the recommendation for all night lighting. In response to a question Mr Balfour confirmed that there was the technology to control the street lights from a Central Management System. This would enable the complete management of the street lighting including dimming and switch on/off. The initial setting of the lights would be determined by the Contractor. However, if a community wished to alter the pattern of the light levels, it was proposed that in these instances such requests would be made by Parish Councils and or District Councils which would then be taken to the relevant Joint Transportation Board (JTB). The JTB would consider those requests and make a recommendation to the Cabinet Member for Environment and Transport.

5. The Interim Director of Highways, Transportation and Waste, Mr Wilkin, explained that the report presented changes to the Street Lighting Policy that encompassed the needs of the community, the environment and responded to the challenging budgetary circumstances faced by the County Council. He commended option 3 in the report to the Cabinet Committee as the sensible way forward.

6. Mr Balfour, Mr Wilkin and Mr Clark noted comments and responded to questions by Members as follows:

- a) A comment was made that the consultation document, was detailed and well balanced and the views on the elderly within the document were shared.
- b) Mr Wilkin advised that it would have been a mistake to specify a percentage of light as it would not be appropriate for all streets all of the time. Each street's lighting would be individually tailored. It was clear to the providers that illumination needed to be at a level that people could see eg the edge of curb, faces and feel safe which would vary from street to street. Mrs Dean thanked Mr Wilkin for his reply but queried that this was not part of the consultation and this may be creating complications with residents coming back to the council to alter their lights.
- c) Mr Balfour advised that the JTBs had discussed the issue of street lighting many times. He considered that it would have been too much for each Parish Council to have conducted a consultation with its residents on street lighting. He hoped that if residents did have an issue with the setting of their lighting levels the proposed way for them to make their feelings known was the right way forward. Mrs Cooper advised that the Contractors were experts who had been contracted to roll out the lights in Paris, France.



They hoped to get the light levels right in the first phase beginning in Ashford and used that as a benchmark.

- d) Mr Wilkin advised that it was not known what the right level of light was for any particular street at this time. The LED lights were extremely bright and would need to be tailored to each particular road or street. There would not be 100% lighting at all times.
- e) Mr Balfour confirmed that complaints would not come to this Cabinet Committee but would be dealt with at a local level.
- f) A comment was made that this was a good news story, where a big commitment was being entered into that would save money and the environment. It was considered that the key word in the document was "optimum".
- g) Mrs Hohler proposed, seconded by Mr Whybrow the proposed recommendation.
- h) Mr Whybrow said that Option 3 was the sensible option. LED lighting would be a big improvement and would cause less light pollution.
- i) Mr Clarke advised on when blue and white lighting may or may not be appropriate to use. He assured Members that the lighting in the residential areas would be the first priority.
- j) Mr Crowther recommended that Members visit Boundary Road, Minster, Isle of Sheppey which was illuminated by LED lighting.
- k) Mr Balfour assured the Cabinet Committee that the best LED lighting had been selected from what was available at the present time.
- l) A comment was made that this was an excellent report and requested that there should be a settling down period of three to six months when the new lights were installed as there would be different seasons which would have an effect.
- m) Mrs Waters advised that the residents of Romney Marsh welcomed the news of the new Street lighting Strategy. She highlighted that within St Mary's Bay there were currently three estates without street lighting and requested that those areas be considered a priority.
- n) Mr Wilkin reassured the Cabinet Committee that he had made rigorous checks and consulted with experts to ensure that the equalities impact assessment had been adhered to mitigate any adverse impacts that may be identified.
- o) Mr Wilkin advised the issue of illuminating alleyways had been discussed with the contractors who had knowledge of appropriately lighting those areas.
- p) Mr Clark advised that the street lighting would be controlled through a Central Management System which would be controlled by the Contractor. If the system lost connection to the internet, once it was reconnected, the system restored back to the setting before the disconnection.

7. RESOLVED that:-

- a) the comments and responses to questions by Members be noted; and
- b) the Cabinet Committee unanimously endorsed the proposed decision to be taken by the Cabinet Member for Environment and Transport to make changes to the Street Lighting Policy, including the introduction of optimised all night lighting (Option 3) as new LED streetlights were installed and

commissioned on the Central Management System as attached to the report at appendix E.

From: **Matthew Balfour Cabinet Member of Environment & Transport**

**Barbara Cooper, Corporate Director of Growth, Environment and Transport**

To: **Environment and Transport Cabinet Committee - 11 March 2016**

Subject: **Decision No: 16/00026 - Fees and Charges for Highways activities 2016/17**

Key decision: Affects more than 2 electoral divisions

Classification: **Unrestricted**

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** Cabinet Member Decision

**Electoral Division:** Whole County

**Summary:** This paper details the proposed changes to fees and charges for the 2016/17 financial year for certain highways elements where a charge is made for the provision of services.

**Recommendation:**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposals to amend fees and charges for 2016/17 as attached at Appendices 1 and 2. A proposed Record of Decision is attached at Appendix 3.

**1. Introduction**

- 1.1 This report details a number of adjustments to the fees and charges for the services provided by KCC as Highway Authority. KCC recovers its reasonable costs for supplying a range of services as detailed in Appendix 1.
- 1.2 Service fees and charges are generally reviewed annually. They were however held for three years between 2008 and 2011. In June 2012 a small increase was approved; this was effective for 18 months. Fees and charges were again reviewed in 2014/15 but no review was undertaken or changes made for 2015/16.
- 1.3 Officers have previously reviewed charges to determine whether;
  - costs are being recovered;

- how they compare with fees charged by other Highway Authorities; and
- services that are charged by other Authorities but not by KCC.

This report takes these charge reviews into consideration.

- 1.4 A copy of the full schedule of Fees and Charges is attached as Appendix 1, which details Highway service fees, developer fees, charges for technical information and the provision of training services.

## **2. The Report**

### Highway service fees

- 2.1 Highways & Transportation makes charges for a range of services provided to a variety of utilities, consultants, businesses and to a lesser extent, members of the public. It is proposed to increase fees in line with recent council tax increases, unless fees are not covering reasonable costs where a further increase has been proposed.
- 2.2 As there was no increase in 2015/16 the general increase has been at 3.98% reflecting 2 years council tax increases at 1.99% each year. Figures have been rounded for ease of application. The effective date for agreed changes to fees and charges is April 2016.
- 2.3 Inspection fees are published nationally by regulation through the New Roads and Street Works Act; these are noted in Appendix 1 for information.

### Highway developer fees

- 2.4 Charging for pre-planning application advice to cover officer time was introduced in April 2014. Upon review, it is evident that KCC's charging tiers are too narrow and not in line with other Authorities.
- 2.5 With the continued increase in the number of large residential and commercial developments coming forward, it is recommended that further charging tiers are introduced for larger developments (over 200 units for residential and 10,000 m<sup>2</sup> for commercial) to reflect the scale of developments and the greater demand on officer time; the background and table of proposed charges are detailed in Appendix 2.

### Traffic Signal Supply of Technical Data

- 2.6 Charges for the supply of traffic signal timing data, operation and site layout are time consuming due to their unique nature. It is therefore proposed to increase these charges to cover the staff time involved and recover our costs. These fees are now more aligned with those charged by other Highway Authorities.

## **3. Financial Implications**

3.1 The increases where proposed ensure we continue to recover our reasonable costs and contribute to the medium term financial plan.

#### **4. Legal Implications**

4.1 There are no legal implications to this report.

#### **5. Equalities implications**

5.1 There are no equalities implications to this report.

#### **6. Conclusions**

6.1 As the economy starts to recover there is increased officer time involved in providing services and advice to businesses, such as developers, utilities, consultants and legal establishments. To retain fees and charges at current levels will result in respective services being subsidised to the detriment of core frontline operations.

6.2 A revised schedule of the fees and charges will be published on the KCC website, subject to approval for all highway charges, the amended rates will apply from 1 April 2016 and will be further reviewed each financial year.

#### **7. Recommendation**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposals to amend fees and charges for 2016/17 as attached at Appendix 1 and 2. A proposed Record of Decision is attached at Appendix 3.

#### **7. Background Documents**

Appendix 1 - Highways & Transportation – Fees and charges for 2016/17

Appendix 2 - Developer fees and charges for 2016/17

#### **8. Contact details**

##### **Report Author:**

Andrew Loosemore – Interim Deputy  
Director Highways Transportation &  
Waste  
03000 411652  
[andrew.loosemore@kent.gov.uk](mailto:andrew.loosemore@kent.gov.uk)

##### **Relevant Director:**

Roger Wilkin - Director of Highways,  
Transportation and Waste  
03000 413479  
[roger.wilkin@kent.gov.uk](mailto:roger.wilkin@kent.gov.uk)



**Highways & Transportation – Fees and Charges for 2016/17**

<b>Highway Services- Fees</b> (4% increase unless not covering reasonable costs)		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Third party signing inc. Tourism Signposting - non-refundable application fee		£179	£184	£191
Third party signing inc. Tourism - Site Assessment cost (£150) & sign design cost per sign (£75) payable in advance		£100	£103	£150 + £75 per sign (reviewed to ensure cost recovery)
Construction costs - payable in advance		Actual cost	Actual cost	Actual cost
Stopping Up Orders for third parties a) Initial assessment fee (non-refundable) b) Application fee following initial assessment approval (including Court and advertising costs)		Actual cost	Actual cost	a) £300 b) Actual cost (typically £4,000)
Third Party Traffic Regulation Orders		N/A	N/A	Actual cost

<b>Highway Services- Fees</b> (4% increase unless not covering reasonable costs)		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Archived Traffic Count Data		N/A	N/A	£150 per count
New Traffic Count		N/A	N/A	Actual cost (not previously included in list)
Third Party Traffic Scheme advice & design		N/A	N/A	Actual cost (not previously included in list)
Temporary Road Closures [by Traffic Regulation Order] admin fee for third parties [excludes cost of Order]		£378	£450	£460
Emergency Road Closures [by notice] admin fee for third parties, if justified in exceptional circumstances		£263	£300	£312
Pavement Licence [annual] for refreshment facilities with tables & chairs on the highway		£158	£162	£168
Charge for mid year amendment to an existing licence		£121	£124	£128



<b>Highway Services- Fees</b> (4% increase unless not covering reasonable costs)		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Failure to comply with terms of a pavement licence	Standard defect fee	£47.50	£47.50	£47.50
Materials stored on the highway		£25 per week	£26 per week	£27 per week
Hoardings placed on the Highway		£25 per weeks	£40 per week	£42 per week
Permit for Scaffolding placed on the Highway		£25	£30	£31 per week
Permit for skip on the highway		£20 per week	£25 per week	£26 per week
Mobile Elevated Work Platform or crane over sailing and / or operating upon the Highway			£80 for 10 days	£80 per week (changed from 10 days)
Site inspection to assess safety & condition if deemed necessary before & after placing of scaffolding, hoarding, etc on the highway.	Standard inspection fee set by regulation.	£50	£50	£50

<b>Highway Services- Fees</b> (4% increase unless not covering reasonable costs)		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Failure to comply with terms of a skip licence or failure to license	Standard defect fee by regulation	£47.50	£47.50	£47.50
<b>Footway Vehicle Crossover Applications</b>				
Over the footway – single dwelling Inspection fee for 3 site checks,	in line with RASWA regulations at £50 each	£150	£150	£150
Technical fee for application, investigation and ordering the work		£158	£162	£165
Investigate and respond to a written or email enquiry of a freehold property sale regarding legitimacy of an existing vehicle crossing, per site		£42	£43	£45
1-5 Properties			min £500, £200 per property, max £1000	min £520, £208 per property, max £1040

<b>Highway Services- Fees</b> (4% increase unless not covering reasonable costs)		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
5-25 properties on site			min £1000, additional £100 per property, max £2500	min £1040, additional £104 per property, max £2600
Over 25 properties			min £2500, additional £100 per property	min £2600, additional £104 per property
Technical fee for application, investigation and ordering the work		£121	£124	£129
Charges relating to damage to highway infrastructure/ equipment Claims against third parties for damage to highway assets Recovery of costs of making safe dangerous land or retaining walls.		Full cost Recovery	Full Cost Recovery	Full cost recovery

<b>Traffic Signal Supply of Technical Data</b>			<b>Fees for 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Prices are for the data sheet, "as built" drawing and configuration print out; at MOVA sites the MOVA data set will also be included.				<b>Cost inclusive of vat</b>	<b>Cost inclusive of VAT (The prices are for PDF copies only delivered via email.)</b>
<b>Number of Sites</b>					
1			N/A	£156	£168
2			N/A	£204	£240
3			N/A	£252	£312
4			N/A	£288	£384
5			N/A	£324	£456
6			N/A	£360	£528
7			N/A	£384	£600
8+			N/A	N/A	Extra £72 per site
50+			N/A	N/A	To be agreed on an individual basis
Detailed descriptions of how the site operates are available at an additional cost			N/A	N/A	Extra £144 per site

<b>Highway Developer- Fees -</b> (officer time / size of development)		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
S38 supervision fee for new estate roads [minimum £1,000;excludes legal fees]		8% of bond	10% of bond	10% of bond
S278 fixed fee for transportation advice to developer:	Bond value £0 - £249k	£5,250	£5,250	£5,459
	Bond value £250k - £999k	£10,500	£10,500	£10,918
	Bond value £1m and above	£15,750	£15,750	£16,377
S278 fee for project management, design checks & site inspections for impts to existing highways [plus legal fees]	Bond value up to £499k	9% of bond	10% of bond	10% of bond

	Bond value £0.5m and above	9% of first £0.5m + 2% of balance	10% of first £0.5m + 3% of balance	10% of first £0.5m + 3% of balance
Pre-application advice	Fees are determined according to the type and scale of the proposed development	n/a		See appendix 2 for details

<b>Access to Technical Information</b> (officer time / in line with other Highway Authorities)		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Highway Definition - the provision of a written response to an enquiry regarding the status of a specific road (Please note: we are unable to describe the extent of the highway boundary in a letter). <sup>1</sup> VAT is now required from 1 <sup>st</sup> February 2016		£42	£45	£45 plus VAT
The provision of a letter and a coloured plan which shows the considered extent of the publicly maintainable highway in relation to a specific area. Up to 4 questions per site.		£84	£90	£90 plus VAT
Response to each additional question.		£6	£7	£7 plus VAT
Special rate negotiable for larger plans		request quote	request quote	request quote

<b>Access to Technical Information</b> (officer time / in line with other Highway Authorities)		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
<b>Land Charge Searches – CON 29</b>				
Response to a written or email enquiry, re adoption of roads and details of highway schemes within vicinity of a property. Up to 4 questions per site.		£16	£21	£21 plus VAT
Response to each additional question.		£6	£7	£7 plus VAT
<b>Approved Highway Schemes –</b>				
Information supplied, e.g. Board report		£42	£43	£45
Copy of complete Scheme Drawings per plan supplied		£37	£38	£40
Copy of extract from Scheme Drawings per plan supplied [up to max A3]		£27	£28	£29
Gazetteer: un-collated copy per district		£32	£33	£34
Gazetteer: collated copy per district		£37	£38	£40
<b>Approved Strategies &amp; Policies</b>				
Copies of (cycling, walking, bus, maintenance plan, pavement design guide etc) for highway consultants		£32	£33	£34
Photocopies of H&T documents or files for information [charge is for materials and equipment; no charge for staff time]		10p per A4 copy 15p per A3 copy	10p per A4 copy 15p per A3 copy	15p per A4 copy 20p per A3 copy
Extra over cost for colour copies		£1 per colour copy	£1 per colour copy	£1 per colour copy
<b>Crash database - technical records supplied</b>				

<b>Access to Technical Information</b> (officer time / in line with other Highway Authorities)		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
3 year history of crashes at a location:-		£105	£108	£112
5 year history of crashes at a location:-		£189	£194	£202

<b>Provision of training services</b>		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Bike-ability Cycle Training charges in this case are set for academic rather than financial year, from September		£10	£10	£10 (no change proposed)



<b>Provision of training services</b>		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
Minibus Driver Training		£121	£121	£121 (no change proposed)
Minibus Driver Reassessment		£121	£121	£37.50 Incorrect figure in previous years
Theatres in Education - charge to school for performance – primary or secondary per performance, but may be waived		50% of cost	50% of cost	50% of cost (no change proposed)
National Driver Alertness Course [formerly NDIS] Self-financing scheme provided for Kent Police		£165	£165	£165 (no change proposed, review with police during 2016/17)
“Speed Awareness” course, self-financing scheme provided for Kent Police		£85	£87	£87 (no change proposed, review with police during 2016/17)
“What’s Driving Us” course, self-financing scheme provided for Kent Police		£85	£85	£85 (no change proposed, review with police during 2016/17)

<b>Provision of training services</b>		<b>FEES FOR 13/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>
“Driving for Change” Course Self-financing scheme provided by Kent Police		£85	£85	£85 (no change proposed, review with police during 2016/17)
“Rider Intervention Developing Experience” Self-financing scheme provided by Kent Police		£150	£100	£100 (no change proposed, review with police during 2016/17)

### **Charging for Pre-application Advice**

Most of Kent's Local Planning Authorities, including KCC, charges to provide advice in respect of pre-application planning proposals. Many highway authorities nationally charge for offering pre-application highway advice, both as part of a multi-disciplinary team and separately from the planning authority. While the legality of charging by statutory consultees has been challenged, the prevailing view is that legislation permits charging for pre-application advice.

Pre-application discussions benefit the applicant by identifying relevant issues and requirements at an early stage and speeding up the development process, as a consequence they can help to minimise subsequent planning application costs and avoid abortive applications. In order for KCC to provide this service to a consistent and high standard it is proposed that officer time costs should be recovered from the developer. It should be noted that the current statutory planning fees charged by planning authorities do not cover the cost of pre-application advice given by KCC Highways. The recovery of costs for this service will allow HT&W to dedicate an increased level of resource to this key stage in the planning process, and the provision of high quality pre application advice will benefit the applicant.

The charge will cover the following work:

- A single site visit (if no on site meeting is held)
- An indication of the appropriate policies, standards and guidance against which the proposal will be assessed.
- If requested, a single face-to-face meeting on site, at County Council offices, or borough/district offices if appropriate.
- A written response within 21 days of receipt of payment of the charge or any meeting.
- A single re-check of the scheme following any necessary revisions.
- Meetings will be arranged within 10 working days of receipt of payment.

An initial free response setting out the main issues will be given if the following information is provided:

- Site Plans
- Site Address
- Development Description

If further written advice, a meeting or site visit are needed, the following information will be required and a fee charged:

- Confirmation of the existing use of the site, including planning application history, where appropriate.
- Description of the proposed development, accompanied by sketch plans showing the proposal.
- Scoping for Transport Statement/Assessment or a draft of these documents, if necessary.
- Any other information critical to the consideration of the proposal at this pre-application stage.
- A letter confirming that the charge will be paid within 14 days of receipt of an invoice

Fees are determined according to the type and scale of the proposed development;

### **Residential**

Number of Dwellings	Further Written Response, Meeting or Site Visit
1 to 5	£125 + vat
6 to 10	£250 + vat
11 to 25	£500 + vat
26 to 50	£750 + vat
51 to 80	£1200 + vat
81 to 200	£2000 + vat
201 to 500	£2500 + vat
501 to 1000	£3000 + vat
1001 or more	£4000 + vat

### **Commercial and Retail**

Gross Floor Area	Further Written Response, Meeting or Site Visit
Up to 100m <sup>2</sup>	£125 + vat
101m <sup>2</sup> to 500m <sup>2</sup>	£500+ vat
501m <sup>2</sup> to 1000m <sup>2</sup>	£750 + vat
1001m <sup>2</sup> to 2000m <sup>2</sup>	£1000+ vat
2001m <sup>2</sup> to 7500m <sup>2</sup>	£1500 + vat
7501m <sup>2</sup> to 10,000m <sup>2</sup>	£2000 + vat
10,0001m <sup>2</sup> to 15,000m <sup>2</sup>	£2500 + vat
15,001m <sup>2</sup> to 25,000m <sup>2</sup>	£3500+ vat
25,001m <sup>2</sup> or more	£5000 + vat

The fees structures above are in line with the national average fee charged by other authorities nationally.

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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

**Matthew Balfour, Cabinet Member for Environment & Transport**

**DECISION NO:**

**16/00026**

**For publication**

**Key decision\***

*Affects more than 2 Electoral Divisions  
Expenditure or savings of > £1m*

**Subject: Title of Decision**

Fees & Charges for Highways activities 2016/17

**Decision:**

As Cabinet Member for Environment & Transport, I agree to amend fees and charges for Highways Activities for 2016/17.

**Reason(s) for decision:**

**Cabinet Committee recommendations and other consultation:**

The proposed amendments are being considered at Environment and Transport Cabinet Committee on 11 March 2016.

**Any alternatives considered:**

Service fees and charges are generally reviewed annually, they were however held for three years between 2008 and 2011. In June 2012 a small increase was approved, this was effective for 18 months. Fees and charges were again reviewed in 2014/15 but no review was undertaken or changes made for 2015/16

For 2016/17, officers have undertaken a review of charges to determine whether;

- costs are being recovered
- how they compare with fees charged by other Highway Authorities
- services that are charged by other Authorities but not by KCC

The fees and charges proposed are based on this analysis.

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

.....  
signed

.....  
date

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**From: Matthew Balfour, Cabinet Member for Environment and Transport**  
**Barbara Cooper, Corporate Director for Growth, Environment & Transport**

**To: Environment & Transport Cabinet Committee – 11 March 2016**

**Subject: Decision No: 16/00015 - West and Mid Kent Dry Recyclables Processing Contract**

Key decision: Yes

Classification: Unrestricted

**Past Pathway of Paper:** Procurement Board - 12 January 2016

**Future Pathway of Paper:** For Cabinet Member Decision

**Electoral Division:** West and Mid Kent District / Borough Councils

**Summary:**

The current contract for the processing of dry recycling will expire in June 2016. The current contractor does not want to extend the contract due primarily to the significant changes in the global commodity prices.

Various mixed dry recyclable materials are collected from the kerbside and Household Waste Recycling Centres (HWRC's) from the West and Mid Kent Borough/Districts Councils. Under the Landfill (England & Wales) Regulations 2002, local councils are required to increase recycling and composting of household waste to meet rising targets over a number of years and to reduce the quantity of biodegradable and recyclable household waste being disposed of via landfill.

Government recycling and composting targets for 2015 are 40%. Kent, in association with the District / Borough collection partners is achieving above this target at 46%. This takes into account HWRC's, where KCC is targeted to recycle at 60% but currently achieves 70%.

It is proposed that following intelligence and information gathered from engagement with the market the contract be offered as two lots as outlined in paragraph 5.3.

**Recommendation(s):**

Cabinet committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport to delegate authority to the Head of Waste Services to award the West & Mid-Kent Dry Recyclables contract, subject to successful procurement and also to offer contract extensions of up to two years subject to achieving satisfactory service performance and being commercially beneficial to KCC as attached at Appendix A.

## **1. Introduction**

- 1.1 The existing dry recycling contract is let to Viridor Waste Management Limited who process the materials in Crayford at their Material Recycling Facility (MRF). The contract is due to expire in June 2016 and the contractor does not want to extend the existing contractual arrangement (included in the original contract) due to the significant changes to the market price.
- 1.2 Waste Collection and Disposal Authorities are mandated to adhere to the landfill regulations and the Waste hierarchy. Residual values of recycled materials mean that processing of materials still is the most commercially attractive alternative to disposal.

## **2. Financial Implications**

- 2.1 The current supplier is unable to offer the current contractual prices due to the changes in market of material rates. The annual contract value for the first two year period is net £78k per annum (income).
- 2.2 The current Medium Term Financial Plan accounts for likely increased cost of processing these materials

## **3. Policy Framework**

- 3.1 This commission accords with the supporting outcome within the Strategic Outcome Plan;

*Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors*

- 3.2 Kent Joint Municipal Waste Management Strategy, has three key policy statements that support the Waste Regulations – these apply directly to this proposed procurement;
  - Policy 8 - The Kent Waste Partnership (KWP) will achieve a minimum level of 40% recycling and composting of house household waste by 2012 and will seek to exceed this target.
  - Policy 11 - The KWP will strive to make waste and recycling services accessible and easy to use for all householders, across all housing types and sectors of the community.
  - Policy 19 - Where it is cost-effective, Kent will exceed its statutory targets for diversion of biodegradable municipal waste from landfill in order to preserve landfill void space in the County.

## **4. The Report**

- 4.1 In order to shape our proposed procurement of a new contract we have engaged with the market. Four potential suppliers have provided market intelligence relating to the market and current payment mechanisms. Feedback indicated that the material market will remain unstable for the foreseeable

future. Key to paying competitive prices will be the quality and mix of recycled materials.

- 4.2 There are limited suppliers who have the necessary infrastructure to provide the service, however these potential suppliers do have a progressive and constructive working relationship with Kent County Council.
- 4.3 It is proposed that the contract is split into two lots based on the collection arrangements of the relevant Waste Collection Authorities. This is due to the cost of recycling glass being significantly higher than residual mixed dry recyclates.
  - Lot 1, consists of dry recyclate with co-mingled glass collected from Sittingbourne, Ashford and Allington Waste Transfer Stations
  - Lot 2 consists of dry recyclate (no glass) collected from Pepperhill, North Farm and Dunbrik Waste Transfer Stations.
- 4.4 The expected value of this contract is £5m over a 4 year period. The contract would be initially for two years, extendable by two single years, subject to satisfactory service. This is based upon current indicative market gate fees.
- 4.5 Haulage elements will vary and will be dependent upon the location of the Materials Recycling Facility – haulage rates will be added as whole life costs so the Authority does not pay disproportionate transport costs.
- 4.6 Based upon 2014/15 actual collection volumes, the indicative annual tonnages for this contract are 62,000 tonnes.
- 4.7 The two Lots can be awarded to a single supplier where they have capacity and provided that both lots are tendered competitively and to the Authority's commercial advantage.
- 4.8 District / Borough Waste Collection Authorities are key to collecting high quality recycled materials. Representatives from the Districts have been included in this commissioning cycle.

## **5. Legal Implications**

- 5.1 The provision of these disposal services is a legal obligation under the Environmental Protection Act 1980.

## **6. Equality Implications**

- 6.1 An EqIA has been carried out and no equality implications have been identified

## **7. Conclusions**

- 7.1 Under the Landfill (England & Wales) Regulations 2002, local councils are required to increase recycling and composting of household waste to meet rising targets over a number of years and to reduce the quantity of

biodegradable and recyclable household waste being disposed of via landfill.

7.2 Due to changes in the market, Waste Disposal Authorities were now paying a cost for the final processing of this material rather than receiving an income.

7.3 This commissioning solution has been completed following market engagement with locally based, but national suppliers.

## **8. Recommendation(s):**

Cabinet committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport to delegate authority to the Head of Waste Services to award the West & Mid-Kent Dry Recyclables contract, subject to successful procurement and also to offer contract extensions of up to two years subject to achieving satisfactory service performance and being commercially beneficial to KCC as attached at Appendix A.

## **9. Background Documents**

9.1 Equality Impact Assessment - Dry Recyclable Waste Processing

### **Contact details**

Report Author: David Beaver  
Name and title: Head of Waste Management Services  
Telephone number: 03000 411620  
Email address: [david.beaver@kent.gov.uk](mailto:david.beaver@kent.gov.uk)

Relevant Director: Roger Wilkin  
Name and title: Director, Highways, Transportation and Waste  
Telephone number: 03000 413479  
Email address: [roger.wilkin@kent.gov.uk](mailto:roger.wilkin@kent.gov.uk)

# **EQUALITY IMPACT ASSESSMENT**

## **WASTE MANAGEMENT**

### **Dry Recyclable Waste Processing**

**21 December 2015**



**KENT COUNTY COUNCIL**  
**EQUALITY IMPACT ASSESSMENT**

**Directorate: Enterprise and Environment**

**Name of policy, procedure, project or service**  
KCC Dry Recyclable Waste Processing

**Type**

This EqIA focuses on the implementation of a Contract for new Provider(s) to process Dry Recyclable (Paper, Card, Plastic and Glass) waste arisings from household kerbside (KS) collections.

**Responsible Owner/ Senior Officer**

Kay Groves, Waste Services Manager

**Date of Screenings:**

**A: Initial screening:** 21 December 2015      Pages 6 - 7

**B: Interim screening:**

**C: Final screening:**

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Comment</b>
1	Clare Burt	21/12/2015	
2			
3			

**EIA screening conducted at start of the procurement for a Dry Recyclate processing Provider**

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No	No	NONE	NONE	As the appointment of a new Provider(s) to handle the Authorities Dry Recyclables is not a customer facing service, there will be no impact on this group.  It is the responsibility of District Council's (as the statutory Waste Collection Authorities) to ensure EqlAs have been completed for their kerbside collection services and appropriate action has been taken to provide an equitable service for customers with Protected Characteristics.
Disability	No	No	NONE	NONE	As above.
Gender	No	No	NONE	NONE	As above.
Gender identity	No	No	NONE	NONE	As above.
Race	No	No	NONE	NONE	As above.
Religion or belief	No	No	NONE	NONE	As above.
Sexual orientation	No	No	NONE	NONE	As above.
Pregnancy and maternity	No	No	NONE	NONE	As above.
Marriage and civil partnership	No	No	NONE	NONE	As above.

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## **Part 1: INITIAL SCREENING (November 2013)**

### **Context**

Kent County Council is procuring new Provider(s) to process and sell Dry Recyclable arisings from household kerbside (KS) collections in Kent. They will also be required to make provision for future tonnages for like materials, arising from further kerbside collections in Kent, where these services are currently not delivered to householders.

This is a Business to Business service.

### **Aims and Objectives**

From 1<sup>st</sup> June 2016, Kent County Council will:

- Secure a Provider(s) to process and sell Dry Recyclables arisings from kerbside collections within the Authority.

### **Beneficiaries**

The intended beneficiaries are householders in Kent as recipients of the district council kerbside collection services.

### **Data**

As the Waste Disposal Authority, Kent County Council is responsible for ensuring that all waste collected in Kent is disposed of correctly in the most financially efficient way. The disposal of this waste is a 'back office' procedure, with all 'customer facing' elements of this process the responsibility of the Waste Collection Authority (WCA).

### **Potential Impact**

This Equality Impact Assessment is a screening to indicate potential areas of impact, both positive and negative, to the diverse population of Kent, which could result from the award of a new Contractor to process the Authority's waste arisings.

There are no Protected Characteristics that will be impacted upon either positively or negatively

The screening table (page 3-5) details the initial assessment.



**JUDGEMENT**

**Option 1 – Screening Sufficient                                 YES**

**Option 2 – Internal Action Required                         NO**

**Option 3 – Full Impact Assessment                         NO**

*Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action*

**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: Kay Groves

Job Title: Waste Services Manager                                 Date: 17 December 2015

**DMT Member**

Signed:                                  Name: David Beaver

Job Title: Interim Head of Waste                                 Date: 21 December 2015

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

**Matthew Balfour, Cabinet Member for Environment & Transport**

**DECISION NO:**

**16/00015**

**For publication**

**Key decision\***

*Affects more than 2 Electoral Divisions  
Expenditure or savings of > £1m*

**Subject: Title of Decision**

West and Mid Kent Dry Recyclables Processing Contract

**Decision:**

As Cabinet Member for Environment & Transport. I agree to give authority to the Head of Waste Services to award the West & Mid-Kent Dry Recyclables contract, subject to successful procurement and also to offer contract extensions of up to two years subject to achieving satisfactory service performance and, being commercially beneficial to KCC

**Reason(s) for decision:**

The provision of these disposal services is a legal obligation under the Environmental Protection Act 1980. The current contract term is due to expire in June 2016 therefore a new procurement is needed.

**Cabinet Committee recommendations and other consultation:**

Market Engagement and bench marking with other authorities has been undertaken in developing the KCC approach to the tendering process.

**Any alternatives considered:**

Waste Collection and Disposal Authorities are mandated to adhere to the Landfill Regulations and the Waste Hierarchy, where landfill is the last resort. Residual values of recycled materials mean that processing of materials still remains the most commercially attractive alternative to disposal.

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

.....  
signed

.....  
date

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From: Matthew Balfour, Cabinet Member for Environment & Transport  
Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 11 March 2016

Subject: **Decision No: 16/00019 - Maidstone Integrated Transport Package – Phase 1. A274 & A20 junctions with Willington Street, construction of dedicated directional lanes**

Key decision Major Scheme with costs over £1m

Classification: Unrestricted

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

Electoral Division: Maidstone South East;  
Maidstone Rural North;  
Maidstone South;

**Summary:** This paper is seeking approval to take the Maidstone highway improvements through the next stages of development and delivery including authority to progress statutory approvals and to enter into funding and construction contracts.

**Recommendations:**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision as follows and indicated on the proposed record of decision sheet attached at Appendix A.

- i) give approval to the preliminary design scheme for Willington Street Maidstone A274 Sutton Road junction & Willington Street Maidstone A20 Ashford Road junction for development control and land charge disclosures;
- ii) give approval to progress all statutory approvals or consents required for the scheme ;
- ii) give approval to enter into Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and
- iii) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy.

## 1. Introduction

The Maidstone Integrated Transport Package (ITP) aims to reduce congestion and ease traffic movements through the town. The scheme is programmed for delivery before the end of 2017.

1.1 Willington Street connects the A20 and A274 routes which are the two key corridors into Maidstone from the east and south east. The scope of this first phase of the strategy is to improve the operation of the junction at the northern end of Willington Street with the A20 Ashford Road and the junction at the southern end of Willington Street with the A274 Sutton Road. At present these signalised junctions at each end of Willington Street are heavily congested under peak traffic conditions.

1.2 The junctions at each end of Willington Street are considered to represent significant 'pinch points' along the A20 and A274 corridors, inhibiting traffic movement to the east and south of the town. Both junctions currently operate as signalised T junctions, which cater for heavy turning movements to and from Willington Street.

1.3 The scope of the scheme is to improve the existing signalised junctions of Willington Street with the A20 and with the A274 in order to maximise efficiency of the network and reduce queueing and delays. The A274 / Willington Street junction also encompasses the adjacent signalised junction of Wallis Avenue with the A274.

1.4 The Willington Street Junction Improvements Scheme will include:

- Widening of carriageway to allow for an additional lane westbound on the A274 on the approach to the Willington Street junction,
- Widening of the westbound carriageway between the Willington Street and Wallis Avenue junctions to allow for 2 lanes of traffic,
- Signal optimisation of the Willington Street and Wallis Avenue junctions to take account of the new arrangement,
- Widening of carriageway to allow for a left turn lane on the westbound approach of the A20 to Willington Street,
- Signal optimisation to take account of the revised junction arrangement.

1.5 The Willington Street Junction Improvements Scheme forms the first part of the Maidstone Integrated Transport Package, which has been provisionally allocated £8.9m Local Growth Fund via the South East Local Enterprise Partnership, for spend between 2016/17 and 2019/20.

1.6 On 12 February 2016, the South East Local Enterprise Partnership (SELEP) Independent Technical Evaluator recommended the approval of £1.3m Local Growth Fund to the project in 2016/17. Subject to Government confirmation and approval, this funding will be released to Kent County Council. The Local Growth Fund allocation, together with Local Developer contributions, will now allow the scheme to proceed.

1.7 This report provides an overview of the project and recommendations for the required decisions to allow the scheme to be progressed.

## **2. Financial Implications**

2.1 The overall estimated scheme cost is £1.8m. The allocation from the Local Growth Fund is £1.3m. The remaining £500k is available from Section 106 Local Developer contributions.

2.2 The costs of developing the scheme are included within the estimate.

## **3. Policy Framework**

3.1 The scheme supports the Strategic Statement objectives of supporting existing businesses and encouraging economic activity with housing growth and job creation by reducing congestion and improving infrastructure and accessibility.

## **4. Scheme Update**

4.1 The A20 Ashford Road is the main route to Maidstone town centre from the east and from the M20 junction 8. This single carriageway, 30mph road has an average annual 2 way daily flow of between 13,800 and 21,800 vehicles per hour, to the east and west of the Willington Street junction respectively. The route carries two way peak flows of up to 1,850 vehicles per hour.

4.2 The A274 Sutton Road corridor is the main route to Maidstone for the communities to the south east of the town. This route also serves the main commercial and industrial area of Maidstone at Parkwood. The A274 is a single carriageway 30mph road which has a two way average daily flow of 19,000 and peak flows of 1,680 vehicles per hour.

4.3 Willington Street provides an important link between the A20 and A274 route corridors to the east of the town centre. A significant number of vehicles travel via Willington Street, the A20 and New Cut to access the M20 at junction 7 and routes to north Kent. The road is heavily used by traffic travelling between the route corridors, attempting to avoid congestion in the town centre. Consequently there is a significant level of turning traffic at each end of Willington Street to and from the A20 and A274.

4.2 The scheme is totally within the highway curtilage of the A274 & A20. Planning consent is not required, no land needs to be acquired and it is unlikely that any other statutory approvals or consents will be required but is included in the decision recommendation as a contingency safeguard.

4.3 The proposal is well established within the context of major development consents but is probably not well known to the local community. The scheme has been raised at the local Joint Transportation Committee (JTB) with a favourable response. It is recognised there will be a 'minimum-medium' impact on the local area and as such initial meetings have been undertaken with Maidstone Borough Council and a steering group formed to continually update and feedback progress and concerns. Engagement will be arranged to outline the schemes advantages and address concerns of the local community. An

information letter drop will be carried out when the scheme programme has been developed in more detail with further communication, as would be done for any highway scheme, when appropriate.

- 4.4 Delivery of the scheme in practical terms will be dependent on completing the detailed design of the scheme and procuring a contractor through a competitive tender process. Delivery will also be dependent on the cost and affordability and this will be clearer after the detailed design has been completed and a more robust estimate prepared.
- 4.5 Scheme information has now been submitted to Government, to confirm the £1.3m Local Growth Fund allocation to the Willington Street Junction Improvements scheme, as recommended by the South East Local Enterprise Partnership Accountability Board.
- 4.6 On the basis of the Local Growth funding being confirmed, design and procurement proceeding satisfactorily and road space permits to carry out works affecting the A274 & A20 being granted by Kent County Council, a start of construction in late 2016 is anticipated.
- 4.7 An Equality Impact Assessment (EQiA) will be completed and updated throughout the process as required. Kent County Council Legal Services will be consulted and appointed if necessary. It is not anticipated at this stage Legal representation will be required.

## **5. Conclusions**

This is an important scheme to help reduce congestion on the Sutton Road corridor, of the A274 strategic route. The allocation of Local Growth Fund to the scheme is very welcome news in enabling the scheme to proceed. The programme has been developed and some preliminary work has already been done and there is confidence that a construction start date of late 2016 can be achieved.

## **6. Recommendations:**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision as follows and indicated on the proposed record of decision sheet attached at Appendix A.

- i) give approval to the preliminary design scheme for Willington Street Maidstone A274 Sutton Road junction & Willington Street Maidstone A20 Ashford Road junction for development control and land charge disclosures ;
- ii) give approval to progress all statutory approvals or consents required for the scheme ;
- ii) give approval to enter into Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and



iii) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy.

## **7. Background Documents**

7.1 Location Map

## **8. Contact details**

Lead Officer:

Mary Gillett - Major Projects Planning Manager

03000 411638

mary.gillett@kent.gov.uk

Lead Director:

Roger Wilkin - Director of Highways, Transportation & Waste

03000 413479

roger.wilkin@kent.gov.uk

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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

Mr Matthew Balfour, Cabinet Member for Environment &  
Transport

**DECISION NO:**

16/00019

**For publication**

**Subject: Maidstone Integrated Transport Package**

**Decision:**

As Cabinet Member for Environment & Transport I agree to:

- i) give approval to the preliminary design scheme for Willington Street Maidstone A274 Sutton Road junction & Willington Street Maidstone A20 Ashford Road junction for development control and land charge disclosures;
- ii) give approval to progress all statutory approvals or consents required for the scheme;
- ii) give approval to enter into Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and
- iii) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy.

**Reason for decision:**

Decisions are required to allow the scheme development to progress, statutory approvals and contract procurement.

**Cabinet Committee recommendations and other consultation:**

The scheme has been discussed at the Maidstone Joint Transportation Board. Engagement with local communities will be arranged as part of the design process, Also an information drop will be carried out when the scheme programme has been developed in more detail and further communication will be undertaken as the scheme progresses.

**Any alternatives considered:**

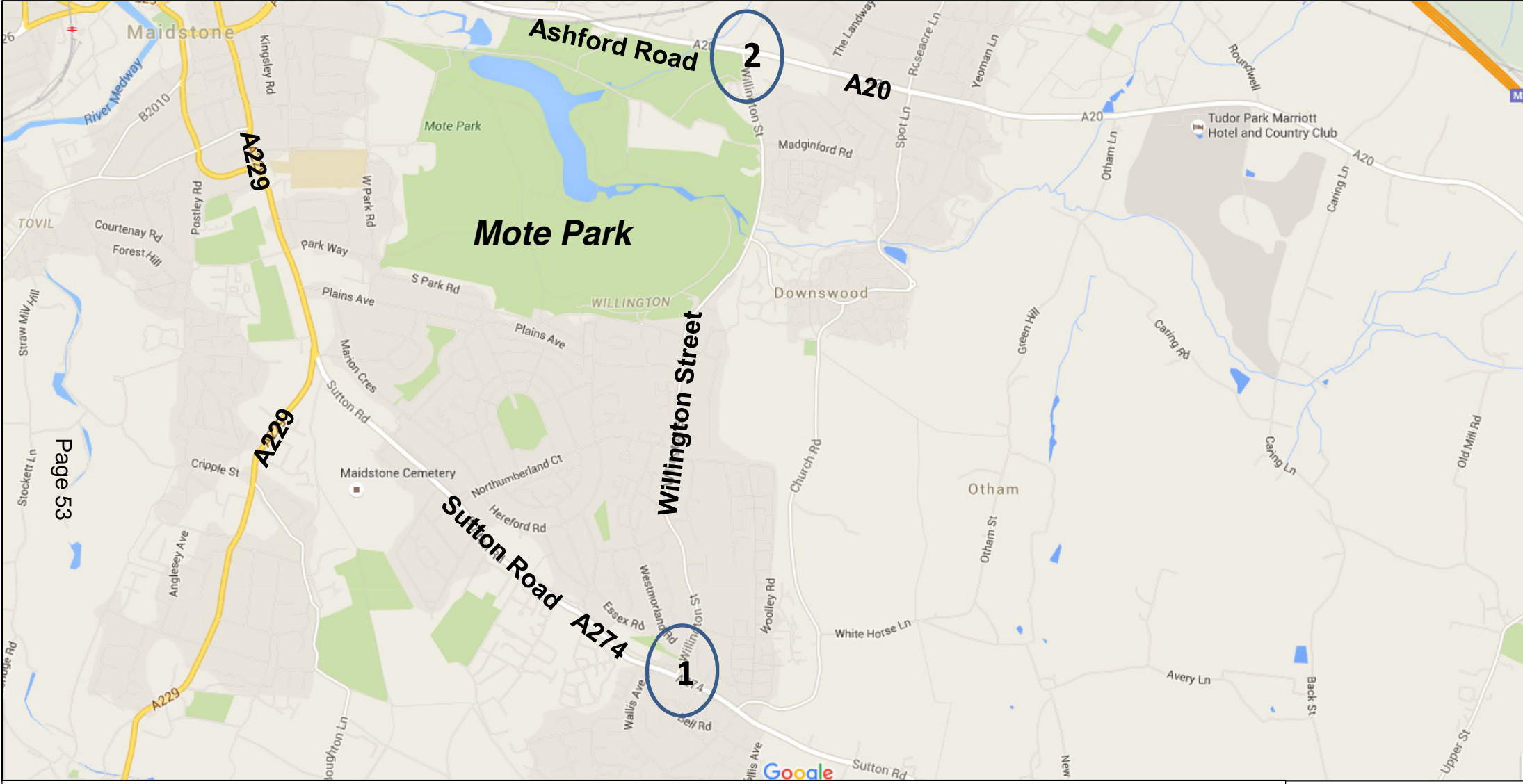
N/A

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

.....  
signed

.....  
date

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1: A274 Sutton Road junction with Willington Street/Wallis Avenue.

2: A20 Ashford Road Junction with Willington Street



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From: Matthew Balfour, Cabinet Member for Environment & Transportation  
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment & Transportation Cabinet Committee – 11 March 2016

Subject: **Decision No: 1600027 - KCC Bus Funding Review - Proceed to Public Consultation on Proposed Service Changes**

Classification: **Unrestricted**

**Past Pathway of Paper: N/A**

**Future Pathway of Paper: N/A**

**Electoral Division:** Countywide

**Summary:** From April 2016, the budget for socially necessary bus services will reduce from £6.6m to £5.6m. This follows a previous reduction of £0.75m from 2015/16.

Public Transport have identified £0.26m of services, which will remain unchanged and be returned to commercial bus operation in April 16 and these have been agreed with the relevant operators. Furthermore, efficiency savings of £0.32m have been identified, which can be delivered in 2016/17.

This means that in the financial year 2016/17 a further £0.4m of savings from this budget needs to be found.

A range of service changes have been intelligently developed with the bus operators and are considered to be relatively low impact.

It is proposed to run public consultation on the measures proposed from 21 March until 15 May with changes being implemented in August/September 2016.

**Recommendation:**

Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to approve consultation on a range of measures (bus service changes) required to reduce KCC expenditure on supported bus services as attached at Appendix A

**1. Introduction**

1.1 From April 2016, the budget for socially necessary bus services will reduce from £6.5m to £5.6m. This follows a previous reduction of £0.75m from 2015/16.

1.2 This means that in the financial year 2016/17 £1m needs to be saved from the supported bus budget. Of this saving, £0.68m has been identified and is

in the process of being implemented. A further £0.4m of savings from this budget needs to be found.

1.3 This paper outlines proposals to consult and to review of the EqIA.

## **2. The Report**

2.1 Since 2014/15 Public Transport have been working to reduce the cost of supported services, with the least impact on service users. They have reduced costs through a range of measures including; the continued migration of Kent Karrier contracts from commercial bus operators to Community Sector operation, commercialisation of previously tendered services, the retender and rationalisation of tendered services and a flexible approach to the use of Bus Service Operator Grant Funding received from Central Government.

2.2 To deliver the £0.4m saving in 2016/17, Public Transport has worked closely with its bus operator partners to identify services/journeys which could be returned to commercial operation by these operators, if the operator was allowed to make changes to the current provision. These changes are shown in appendix B. The changes include the re-timing of journeys, journey amalgamations, journey withdrawals, routes covered by other services and changes in operating day. The measures have been drawn up based on operator advice and review of passenger data.

2.3 The changes take account of KCC's criteria for the support of bus services and of Equality Impact Assessments that have been completed and will be updated throughout the consultation process.

2.4 In developing these proposals the intention by Public Transport has been to protect users as much as possible, based on user data and surveys. The consultation will enable the public to review the proposals, provide feedback and so enable Public Transport to refine the proposals if appropriate. Based on the data it has reviewed, Public Transport believe the changes will have a low impact, however as stated the public consultation will test this view.

2.5 It is proposed to consult on the measures proposed from 21 March until 15 May with changes being implemented in August/September 2016. The consultation process/package of materials has been developed in conjunction with the KCC Consultations Team. Posters/consultation materials will be posted on buses across the county, including distribution of postcards to enable people to respond to the consultation. The consultation will also be available for review on the KCC website. We will also be undertaking a proactive communication strategy through the press to ensure that people are aware of the changes, the scope of the changes and how to respond to the consultation.

2.6 Our press strategy will be critical, as we want to ensure that the public are not alarmed or led to believe that there are whole service withdrawals, as this is not the case. These changes are not bus service cuts, but revisions to existing journeys/services which allows them to be operated commercially once again.



### **3. Financial Implications**

- 3.1 From April 2016, the budget for socially necessary bus services will reduce from £6.6m to £5.6m. This follows a previous reduction of £0.75m from 2015/16.
- 3.2 This means that in the financial year 2016/17, a further £0.4m of savings from this budget needs to be found. As identified above, all zero implication opportunities to save funding have now been exhausted and it is therefore necessary to reduce some service levels. .

### **4. Legal implications**

- 4.1 The Transport Act 1985 requires Local Transport Authorities (LTA) to consider the support of socially necessary bus services. However, expenditure in this area is a discretionary activity with LTA's being under no obligation to provide subsidy for this purpose.
- 4.2 Services carrying children with a statutory entitlement to free transport to school under the education act are unaffected by these proposals.
- 4.3 A failure to manage the process of change robustly in terms of demonstrating a consideration of the implications carries a possible risk of decisions being subject to judicial review. .
- 4.4 The Public Transport Team has sought advice from other authorities and is satisfied that the proposed consultation and related EqIA processes, developed with KCC Equalities Team ensure that the authority is not exposed in this respect.

### **5. Equalities implications**

- 5.1 The overall process and the individual service changes have been subject to full EqIA's which will be updated following the consultation process and is being completed with the KCC Equalities team.
- 5.2 The EqIA process has identified that there is a greater impact on; the elderly, disabled persons and disabled carers who are all identified groups within EqIA legislation. However, the approach proposed seeks to mitigate this impact as far as is possible and the Equalities team have verified that the process is robust in EqIA terms.

### **6. Timetable**

- 6.1 The proposed timetable for the consultation process is;
- 21/03/16 Consultation Launch
  - 15/05/16 End of consultation period
  - 05/06/16 Conclude analysis of Consultation and update EQIAs
  - 08/07/16 Proposed changes reported to Environment & Transport Cabinet committee
  - July 16 Renegotiate contracts with bus operators

- Aug/Sep 16 Service changes introduced

6.2 The review of the consultation will be brought to Environment & Transport Cabinet Committee, together with any proposals.

## 7. Conclusions

- 7.1 To date, approximately £1.3m of savings have been achieved without any noticeable impact on the public. However to achieve the 2016/17 budget for supported services Public Transport has identified a package of service measures, which if they can be returned to commercial operation, will deliver this saving to KCC. In returning these services to commercial bus operation, bus operators wish to make revisions to the provision in place and hence the need to consult with the public.
- 7.2 The reductions proposed have been intelligently identified taking account of KCC's own criteria for the support of public bus services and of Equalities considerations. They are considered to be relatively low impact.
- 7.3 The consultation and EqlA process needs to be properly managed in order to negate any risk of legal challenge.

## 8. Recommendation(s):

- 8.1 Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to approve consultation on a range of measures (bus service changes) required to reduce KCC expenditure on supported bus services as attached at Appendix A

## 9. Background Documents

- 9.1 Draft consultation document – 'Review of KCC funded bus services' Table of affected services

## 10. Contact details

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## Review of Kent County Council Funded Bus Services

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## Foreword

Bus services across the UK were privatised (deregulated) in 1985. Since then, many routes in Kent have been run by commercial bus companies, such as Arriva or Stagecoach. KCC has no involvement with these services which are licensed by the Department for Transport.

But not all of Kent's bus services are run on a purely commercial basis. For the last 30 years Kent County Council (KCC) has subsidised some routes which, while not commercially viable, have been considered important to the needs of the communities and passengers they serve.

We've worked hard to protect these subsidies, but as central government funds have been reduced we've had to make savings, changing the way we work and spending less. We've worked hard to do this without any noticeable impacts for bus passengers, and have already saved £1m.

Further budget cuts mean that we have to do more.

During the next financial year, we need to save another £750k from this budget and this will mean that we will need to stop the subsidies for some services.

This is not something we want to do and we continue to work hard to find new solutions. We have explored budget saving options with bus operators to ensure that, wherever possible, services will continue to operate or alternative services can be provided. Recent work with bus operators has indicated that they can help us save a further £250k without any noticeable impact on the passengers but we still have a shortfall of around £500k that we need to find. To do so, we have identified services with operators where we can stop or reduce the subsidy but where some alternative service can be provided. However, it is clear that some services will change or the level of service will have to reduce and for this reason we are inviting your comments to ensure that we understand the impact of these changes on you.

No final decisions have been made. All subsidised services have been assessed using our approved criteria (detailed later in this document) and with bus operators, we have identified a list of services where they can potentially help us to continue to provide some service with less subsidy. While our approach seeks to protect those bus services where the impact on passengers is greatest, we do

understand that any changes will have an adverse impact on existing bus passengers and we need you to tell us how the proposed changes will be affect you.

### ***Your opinions matter***

We would like to hear your opinions as they will be essential to help us make final decisions. Council Members will take them into account alongside bus surveys and Equality Impact Assessments when making a final decision in May 2016.

We want to hear your views on:

- Our approach
- The assumptions we have made in the draft Equality Impact Assessments
- Any additional information that you think we need to consider about the potentially affected routes
- How the proposed changes could impact you

You can give your opinion by completing the questionnaire online at [www.kent.gov.uk/busreview](http://www.kent.gov.uk/busreview). Alternatively you can complete the questionnaire at the end of this document and return it to Freepost KENT COUNTY COUNCIL BUS FUNDING REVIEW.

This consultation will run for 8 weeks from 7th March until 1st May 2016 (inclusive).

An easy read version of this document and the questionnaire is available on our website [www.kent.gov.uk/busreview](http://www.kent.gov.uk/busreview) or upon request.

To request hard copies of any of the consultation documents or for any other formats or languages, please email [alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk) or telephone on 03000 421553 (text relay service 18001 03000 421553). This number goes to an answer machine, which is monitored during office hours.

## **Bus services in Kent**

Bus services in Kent fall into two categories:

- Commercially operated services
- Subsidised services

Since bus deregulation in 1985, bus operators in Kent such as Arriva and Stagecoach have been able to choose to run routes on a commercial basis, where there are enough passengers to fund the service. Around 97% of services in Kent are run in this way, without any funding from KCC. That means that we have no say over routes, timetables or fares. More than 600 services are provided on this basis by over 50 operators.

### ***Supporting non-commercial routes***

Local Authorities can choose to subsidise operators to run other (non-commercially viable) services if they believe they are needed by the communities and passengers they serve.

Kent County Council (KCC) has a long tradition of supporting public transport in Kent and invests around £50m of tax payer's money into the county's bus network each year. We also work closely with bus operators through our Quality Bus Partnerships, helping them to improve services.

These activities have helped sustain a comprehensive network of buses in Kent on which over 40 million journeys are made each year. Of these less than 4 million journeys are made on services paid for by KCC and they are highly valued by the bus users.

Despite significant financial pressures, our commitment to bus travel has meant that until recently we have been able to protect our bus subsidy budget. This has enabled us to continue to provide the majority of our buses without change or reduction. In 2015/16 we will spend £6.4m supporting around 150 services that would otherwise not operate.

Official (Protect)

## ***At a glance***

2015/16

Number of bus journeys in Kent: over 40 million

Number of bus journeys made on subsidised routes: 4.1m

% of bus journeys subsidised by KCC: approximately 2.3%

Number of KCC subsidised contracts: 150

Cost of subsidy: £6.4m

### **How do we subsidise Kent's bus network?**

#### **Directly**

Route subsidies

Buying season tickets

#### **Indirectly**

English National Concessionary Travel Scheme

Young Person's Travel Pass

Kent 16+ Travel Card

Capital Investment (vehicles, bus stops etc)



## Why do we need to change?

Over the past five years local authority budgets have come under pressure as central government has reduced funding by more than 40%. KCC has already had to reduce its revenue expenditure by £433m since the start of 2011-12 and the draft budget for 2016-17 proposes a further £94m of savings

Savings made to date have focussed on how we work and on reducing spending across services provided by KCC. We have reduced these budgets as much as we can in many instances. As a consequence, to meet our further savings targets, we can no longer fully protect our bus subsidy budget.

We have already made £1m of savings by working with bus operators to re-plan routes and through a greater use of Community Transport operators. We have made these changes without any noticeable impact on bus passengers. Also, we have recently identified a further £250k worth of savings but we still need to reduce our spending by a further £400k in the next financial year.

We will continue to work with bus operators to explore more imaginative options for service provision and look for new sources of funding, but it is likely that some services and journeys at certain times and on certain days will change or have to be reduced.

We understand that this is a very sensitive area and that any loss of a bus service will have a real and negative impact on its users. The pages that follow explain the approach that we have developed to help us ensure that we make decisions based on a full understanding of the impact on our residents.

## **How do bus subsidies work?**

All local transport authorities have a duty to consider funding bus services that are not provided commercially. These are services which:

- Are considered important to the communities and passengers they serve
- Provide transport links to key services that could not otherwise be accessed

Authorities are not required to provide these services and can choose which services to support.

## ***What currently happens in Kent?***

We use a set of criteria to guide our decision making. The criteria has been approved by County Council Members and ranks services based on cost, usage, journey purpose and the availability of other forms of transport (such as the rail network).

Using these criteria we will consider supporting a non-commercial bus service if its main purpose meets one or more of the following journey activities:

- Access to work
- Access to learning
- Access to healthcare
- Access to food shopping

Next, services are ranked in priority order based on the times and days of the week on which they operate and the cost per passenger journey (the cost of the contract divided by the number of journeys made on it). The table below shows how we prioritise services in this way.

Priority	Days of operation	£ Per Passenger Journey (KCC subsidy)
1	Any day of the week	Less than £3
2	Monday to Friday	£3 to £5
3	Monday to Friday	Over £5
4	Saturday	£3 to £5
5	Sunday and evening	£3 to £5
6	Saturday, Sunday & evening	£5 to £7
7	Any day	Over £7
8	Poorly performing contracts with very limited implications	Regardless of cost

## Our approach to savings

The Council is very aware that any change or withdrawal to a bus service will have a negative impact on users who in many instances will have made personal arrangements around it. Our approach seeks to minimise these impacts as far as possible by taking account of:

- The Council's criteria for supporting bus services (detailed on page 7)
- Equality legislation (the Equality Act 2010) (detailed on page 11)
- Feedback from the public received through this consultation

### ***Why do we need these additional steps?***

If used alone, our normal criteria-led approach would allow officers to simply rank services in accordance with the eight priority groups (see table on **page 7**). We would be able to identify contracts to the value of the £400k required saving, working from the bottom up. This would place greater prominence on the financial and statistical performance of contracts, regardless of the impact on the passengers.

In many instances, this would result in the removal of services providing for vulnerable groups, workers, scholars and services that represent the only public transport for a number of rural villages. We do not favour this approach and have instead developed an alternative way of reducing our expenditure which will have a less significant impact on Kent residents.

### ***A thorough approach***

Our approach seeks to protect the most vulnerable groups of society and the services that are most needed.

We want to protect services where their withdrawal would leave users with no other public transport, or where they are meeting a particular need, or serving a vulnerable group of society. Where we have identified that services and journeys are the only bus for rural villages, cater for school runs, or that enable the only means of people getting to work etc we have tried to protect them from change. We will also take account of Equalities legislation and consider the impact on identified groups who could be more adversely affected by changes to bus services.

Our Kent Karrier services, which provide limited transport for the elderly, the mobility impaired and for very rural areas would also be unaffected.

## Services that might be affected

No final decisions have been made. We have identified the services for possible subsidy withdrawal having understood what operators might be able to run instead. But we understand that this will mean changes and reductions and want to take account of your comments (through this consultation) and of the further information we gather through our ongoing bus inspections before we reach any final decisions.

Therefore our initial focus will be on the reduction and withdrawal of journeys and services where, if the funding for these is withdrawn, there will still be bus services operating at different times or on alternative days of the week.

The need to protect the most valued services means that we are proposing to focus potential savings on those bus services which fall into the following three main categories:

- Services where the areas served have other bus services available
- Services where it may be possible to change or reduce the level of service rather than withdraw it completely
- Early morning and evening services (where there would still be services earlier or later in the day or on other days of the week)

If these services stopped running there would still be other services or journeys on other days of the week or at different times of the day.

A summary table of the services identified for subsidy reduction is shown below. This does not mean that these services are going to stop; it means that they will change or reduce in some way.

Service No.	Operator	Route	What we pay for	Summary of proposed change
2	Stagecoach	Ashford to Rolvended	Evening journeys Mon to Sat	The 2205 Ashford to Rolvenden and 2249 Rolvenden to Ashford journeys will no longer run. The other journeys will not be funded by KCC but will continue to be provided by Stagecoach without subsidy.
5	Arriva	Maidstone to Hawkhurst	Evening journeys Mon to Sat	This service would not be funded by KCC but the journeys will continue to be provided by Arriva without subsidy. There will be some minor changes to the route and journey times.
89	Stagecoach	Dover to Folkestone	Evening journeys Mon to Sat	The 1943 and 2157 from Dover and 2227 from Elvington will no longer run. The other journeys will not be funded by KCC but will continue to be provided by Stagecoach without subsidy..
89	Arriva	Maidstone to Coxheath	Evening journeys Mon to Sat	Evening journeys on service 89 will be withdrawn. The route will be replaced by evening journeys on service 5 which will divert to serve Coxheath providing a similar level of service.
102	Stagecoach	Dover to Lydd	Evening journeys Mon to Sat	The 2240 from Pencester Road will no longer run. The other journeys will not be funded by KCC but will be provided by Stagecoach with some other minor changes to timetable.
123	Nu-Venture	Kings Hill to West Malling Station	All journeys Mon to Fri	Service 123 will be withdrawn. Instead a new X1 service will be introduced which will operate between Kings Hill and Maidstone via West Malling Station.
203	Autocar	Benover to Paddock Wood	Mon and Wed Shopper Bus	The service will no longer run on Mondays. The Wednesday service would continue unchanged.
204	Autocar	Tonbridge to Underriver	Two round trips on Mon to Fri	The service will no longer run on Wednesdays. The rest of the service continues unchanged on all other days.
205	Arriva	Tonbridge to Paddock Wood	Saturday service	KCC will no longer fund this service. Autocar will provide a reduced level of service without subsidy from KCC.

217	Arriva	Trench Wood to Ramslye via Tonbridge and Tunbridge Wells	Evening journeys Mon to Sat	The Tunbridge Wells to Ramslye section will be withdrawn but this section covered with existing service 28. Other journeys will not be funded by KCC but will continue to be operated by Arriva without subsidy.
402	Arriva	Tonbridge to Hildenborough	One journey on a Saturday	This journey will be withdrawn.
477	Arriva	Swanley to Dartford	Early morning and evening journeys Mon to Sat	These journeys will no longer be funded by KCC. The morning journey and some evening services will continue to operate without subsidy but the evening service will finish earlier. Evening service on Swanley to Oprington ceases entirely
12RL	Clarks	Tenterden to Headcorn Railway Station	Mon to Fri commuter service	This service will be withdrawn. KCC are arranging for Arriva to make changes to the timeable for service 12 which will provide alternative options for some current 12RL journeys.
14A	Stagecoach	Canterbury to Deal	Two evening journeys Mon to Sat	These journeys will no longer be funded by KCC. The 2250 from Canterbury will stop. Other journeys will continue to be operated by Stagecoach without subsidy.
15 / 15A	Stagecoach	Dover to Sandown	Early morning and evening journeys Mon to Sat	These journeys will no longer be funded by KCC. The 1747 and 1856 from Deal and the return journeys would stop and the service will not extend to Sandown after 1655. Other journeys will continue to be operated by Stagecoach without subsidy.
3 / 3B	Stagecoach	Canterbury to Faversham	Evening journeys Mon to Sat	These journeys will no longer be funded by KCC. The service will continue to be operated by Stagecoach without subsidy but will finish after 2100.
541	Regents Coaches	Elvington to Dover, Walmer to Sandwich, Walmer to Canterbury	Off peak shoppers services on Mon to Fri	The service will be reduced to operate on 3 days per week instead of 5.

## How will we make a final decision?

We will score the service changes proposed based on an overall 'Impact Assessment' which takes account of Equality Impact Assessments, your comments and the council's criteria. Although we need to make the saving, if a service scores highly then this will alert us to the fact that there might be a particularly high impact and we will consider if there are alternative solutions or ways of making the saving.

## ***Why (and how) do we use Equality Impact Assessments (EqIA)?***

KCC carries out Equality Impact Assessments on proposed service changes, new services, and changes to policies. They help ensure that our services/policies are accessible and fair, and try to ensure that they do not cause any direct or indirect negative impacts on protected groups. They also help us to make informed decisions and meet our statutory obligations under the Public Sector Equality Duty / Equality Act 2010.

An EqIA focusses on ten core areas:

- Age
- Disability
- Gender
- Gender identity
- Race
- Religion / belief or none
- Sexual orientation
- Pregnancy and maternity
- Marriage and civil partnership
- Carer's responsibilities



By carrying out an EqIA for each service we can understand which of the groups listed above will be most affected by the proposed changes. This helps us to put in place measures to protect those groups and also to identify those services and journeys that are meeting the most valuable social need.

Equality Impact Assessments for each of the services identified for change are available for review online at [www.kent.gov.uk/busreview](http://www.kent.gov.uk/busreview) or upon request. Please read these assessments and tell us if we have made the right assumptions by completing the consultation questionnaire online or at the end of this document.

We have also carried out an EqIA on the council's scoring approach, which is also available to view online (hard copies are available on request).

## **Our scoring approach in detail**

We have started by assessing the impact of any bus withdrawal in the knowledge that this will always have a negative effect for anyone that uses the service. Against a standard Risk Matrix (see Appendix 1) we have determined that any bus service withdrawal would have an Impact Score of 12 mainly because of the 'likely' and 'significant' impact on the users of the service.

### ***Applying KCC's criteria***

KCC's criteria for the support of socially necessary bus services identifies that financial support will be prioritised to bus service and journeys that provide the only access to one or more of:

- Education
- Employment
- Healthcare (hospital appointments, doctors, dentists etc.)
- Essential (food) shopping

Using responses to this consultation, our inspections, and other engagement and information, we will identify the services and journeys being used for these purposes. We will clarify where these activities could not be completed if those services or journeys were withdrawn.

An additional point will be added to the overall Impact Assessment Score of those services or journeys that meet this criteria.

### ***Examples***

In making these assessments, the Council will take account of the availability of other bus services and journeys possibly available at different times or on different days of the week. For example, if an early morning journey is taking workers to start a specific shift time then a later journey might not be usable in which case the additional point would be added to the overall impact score.

However, if a Sunday service is being used to complete food shopping and this could be completed on the remaining Monday to Saturday service, then it would be assumed that there is little impact on this respect and no points would be added.

### ***Understanding how equality impacts our scoring approach***

We will then use what we know about the service and statistical information to identify if the service is used by particular type of passenger (for example elderly or disabled passengers) or for certain journey purposes.

Our initial EqIA has identified that bus passengers falling into the categories of Age (the elderly), Disability or those with Caring responsibilities could be more adversely affected by bus service changes. This is because they might have a greater reliance on bus services than other groups. Where services are identified as carrying elderly or disabled passengers we will add points to the overall impact score.

Although members of other groups identified (Gender, Race etc.) will be adversely affected by any service change, it is not considered that this impact is any greater than any other bus passengers and therefore similar priority is unlikely to be given, unless there are specific circumstances applying to a particular user or group of users.

EqIAs will be updated as we continue throughout the process. We will use your consultation responses and our own inspections to update our information and the impact score for a service on an ongoing basis.

## **In summary**

1. Through KCC's standard Risk Matrix Assessment

Services will be given an initial Impact Assessment Score based upon the likely impact. In many instances this will be a score of 12.

2. Through the initial Equality Impact Assessment

If, an elderly, or disabled or carer passenger is identified as using the service then a further point(s) would be applied to the Impact Assessment score to take into account of results of the EqlAs.

3. Through applying KCC's criteria for the support of socially necessary bus services

If a change is identified as affecting a journey that would be considered a priority against our criteria (such as journey to work) then a further point would be added to the impact score.

4. The EqlAs and the Impact Assessment scores will be updated throughout the process

This will allow us to take account of what we learn about the service and its users. This will take account of every available source of information, but specifically the responses to the consultation that we receive and the inspections that we make of the affected services.

5. The scores for each service will be recorded as part of the EqIA which will include a table that calculates the score as in the example below.

<b>Service xx</b>	
Impact Rating (12 unless unique circumstances are identified)	<b>12</b>
Evidence of Elderly passengers (2 points if identified)	<b>2</b>
Evidence of Disabled Passengers (2 points if identified)	<b>0</b>
Evidence of Passenger travelling as a 'Carer' (1 point if identified)	<b>0</b>
Does the service provide the only means of accessing employment for any passenger? (1 point if identified)	<b>0</b>
Does the service provide the only means of accessing education? (1 point if identified)	<b>0</b>
Does the service provide the only means of accessing healthcare? (1 point if identified)	<b>0</b>
Does the service provide the only means of accessing essential shopping? (1 point if identified)	<b>1</b>
<b>TOTAL</b>	<b>15</b>

6. Compilation of all data

Once the consultation is over and all of our inspections have been undertaken, the full and final EqIAs will be completed and the Impact Assessment score will be updated to take account of all new information.

7. Scores will be used to identify the services with higher impacts

In particular, services that have impact scores of 16 or more would be classed as having a 'High' impact and in these instances the Council would consider if there are other solutions or ways of making the saving that should be considered. Services with lower impact scores will be identified for change or reduction.

## How to get involved and have your say

By responding to the consultation, you will help us make the right decisions. No decisions have been taken and your views will be instrumental in the final decision taken by County Council Members.

It's important that you tell us what you think so that your comments can help inform the final outcome. Please let us know by visiting [www.kent.gov.uk/busreview](http://www.kent.gov.uk/busreview) and completing the online consultation questionnaire.

Alternatively, complete the consultation questionnaire on pages **XX** and return to: Freepost, KENT COUNTY COUNCIL BUS FUNDING REVIEW

Easy read and Microsoft Word versions of this document and the questionnaire are available on our website [www.kent.gov.uk/busreview](http://www.kent.gov.uk/busreview) or upon request

If you require this or any of the consultation documents in any other formats please request these via email to [alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk) or by telephone on 03000 421553 (text relay service 18001 03000 421553). This number goes to an answer machine, which is monitored during office hours.

**Please complete your questionnaire and return it to us by 1<sup>st</sup> May 2016.**

### ***What happens next?***

We will be consulting on this proposal from 7<sup>th</sup> March to 1<sup>st</sup> May 2016. Your responses, along with the final Equality Impact Assessments, will be presented to Kent County Council Members in May following which we will publish our results.

Changes to bus services require a minimum of 56 days' notice so any changes to bus routes resulting from decisions made by Council Members would most likely take effect in August 2016.

## Glossary of Terms

**Community Transport Operators:** *means non-commercial operators who have a different license to the likes of Arriva and Stagecoach. These operators are typically more voluntary in their nature and can often provide transport services for the Council at a lesser cost.*

**Council Members:** *means KCC's elected politicians in this instance represented though those members forming part of relevant Cabinet Committees.*

**Criteria for bus service support:** *means the KCC Member approved way of ranking existing and new bus services to identify if they will or won't be paid for by KCC. The criteria takes account of value for money and journey purpose.*

**Deregulated:** *means privatised and outside of the control of KCC. In this context, bus operators run the majority of routes without needing any permission from the Council who have no contractual relationship or control over them. Bus operators and the services that they run are managed by the Department for Transport who grant licenses to operators themselves and the routes that they chose to run.*

**English National Concessionary Travel Scheme:** *means the older persons bus pass. KCC has to pay operators for each journey made by pass holder.*

**Equality Impact Assessment:** *means the assessments carried out by Council officers to understand the impact of proposed changes on existing bus users of each bus service affected.*

**Equality Impact legislation:** *means the national legislation and the rules that govern sensitive decisions to protect identified groups (such as the elderly, disabled, religious groups, ethnic minorities etc) from a more adverse impact on them when compared to other members of society.*

**Kent Karrier:** *means the KCC dial-a-ride services which provides door to door transport for elderly and disabled members and for rural communities that do not have a bus or train service.*

**Local Transport Authority:** means the local government organisation with responsibility for local transport (roads, drainage, public transport etc) matters. In this instance, this means Kent County Council.

**Public Bus Service:** means a conventional public bus service which is available to any passenger wishing to pay a fare or carrying a valid pass. This does not include 'Hired' services used specifically to carry particular groups such as school coaches and minibuses.

**Quality Bus Partnership:** means a voluntary arrangement between KCC, the local District Council and bus operators. The partners work in cooperation with each other to improve bus services in the area.

**Socially Necessary Bus Service:** means a service which is not commercially viable to bus operators because of limited journeys made but which KCC pay for because it is considered important to bus users.

**Statutory Obligation:** means something that the Council has to do or provide because the Government regulations say that all Councils must do.

**Subsidy:** means payments made by the Council to bus operators to help them operate services that are not commercially viable because of low passenger usage but that the Council wants to see operated because they are important for bus passengers.

**Young Person's Travel Pass:** means KCC's scheme that provides reduced cost bus travel for secondary aged school children. KCC has to pay operators for each journey made by pass holder.

## Appendix A – KCC’s Risk Matrix

The Risk Matrix takes into account the possible impacts of service withdrawal or change in respect of: people, financial, legal and reputational impact.

Likelihood	Very likely	5	5 Low	10 Medium	15 Medium	20 High	25 High
	Likely	4	4 Low	8 Medium	12 Medium	16 High	20 High
	Possible	3	3 Low	6 Low	9 Medium	12 Medium	15 Medium
	Unlikely	2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Very Unlikely	1	1 Low	2 Low	3 Low	4 Low	5 Low
RISK RATING MATRIX			1	2	3	4	5
			Minor	Moderate	Significant	Serious	Major
			Impact				



## Consultation Questionnaire

This questionnaire can be completed online at [www.kent.gov.uk/busreview](http://www.kent.gov.uk/busreview) or by completing the following questionnaire and returning it to: **Freepost, KENT COUNTY COUNCIL BUS FUNDING REVIEW**

If you require more space to respond please continue your answers on an additional piece of paper.

**Please ensure your response reaches us by 1<sup>st</sup> May 2016.**

### Q1. Are you completing this questionnaire on behalf of:

Select **one** box.

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- Yourself (as an individual)
- A friend or relative – Please answer all of the questions in this survey using their details and not your own.
- A District/Town/Parish Council
- A Voluntary or Community Sector Organisation (VCS)
- A Business
- Other, please specify:

### Q1a. If you are responding on behalf of a Council/Business/VCS Organisation, please tell us the name of the organisation:

**Q2. Please tell us your postcode:** \_\_\_\_\_

(If you are responding on behalf of a friend or relative please provide their postcode.)

**Q3. To what extent do you agree or disagree with the scoring method we are using to assess the overall impact of these changes?**

This is summarised on **page 20** of the consultation document.

Select **one** box.

Strongly  
agree

Agree

Neither  
agree or  
disagree

Disagree

Strongly  
disagree

Don't  
know

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**Q2a. Any comments:**

*If you are responding on behalf of an organisation please go to question 6.*

**A summary table of the services identified for review can be found on pages 11 and 12 of the consultation document.**

**Q4. Do you, or the person you are responding on behalf of, travel on any of the bus services identified for review?**

Select *one* box.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

*If 'No' please go to question 6. If 'Yes' or 'Don't know' please tell us about your journey by continuing to question 5.*

*If you are responding on behalf of a friend or relative please answer all of these questions using their details.*

*If you use more than one service please use the extra response boxes provided.*

Page 83 **Q5. Using the following questions please tell us about your journey:**

**Q5a. What is the number of the bus service:**

**Q5b. Where does your journey start?**

**Q5c. Where does your journey end?**

**Q5d. How often do you use this service?** *Select one box.*

<input type="checkbox"/>	Monday to Friday
<input type="checkbox"/>	Once a week or more
<input type="checkbox"/>	Once or twice a month
<input type="checkbox"/>	Once or twice a year
<input type="checkbox"/>	Other, please specify below:
<input type="text"/>	

**Q5d. What is the purpose of your journey?** *Select all that apply.*

<input type="checkbox"/>	To get to and from school/college/university
<input type="checkbox"/>	To get to and from work
<input type="checkbox"/>	To get to and from doctors, hospital and other healthcare appointments
<input type="checkbox"/>	To do essential food shopping
<input type="checkbox"/>	To get to and from leisure and social activities
<input type="checkbox"/>	To care for a friend or relative
<input type="checkbox"/>	Other, please specify below:
<input type="text"/>	

Page 84 **Q5e. If this service were to stop running what would you do instead?** *Select one box.*

<input type="checkbox"/>	Rely on friends / family / neighbours for lifts
<input type="checkbox"/>	Drive myself
<input type="checkbox"/>	Travel by taxi
<input type="checkbox"/>	Travel at a different time
<input type="checkbox"/>	Travel on a different day
<input type="checkbox"/>	Not travel for the reason I currently do
<input type="checkbox"/>	I don't know
<input type="checkbox"/>	Other, please specify: <input type="text"/>

*If you travel on more than one of the bus services identified for review please use the additional boxes below.  
If not, please go to question 6.*

What is the number of the bus service:

Where does your journey start?

Where does your journey end?

How often do you use this service? *Select one box.*

<input type="checkbox"/>	Monday to Friday
<input type="checkbox"/>	Once a week or more
<input type="checkbox"/>	Once or twice a month
<input type="checkbox"/>	Once or twice a year
<input type="checkbox"/>	Other, please specify below:

What is the purpose of your journey? *Select all that apply.*

<input type="checkbox"/>	To get to and from school/college/university
<input type="checkbox"/>	To get to and from work
<input type="checkbox"/>	To get to and from doctors, hospital and other healthcare appointments
<input type="checkbox"/>	To do essential food shopping
<input type="checkbox"/>	To get to and from leisure and social activities
<input type="checkbox"/>	To care for a friend or relative
<input type="checkbox"/>	Other, please specify below:

If this service were to stop running what would you do instead? *Select one box.*

<input type="checkbox"/>	Rely on friends / family / neighbours for lifts
<input type="checkbox"/>	Drive myself
<input type="checkbox"/>	Travel by taxi
<input type="checkbox"/>	Travel at a different time
<input type="checkbox"/>	Travel on a different day

<input type="checkbox"/>	Not travel for the reason I currently do
<input type="checkbox"/>	I don't know
<input type="checkbox"/>	Other, please specify below:

*If you travel on more than two of the bus services identified for review please continue to next page. If not go to question 6.*

What is the number of the bus service:

Where does your journey start?

Where does your journey end?

How often do you use this service? *Select one box.*

<input type="checkbox"/>	Monday to Friday
<input type="checkbox"/>	Once a week or more
<input type="checkbox"/>	Once or twice a month
<input type="checkbox"/>	Once or twice a year
<input type="checkbox"/>	Other, please specify below:

What is the purpose of your journey? *Select all that apply.*

<input type="checkbox"/>	To get to and from school/college/university
<input type="checkbox"/>	To get to and from work
<input type="checkbox"/>	To get to and from doctors, hospital and other healthcare appointments
<input type="checkbox"/>	To do essential food shopping
<input type="checkbox"/>	To get to and from leisure and social activities
<input type="checkbox"/>	To care for a friend or relative
<input type="checkbox"/>	Other, please specify below:

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If this service were to stop running what would you do instead? *Select one box.*

<input type="checkbox"/>	Rely on friends / family / neighbours for lifts	<input type="checkbox"/>	Not travel for the reason I currently do
<input type="checkbox"/>	Drive myself	<input type="checkbox"/>	I don't know
<input type="checkbox"/>	Travel by taxi	<input type="checkbox"/>	Other, please specify below:
<input type="checkbox"/>	Travel at a different time	<input type="text"/>	
<input type="checkbox"/>	Travel on a different day		

**Q6. Please tell us how the proposed changes could affect you or the person / group you represent?**



Official (Protect)

*If you are responding on behalf of an organisation please go to question 9.*

*If you are responding as an individual or on behalf of a friend or relative please continue to question 7.*

*Kent Karrier is a dial-a-ride service. It can take you from your home to set locations, such as the nearest town centre or supermarket. You are eligible to join if you have a medical condition that makes travelling on public transport difficult, you live in a rural area more than 500 metres from a bus route or railway station or are aged 85 or over.*

**Q7. Are you a member of the Kent Karrier scheme?**

*Select **one** box. If you are responding on behalf of a friend or relative please answer using their details.*

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Yes  |
| <input type="checkbox"/> | No, I was not aware of the scheme but maybe eligible |
| <input type="checkbox"/> | No, I am not eligible for this scheme                |

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**Q8. Do you travel using any of the following bus passes?**

*Select **one** box. If you are responding on behalf of a friend or relative please answer using their details.*

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Older Persons (English National Concessionary Travel Scheme)       |
| <input type="checkbox"/> | Mobility Impairment (English National Concessionary Travel Scheme) |
| <input type="checkbox"/> | Companion (English National Concessionary Travel Scheme)           |
| <input type="checkbox"/> | Young Persons Travel Card  |
| <input type="checkbox"/> | Kent 16+ Travel Card   |
| <input type="checkbox"/> | No, I do not use any bus passes                                    |
| <input type="checkbox"/> | Other, please specify: <input type="text"/>                        |



**Q9. We have completed Equality Impact Assessments (EqIA) on our scoring approach and for each of the service routes identified for review.** An EqIA is a tool to assess the impact any service change, policy or strategies would have on age, disability, gender, gender identity, race, religion or belief, sexual orientation, pregnancy and maternity, marriage and civil partnership and carers responsibilities. **We welcome your views.**

The EqIAs are available online at [www.kent.gov.uk/busreview](http://www.kent.gov.uk/busreview) or on request (see page 26 for contact details).

**Please write any comments here:**

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### **Future Engagement and Communication**

**Q10. If you would like to receive feedback on this consultation please provide your contact details below.**

Our preferred method of communication is by email, however if you do not have an email address then please provide your postal address.

Name:

Email address:

Postal address:


*You only need to answer these questions if you have responded as an individual or on behalf of a friend or relative.  
It is not necessary to answer these questions if you are responding on behalf of an organisation.*

## About You

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we're asking you these questions. **If you are responding to this questionnaire on behalf of someone else please answer these questions using their details and not your own.**

We won't share the information you give us with anyone else. We'll use it only to help us make decisions, and improve our services.

If you would rather not answer any of these questions, you don't have to.

**Q11. Are you.....?** Please select one box.

- Male                       Female                       I prefer not to say

**Q12. Which of these age groups applies to you?** Please select one box.

- 15 or under     19-24     35-49     60-64     75-84  
 16-18     25-34     50-59     65-74     85 + over  
 I prefer not to say

**Q13. To which of these ethnic groups do you feel you belong?** (Source: 2011 census)

Please select one box.

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> White English         | <input type="checkbox"/> Mixed White and Black Caribbean | <input type="checkbox"/> Asian or Asian British Indian      |
| <input type="checkbox"/> White Scottish        | <input type="checkbox"/> Mixed White and Black Caribbean | <input type="checkbox"/> Asian or Asian British Pakistani   |
| <input type="checkbox"/> White Welsh           | <input type="checkbox"/> Mixed White and Black Caribbean | <input type="checkbox"/> Asian or Asian British Bangladeshi |
| <input type="checkbox"/> White Northern Irish  | <input type="checkbox"/> Mixed White and Black Caribbean | <input type="checkbox"/> Asian or Asian British other*      |
| <input type="checkbox"/> White Irish           | <input type="checkbox"/> Mixed White and Black African   | <input type="checkbox"/> Black or Black British Caribbean   |
| <input type="checkbox"/> White Gypsy/Roma      | <input type="checkbox"/> Mixed White and Asian           | <input type="checkbox"/> Black or Black British African     |
| <input type="checkbox"/> White Irish Traveller | <input type="checkbox"/> Mixed Other*                    | <input type="checkbox"/> Black or Black British other*      |
| <input type="checkbox"/> White other*          | <input type="checkbox"/> Other ethnic group*             | <input type="checkbox"/> Arab                               |
|  |  | <input type="checkbox"/> Chinese                            |
|  |  | <input type="checkbox"/> prefer not to say                  |

\*If your ethnic group is not specified in the list, please describe it here:

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.

**Q14. Do you consider yourself to be disabled as set out in the Equality Act 2010?**

Please select one box.

Yes

No

I prefer not to say

**Q14a. If you answered 'Yes' to Q14, please tell us the type of impairment that applies to you.** You may have more than one type of impairment, so please select all that apply. If none of these applies to you, please select Other, and give brief details of the impairment you have.

Physical impairment.

Sensory impairment (hearing, sight or both).

Longstanding illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy.

Mental health condition.

Learning disability.

I prefer not to say.

Other, please specify:

A Carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Both children and adults can be carers.

**Q15. Are you a Carer?**

Please select one box.

Yes

No

I prefer not to say

**Q16. Do you regard yourself as belonging to any particular religion or belief?**

Please select one box.

Yes

No

I prefer not to say

**Q16a. If you answered 'Yes' to Q16, which one applies to you? Please select one box.**

Christian

Hindu

Muslim

Any other religion, please specify:

Buddhist

Jewish

Sikh

**Thank you for taking the time to complete this questionnaire.**

**Privacy**

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

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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

**Matthew Balfour, Cabinet Member for Environment & Transport**

**DECISION NO:**

**16/00027**

**For publication**
**Key decision\***

N/A

**Subject: Title of Decision**

To approve consultation on a range of measures (bus service changes) required to reduce KCC expenditure of KCC funded bus services.

**Decision:**

As Cabinet Member for Environment & Transport, I agree to: approve consultation on a range of measures (bus service changes) required to reduce KCC expenditure of KCC funded bus services.

**Reason(s) for decision:**

From April 2016 the budget for supported bus services will reduce from £6.6m to £5.6m. This follows a previous reduction of £0.75m from 2014/15. Public Transport has identified £0.26m of services, which will remain unchanged, but will be returned to commercial bus operation in April 2016 and these changes have been agreed with the relevant operators. Furthermore efficiency savings of £0.32m have been identified, which can be delivered in 2016/17. This means that in the financial year 16/17/ a further £0.4m in savings from this budget needs to be found.

To deliver the £0.4m saving in 2016/17 Public Transport has been engaging bus operators to identify further, low impact opportunities to save funding through rationalisation and commercialisation of services. In conjunction with operators, a range of measures (identified on the attached appendix) have been identified where it is possible to withdraw or reduce the subsidy committed to the services through changes or reductions to the current provision. The changes take account of KCC's criteria for the support of bus services and of Equality Impact Assessments' that have been completed and will be updated throughout the consultation process.

**Cabinet Committee recommendations and other consultation:**

Members of Environment & Transport Cabinet Committee will consider the proposed consultation at their meeting on 11 March.

It is proposed to run public consultation from 21 March until 15 May with changes being implemented in August/September 2016.

**Any alternatives considered:**
**Any interest declared when the decision was taken and any dispensation granted by the**

**Proper Officer:**

.....  
signed .....

.....  
date ..



From: Matthew Balfour, Cabinet Member for Environment and Transport  
 Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 11 March 2016

Subject: **Decision No:16/00020 - Low Carbon across the South East Project**

Key decision Affects more than 2 Electoral Divisions  
 Expenditure of more than £1m

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For decision by Cabinet Member

Electoral Division: All

**Summary:** A decision is being sought to approve the delivery of the ‘Low Carbon across the South East’ (LOCASE) project funded via European Regional Development Funds which will aim to support businesses across the South East Local Enterprise Partnership to improve their energy efficiency.

**Recommendation:**  
 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to approve the delivery of the ‘Low Carbon across the South East Project’ as attached at Appendix A.

## 1. Introduction

- 1.1 The LOCASE project is an integrated programme of financial assistance and business support to increase demand for low carbon technology, increase efficiency and grow business in the low carbon environmental goods and services (LCEGS) sector across the South East Local Enterprise Partnership (SELEP).
- 1.2 The total project value is £18,525,565 and will be funded as follows by the European Structural Investment Fund (8,858,923), Private Sector (£9,000,000), Kent County Council (£134,377), Essex County Council (£166,715), Thurrock Council (£98,732), Southend Borough Council (£33,071), East Sussex County Council (£85,099) and the University of Brighton (£148,648).
- 1.3 LOCASE is a key deliverable of the Kent Environment Strategy which was adopted by Kent County Council on 25 January 2016.

## **2. The Report**

- 2.1 LOCASE will provide a consistent, accessible business support programme across the SELEP area, using European Structural Investment Funds, that helps businesses optimise the use of resources and adopt innovative products and processes as well as low carbon solutions in ways that improve business performance in terms of resilience, profitability and competitiveness, whilst contributing to the protection and preservation of the environment.
- 2.2 The project will provide business support to 1,050 SME's, cut CO2 emissions by 6,510 tonnes, support 67 new businesses, introduce 80 new products, enable knowledge transfer with 33 businesses, create 270 new jobs in the low carbon environmental goods and services (LCEGS) sector, invest £18,761,888 in business, and raise awareness of the LCEGS sector to over 200,000 people.
- 2.3 As part of the appraisal process, a full options analysis was carried out and is detailed in the LOCASE Application Form. It considered and rejected the following alternative options:
- Option (a): Do nothing – no ESIF investment
  - Option (b): Funding for Steps to Environmental Management (STEM) only – reduced ESIF investment. (An SME tailored Environmental Management System)
  - Option (c): Reduced cost LOCASE grant scheme – reduced ESIF investment
  - Option (d): Stagger core SME offering – delay in ESIF investment
- 2.4 Based on initial feedback from Government officers, it is anticipated that approval will be given by DCLG in March 2016.

## **3. Fit with Corporate Objectives**

- 3.1 LOCASE directly delivers against Themes 1 and 2 of the Kent Environment Strategy which in turn delivers across the objectives and outcomes of KCC's Strategic Statement. In particular, the aims and objectives of LOCASE have a direct correlation to the following supporting outcomes;
- Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure
  - All Kent's communities benefit from economic growth and lower levels of deprivation
- 3.2 In turn LOCASE will also meet the following Corporate Objective through its work in delivering against the priorities listed below of the Kent Environment Strategy;

KCC's Corporate Objectives	Kent Environment Strategy Priority
Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life	Priority 6: Improve our resource efficiency, including energy and water
	Priority 7: Ensure sustainable access and connectivity for businesses and communities
	Priority 8: Influence future sustainable growth for the county of Kent
	Priority 9: Improve the county of Kent's environmental, social and economic resilience to environmental change
	Priority 10: Supporting growth in the rural economy and low carbon and environmental services sector

#### **4. Financial Implications**

- 4.1 As part of the proposal for EU funding, KCC has agreed to contribute £134,377 in-kind match funding over the 3 years of the project (March 2016 – February 2019). This will be found from the existing Sustainability Business and Communities budget.
- 4.2 The project budget total is £18,525,565 million of which £9,000,000 is private sector match funding, £8,858,923 is made up from European Structural Investment Funds and £666,642 is public sector match funding made up as follows; Kent County Council (£134,377 in-kind), Essex County Council (£166,715), Thurrock Council (£98,732), Southend Borough Council (£33,071), East Sussex County Council (£85,099) and the University of Brighton (£148,648).

#### **5. Legal implications**

- 5.1 To deliver the project and receive the ESIF funds, the Council must sign a Funding Agreement with DCLG setting out standard terms and conditions for the Council as Grant Recipient and DCLG as Managing Authority.
- 5.2 It is expected that KCC Legal Team will approve the signing of the Funding Agreement.

#### **6. Equalities implications**

- 6.1 A full EqIA will be carried out so that the impact on groups with protected characteristics is identified and mitigating action taken.

#### **7. Risk implications**

- 7.1 As part of the Full Application a full risk assessment was undertaken which explains the issues and risks identified for the project and how these will be mitigated. KCC as the Accountable Body for this project will be responsible for managing risks as per the Grant Funding Agreement signed with DCLG. However, it is proposed that KCC will enter into partnership agreements with all funding partners in order to mitigate risk as much as possible and place the

onus on each partner to manage activities that follow a compliant model as expected by the funding body.

## **8. Other corporate implications**

8.1 LOCASE supports and is directly complimentary to a number of other KCC initiatives. In particular there are strong links to the Regional Growth Funds Expansion East Kent, Tiger and Escalate and the new Leader Programme. At all times LOCASE will work closely with relevant programmes to maximise benefit to KCC and Kent.

8.2 There are positive links with several initiatives being carried out by Economic Development. LOCASE will directly link with these initiatives.

## **9. Governance**

9.1 The delegated authority for the project will be with Carolyn McKenzie as Head of Sustainable Business and Communities. The Programme Manager will be Christopher Seamark.

## **10. Consultation**

10.1 Consultation was undertaken throughout the development of the Outline and Full Application with university and local authority partners from across the South East Local Enterprise Partnership, as well as business support organisations such as Essex and the Kent Invicta Chambers of Commerce. In addition, consultation was held with SME's from across SELEP following successful delivery and evaluation of various ERDF projects such as Low Carbon Plus (KCC) and Low Carbon Business (Thurrock Council).

10.2 The purpose of this consultation was to give all of our customers and stakeholders an opportunity to express their opinions and thoughts in order to use their intelligence to inform and influence the decision making process on how best to deliver the project across the South East LEP.

10.3 The evaluation of the previously successful ERDF projects was part of an ongoing engagement with our customers whereby we were able to build trust, keep our customers informed and continually improve communication both internally and externally.

10.4 By doing this we were able to listen and respond to public opinion which assisted the partnership to ensure that LOCASE was what was required and was targeted in the most effective and efficient way, whilst at the same time meeting the requirements of the SELEP/ESIF Committee.

10.5 LOCASE is a pan-SELEP bid with strategic cross-County priorities and will have an economic impact on all Electoral Divisions. A briefing can be provided to any interested Members.

10.6 It is planned, upon formal approval of the bid by the ESIF Committee, to circulate a paper to Kent Leaders to provide an overview of what LOCASE will

deliver for Kent and the wider SELEP. This information will be widely circulated across District and Borough Councils through the Information Point bulletin.

10.7 All publicity and communication carried out for LOCASE will be undertaken according to the project's communication strategy which will be developed and implemented by the Accountable Body (KCC) and followed by each of the project partners. This strategy, as well as detailing the compliance requirements of the funding body (ESIF) such as branding guidelines will also ensure that all information is presented to customers in a way that is consistent and easy to understand. This will be critical to enabling KCC as the Accountable Body in maintain the council's positive reputation and serve our customers.

## 11. Conclusion

11.1 LOCASE will play an important role in the implementation of the Kent Environment Strategy, and in turn deliver considerable benefits for both local businesses and for the environment.

## 12. Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to approve the delivery of the Low Carbon across the South East Project as attached at appendix A.

## 13. Background Documents

There are two key documents that accompany this report as follows;

- KCC Outline Application Form (on request)
- KCC Full Application Form (on request)

A further document (yet to be published) will be available once funding has been approved; This document is the ESIF/DCLG Funding Agreement.

## 14. Contact details

Report Authors: Christopher Seamark./ Carolyn McKenzie Sustainable Business Programme Manager/ Head of Sustainable Business & Communities Telephone: 03000 413416 Email: Carolyn.Mckenzie@kent.gov.uk	Relevant Director: Katie Stewart Job Title: Director Environment Planning & Enforcement Telephone: 03000 418827 Email: Katie.Stewart@kent.gov.uk
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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

**Matthew Balfour, Cabinet Member for Environment & Transport**

**DECISION NO:**

**16/00020**

**For publication**

**Key decision\***

*Affects more than 2 Electoral Divisions  
Expenditure or savings of > £1m*

**Subject: Title of Decision**

Low Carbon across the South East (LOCASE)

**Decision:**

As Cabinet Member for Environment & Transport, I agree to approve the delivery of the Low Carbon across the South East Project

**Reason(s) for decision:**

To enable KCC to act as the Accountable Body and receive European Structural Investment Funds of £8,858,923 to deliver the LOCASE project on behalf of the South East LEP

**Cabinet Committee recommendations and other consultation:**

Consultation was undertaken throughout the development of the Outline and Full Application with university and local authority partners from across the South East Local Enterprise Partnership, as well as business support organisations such as Essex and the Kent Invicta Chambers of Commerce. In addition public consultation was held with SME's from across SELEP

It is planned, upon approval of the bid by the ESIF Committee, to circulate a paper to Kent Leaders to provide an overview of what LOCASE will deliver for Kent and the wider SELEP. This information will be widely circulated across District and Borough Councils through the Information Point bulletin.

**Any alternatives considered:**

A full options analysis was carried out and is detailed in the LOCASE Application Form. It considered and rejected the following alternative options:

Option (a): Do nothing – no ESIF investment

Option (b): Funding for Steps to Environmental Management (STEM) only – reduced ESIF investment. (An SME tailored Environmental Management System)

Option (c): Reduced cost LOCASE grant scheme – reduced ESIF investment

Option (d): Stagger core SME offering – delay in ESIF investment

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

.....  
signed

.....  
date



From: Matthew Balfour, Cabinet Member for Environment and Transport  
 Mark Dance, Cabinet Member for Economic Development  
 Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 11 March 2016

Subject: **Proposed Response to the Highways England Consultation on proposed route options for a new Lower Thames Crossing**

Classification: **Unrestricted**

**Past Pathway of Paper:** Growth, Economic Development and Communities Cabinet Committee – 3 March 2016

**Future Pathway of Paper:** Cabinet - 21 March 2016

Electoral Division: Gravesham Rural – Bryan Sweetland, Gravesham East – Colin Caller, Jane Cribbon

**Summary:**

This report outlines a proposed response to the Lower Thames Crossing (LTC) route options consultation launched by Highways England (HE) on 26 January.

It is proposed that Kent County Council (KCC) responds in support of HE's selection of a bored tunnel at Location C (the east of Gravesend) as the only viable crossing location. However, it is proposed that regarding the route in Kent, KCC makes clear its support of the Western Southern Link (not HE's preferred route) in line with KCC's response to the previous 2013 consultation by the Department for Transport (DfT).

A key concern is the elimination of the C Variant (upgrades to the A229 Bluebell Hill) and so it is proposed that KCC reiterates the necessity for the HE/DfT to consider the connection between the M20 and M2. The proposed LTC route includes a junction with the A226 and so this will become an attractive route for local traffic in both Gravesend and the Medway Towns. More information is required on traffic redistribution and associated environmental effects (air/noise pollution, capacity on the existing network, road safety) as well as the contribution the junction makes to the economic case for the LTC before KCC can support this.

Section 2 of this report sets out HE's route options, and section 3 the key principles of the proposed content of KCC's response.

**Recommendation:**

The Cabinet Committee is asked to consider and comment on the proposed response to the Highways England consultation on a proposed route for a new Lower Thames Crossing.

## **1. Background**

1.1 For many years, Kent County Council (KCC) has campaigned for increased capacity crossing the River Thames. In doing so, the key objectives for KCC have been:

- The ability to maximise the opportunity to provide real economic benefits both locally and nationally, and;
- To provide urgently needed network resilience and reliability, and improved strategic connectivity.

In pursuing both objectives, however, KCC has made clear that any solutions would need to mitigate against potential adverse impact on people and the environment.

1.2 This latest consultation is the next step in a project that has been ongoing for a number of years, with the previous consultation carried out in 2013. The details of the 2013 consultation can be found in Appendix A. The current consultation is non-statutory in advance of a preferred route being chosen by the DfT, the necessary detailed design and assessments will then be completed before a Development Consent Order is sought.

1.3. In response to the DfT's 2013 consultation, KCC expressed strong support for locating the new crossing at Option C (to the east of Gravesend), given the economic growth and job creation potential along with its positive impact on network resilience and the creation of a new strategic route from Dover to the Midlands and the North. This was supported on the condition that the connection of the proposed new Crossing to the M2 was moved westwards, thus connecting into the A2 and avoiding significant adverse environmental impact on the Kent Downs Area of Outstanding Natural Beauty (AONB), a Site of Special Scientific Interest (SSSI), ancient woodland and KCC's flagship country park (Shorne Woods). KCC's proposed western alignment would connect to the A2 between the East of Gravesend and Cobham junctions. Tunnelling was also supported as it was considered that this method would help to reduce the impact on the internationally protected Marshes. KCC also supported the Option C Variant (improvements to the A229 Bluebell Hill), recognising the importance of connectivity between the two motorway corridors.

1.4 KCC's full response to the Department for Transport's 2013 consultation on a new Lower Thames Crossing is attached at Appendix A.

## **2. Current consultation – January 26<sup>th</sup> to March 24<sup>th</sup> 2016**

2.1 Following the 2013 consultation, Highways England (HE) was tasked with investigating route options for a new crossing. Location A (in the vicinity of the existing Dartford Crossing) and Location C (east of Gravesend) were assessed and, following further appraisal, a shortlist of four routes has been arrived at. The routes at Location C have two possible alignments in Kent: the Western Southern Link and the Eastern Southern Link. These proposed alignments, along with route options 1, 2, 3 and 4 through Essex are shown in Figure 1.

**Figure 1- Lower Thames Crossing Route Consultation 2016 – Options**



2.2 The current public consultation defines a proposed scheme within the Option C corridor<sup>1</sup>: Route 3 with the Eastern Southern Link (ESL). This would be a dual carriageway connecting Junction 1 of the M2 to the M25 between Junctions 29 and 30, using a twin bored tunnel. There would also be a new junction with the A226. This proposal is stated to best meet the scheme objectives, which are:

- To support sustainable local development and regional economic growth in the medium to long term.
- To be affordable to Government and users.
- To achieve value for money.
- To relieve the congested Dartford Crossing and approach roads and improve their performance by providing free flowing north-south capacity.
- To improve the resilience of the Thames crossings and the major road network.
- To improve safety.
- To minimise adverse impacts on health and the environment,

2.3 HE’s proposed scheme has been recommended on the grounds that it:

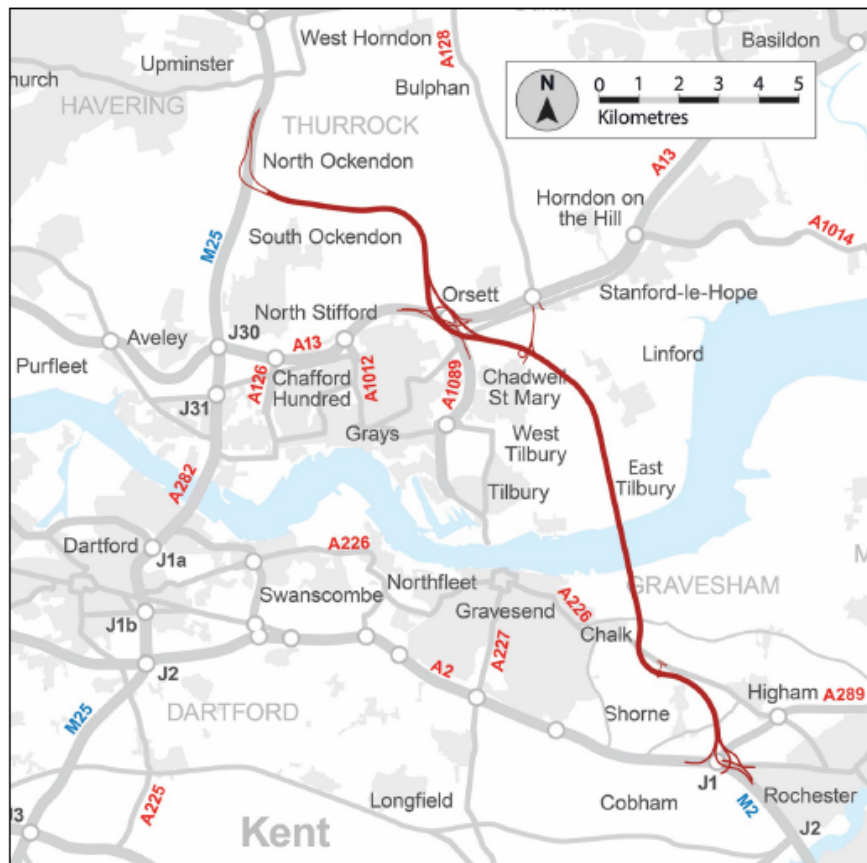
- Provides the best economic benefits of all the shortlisted routes evaluated and reduces traffic at Dartford and therefore reduces congestion.

<sup>1</sup> Consultation available at: <https://highwaysengland.citizenspace.com/cip/lower-thames-crossing-consultation>

- Can be largely constructed off-line avoiding the disruption caused by on-line works at Location A.
- Provides network resilience through a second independent crossing of the Thames.
- Provides a motorway-to-motorway experience for drivers.
- Reduces air and noise pollution along the existing A282 corridor at Dartford, whilst recognising that there are environmental and community impacts in the vicinity of the new scheme, including noise and air quality on communities alongside the proposed route.
- Will provide a new strategic link to the local, regional and strategic road network, increasing resilience and addressing future increases in traffic demand.

2.4 HE's proposed scheme is shown in Figure 2. The estimated the cost of construction is £4.3bn - £5.9bn.

**Figure 2 - Highways England's Proposed Scheme – Route 3 with ESL**



2.5 HE's analysis rejects additional capacity at the Dartford Crossing (Location A) as not meeting the transport and economic objectives for a new crossing. According to HE analysis, traffic would still have to be funnelled through the existing Dartford corridor junctions, so severe constraints on the network would remain, resulting in congestion. In addition, construction is anticipated to cause considerable disruption to the existing crossing for an estimated period of at least 6 years involving reduced speed limits and extensive traffic management. Finally, it was concluded that this location offered far less value for money compared to the three route options at Location C. However, the DfT are clear that Location A is still an option that they will consider in making their decision.

2.6 The two proposed route options in Kent will have varying impacts on the surrounding area. These, and more information on the current proposals, are explained in Appendix B.

### 3. Proposed KCC Response to the Highways England Consultation

3.1 Appendix C sets out the proposed detailed response to the Consultation Questionnaire. The key principles of this draft response are set out below. Further details will be added as they are received from KCC Officers and colleagues at Medway Council and Gravesham Borough Council.

3.2 KCC strongly agrees with the proposal for a new Crossing at Location C, east of Gravesend and Tilbury. The reasons for this are:

- **Economic benefits** – fundamentally the economic benefits of a new Crossing at Location C are significant and this location has the greatest potential for regeneration and job creation. Further, these benefits are of a substantially greater scale than expansion of capacity at Dartford can provide (see Table 1). The 2010 KPMG study calculated that Location C could contribute £12.7 billion to the local economy,
- **Network resilience** – the provision of an independent crossing built to modern standards and suitable for all users will not only radically improve the resilience of crossing the Lower Thames but also the resilience of the strategic road network (SRN) between Kent, the Midlands/North and mainland Europe.
- **Strategic transport benefits** – the HE consultation documents and other studies have shown that during incidents at Dartford, traffic diverts to other crossings (notably the Blackwall Tunnel) or the long way around the M25. Therefore by providing a suitable alternative crossing point, with the dual benefit of releasing capacity at Dartford, capacity will be released elsewhere on the SRN. The provision of a faster, more reliable route to the Midlands and North from the Kent ports will be particularly attractive to long-distance freight traffic and will have the benefit of diverting many of these journeys away from Dartford.
- **Bifurcation** – the new Crossing will enable Kent's policy objective of bifurcation to be implemented, splitting traffic to and from the Eastern and Western Docks in Dover between the M2/A2 and M20/A20 corridors. With the addition of some improvements to the M2/A2, this will create a high quality strategic corridor that will cater for the likely significant growth of the Port and thereby release capacity on the M20. By varying tolls linked to the Dartford Crossing, traffic can be encouraged to choose a particular route.

**Table 1: KCC commissioned studies by KPMG and URS – job creation**

	Location A	Location C
KPMG (jobs)	1000	6000
URS (jobs)		
Local jobs	7,600	9,100
Local + hinterland (all of Kent and Essex counties)	23,000	32,300

- 3.3 Essex County Council has proposed to support KCC’s route choice south of the river and it is therefore proposed that KCC should reciprocate and support Essex’s choice of Route 2, 3 or 4 to the north of the Thames. Regardless of the specific route chosen north of the river, the need for connectivity between the ports and the Midlands/North is imperative. The HE traffic modelling has shown that forecast traffic volumes on Routes 2, 3 and 4 are broadly similar at around 77,000 on average each day. Therefore traffic volumes have not been a factor in determining the HE’s preferred route north of the Thames
- 3.4 KCC strongly supports the **Western Southern Link (WSL)**. This is also the proposed position of Medway Council and, as above, Essex County Council will offer their support. This is not HE’s proposed route. The reasons for this route choice are:
- **KCC’s proposals** – in 2014 KCC commissioned work to design an alternative alignment because the DfT’s indicative route in the 2013 consultation went centrally through Shorne Country Park. It is KCC’s alignment that is referred to as the WSL in the 2016 consultation and therefore historically we have supported it.
  - **Junction with the A2/M2** – the Eastern Southern Link (ESL) would terminate with the M2 at Junction 1. This is already a complex junction and using this will require a fourth level of slip roads on viaducts up to 23m high. The increase in complexity will also have possible safety implications and could lead to the whole junction locking up if there is an incident on one part of it. Conversely the WSL would create a new junction on the A2. Although this would require realignment of the A2, this could be completed with minimal disruption to the running of the A2.
  - **Relationship with Gravesend** – currently the majority of Gravesend Borough Council’s (GBC) planned growth is to the west of the town centre but this new link to the SRN to the east of Gravesend could see development proposals put forward. The WSL would create a defined boundary that would limit urban expansion. The WSL is also an opportunity to enhance flood defences.
  - **Environmental impacts** – the WSL would mostly be located outside of the Kent Downs Area of Outstanding Natural Beauty (AONB) whereas the ESL has a greater footprint within it, as well as impacting on the Great Crabbles Wood Site of Special Scientific Interest (SSSI) Both would have impacts on the area’s heritage but the ESL would divide Shorne Parish and be in closer proximity to a number of listed buildings.
  - **Traffic flows** – the choice of WSL or ESL does not have a significant impact on the total volume of traffic using the Crossing but it does influence the distribution of traffic on the existing road network. The ESL tends to attract more HGV traffic but with the WSL more light vehicles would divert

from Dartford. The ESL provides more relief to the A2 west of M2 Junction 1 and to the M20 at Maidstone, but puts significantly greater pressure on the M2 west of Junction 1 compared to the WSL.

- 3.5 KCC will argue that it is essential that property owners, who have already been blighted by the two proposed routes, are fully compensated for the loss of property value and inability to now sell if they need or want to move. This consultation has caused considerable distress in the local community and a swift decision on the preferred route option must be taken by Government following the consultation so as to minimise the uncertainty around the two potential routes through the community.
- 3.6 If Location C is chosen, irrespective of whether the WSL or ESL is built, there will be an improvement in air quality at Dartford on opening year owing to the forecast 14% decrease in traffic at the existing Crossing. The HE modelling has shown that no sensitive receptors (residential properties) will be at risk of exceeding air quality limits on any of the Location C routes. However, full modelling will be carried out at the next stage of project development. KCC is liaising with GBC on the air quality implications. For noise impacts the modelling has shown a net benefit as properties close to roads where traffic flow will decrease will have a reduction in noise levels but those in the vicinity of the new road or roads where traffic volumes will increase will have likewise experience an increase in noise levels. Again, KCC is liaising with GBC on this issue.
- 3.7 KCC strongly supports the choice of a bored tunnel because this would minimise the impacts on residents and the environment in North Kent. It will also eradicate the risk of a closure due to high winds, which already affects the Dartford Crossing. A bored tunnel will provide the most resilient river crossing. Of the three crossing alternatives (bored tunnel, bridge or immersed tunnel), the bored tunnel provides the least damaging environmental impacts, KCC therefore agrees with the HE contention that it is the **only viable option**.
- 3.8 Longer distance traffic using the new Crossing should remain on the Strategic Road Network (motorways and trunk roads) and not leak onto the Local Road Network which would cause traffic problems for KCC's roads. Therefore KCC requires more evidence before a judgement can be made on the proposals for a new junction with the A226. The reasons for this are:
- The new junction will improve accessibility to Gravesend, the Medway Towns and via the rural roads from the Hoo Peninsula. It is likely that traffic on the A226 (including through Higham) will increase as well as that on the local road network leading into the A226. The HE modelling shows an increase in the order of 8,000 vehicles per day on average using the A226 on opening year but it does not state which proportion will be from the west or east of the junction. No modelling demonstrating the effects on the local road network has been made available.
  - Likewise, in the event of an incident at the junction with the A2/M2 the alternative junction with the A226 will become the alternative route. It has not been demonstrated that the proposed junctions with the A226 can support forecast traffic flows and are future-proofed for growth; although the

WSL design is a substantial interchange the ESL design involves two relatively small roundabouts.

- KCC needs to assess modelling of a “no A226 junction” scenario to establish the impacts on trip distribution and at key pressure points on the network; and also the effect on the economic benefits of the Crossing.
- However, the addition of this junction would potentially be of benefit in the event of an incident in or near the tunnel as traffic could be directed to leave the LTC.

3.9 KCC urges the HE and DfT to address the C Variant (upgrades to the A229 Bluebell Hill, including the possibility of free-flow slips at the M2 and M20 junctions) in wider road investment plans. Although KCC welcomes the commitment to consider the A229 in regional route planning, the A229 is the most direct link between the M20 and M2 and already suffers from significant congestion and stress at peak times. The link between the two motorway corridors needs to be considered as part of the Lower Thames Crossing project. The reasons for this are:

- KCC has to date not been able to assess any traffic modelling that demonstrates why the C Variant has been ruled out. However, the information available shows that the A229 will have an increase in traffic. It can be inferred that a high proportion of the decrease in traffic volumes on the M20 west of the A228 would have diverted to the M2, with the A229 being the most attractive route. This is in the order of 5,000 vehicles a day.
- Not addressing the junctions at either end of the A229 but nevertheless encouraging increase traffic will have possible safety implications, with the slip roads blocking back on the A229. Information on how the junctions have been modelled is not available in the consultation documents and therefore it is unknown if this is fully taken account of.

3.10 KCC promotes a number of wider network improvements and believes these must be delivered in conjunction with the Crossing to fully realise its benefits. It is vital to the UK economy that the Channel Corridor operates efficiently and is resilient to incidents on the network. By splitting Port traffic between the M2/A2 and M20/A20 corridors (bifurcation) a second strategic route is available. To make this a high quality route the following upgrades are required:

- M2 Junction 7 (Brenley Corner) improvements to increase capacity and provide free-flow between the M2 and A2.
- Dualling sections of single carriageway on the A2 north of Dover along Jubilee Way to Whitfield and near Lydden.
- M20 Junction 7 improvements to provide ease of access between the A249 and M20.
- M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249, which will improve another strategic link between the M2 and M20.

3.11 These upgrades have been costed by KCC and could be delivered for (*high level cost estimates are currently being updated*). In addition to these essential improvements, upgrades to the A249 to include widening and straightening, and the removal of at-grade junctions for local traffic would support bifurcation.



- 3.12 This consultation, whilst it is focused on route options, also needs to consider the impact on existing junctions on the local road network. Where improvements are required as a result of the changing traffic flows created by the new Crossing then such improvements should be funded as part of the scheme to avoid future problems for the Highway Authority.
- 3.13 KCC believes that the anticipated opening year of 2025 is unacceptably far away when congestion at the Dartford Crossing is a problem today. KCC disagrees with the contention that using private sector funding would lead to a 2 year delay in opening the Crossing, and has conducted research that demonstrates that private infrastructure investors across the world are ready to be involved in such a project today.
- 3.14 Finally, the Consultation Questionnaire asks for comments on the consultation itself. It is proposed to state:
- The consultation was launched unexpectedly without prior stakeholder notification. Hard copies of the Scheme Assessment Report were received a week after launch and hard copies of the appendices (including detailed maps) a week after that.
  - Information has been sporadically released on the consultation website throughout the first few weeks of the consultation, including relating to property blight which will be particularly pertinent and sensitive to the communities on the proposed routes.
  - A range of technical information that is necessary in assessing the impacts of the proposed scheme and relative merits of the different routes is not available, and has not been forthcoming following multiple requests to HE. This has also been the experience of other stakeholders, including Medway Council who have also tried to get the same information.

#### **4. Financial Implications**

- 4.1 It is unknown if there are any financial implications at this time. This is considered to be dependent on the final route chosen by the DfT and could include the potential for KCC to sell any property in the vicinity of the route.

#### **5. Legal implications**

- 5.1 In terms of KCC's consultation response, no known legal implications.

#### **6. Equalities implications**

- 6.1 In terms of KCC's consultation response, no known equalities implications.

#### **7. Other corporate implications**

- 7.1 In terms of KCC's consultation response, no known corporate implications.

#### **8. Governance**

- 8.1 The delivery of a new Lower Thames Crossing is being led by Highways England and KCC is part of a Stakeholder Advisory Panel.

## 9. Conclusions

- 9.1 Highways England's route consultation will close on 24th March 2016, after which they will make a recommendation to the Secretary of State on the preferred option. A final decision by the Secretary of State is expected before summer recess. At present, the expected timescales for delivery are for construction of the new crossing to commence in 2020/21 during the next Road Investment Strategy (RIS), with an anticipated operational date of 2025.
- 9.2 This paper is also being presented to Cabinet on 21 March 2016.

## 10. Recommendation

- 10.1 Cabinet Committee is asked to consider and comment on the proposed response to the Highways England consultation on a proposed route for a new Lower Thames Crossing.

## 11. Background Documents

Appendix A – KCC's Full Response to the Department for Transport's 2013 Lower Thames Crossing Consultation.

Appendix B – Background to the Lower Thames Crossing consultation and further details on the 2016 route options.

Appendix C – KCC's detailed proposed response to the consultation (draft).

Appendix D – Extract from Highways England Maps of Western Southern Link and Eastern Southern Link.

## 12. Contact details

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## Appendix A

### Options for a new Lower Thames crossing KCC draft response to the Department for Transport's (DfT) 2013 consultation questionnaire

#### 1. Do you agree that there is a strong case to increase road-based river crossing capacity in the Lower Thames area?

Agree.

Kent County Council (KCC) categorically agrees that it is clear from existing traffic volumes and levels of congestion on the Dartford -Thurrock Crossing that more road based capacity is needed across the Lower Thames now.

Traffic volumes are such that the design capacity of the crossing is regularly exceeded and the regular average delay per vehicle (almost 50% of vehicles in excess of 9 minutes) clearly points to the fact that the existing crossing is a current and real constraint to growth. The Council believes the DfT's estimated cost to the economy of this congestion of £15m is significantly underestimated (the DfT have previously quoted £40m) and that in reality, this figure should be substantially higher.

DfT's 2011 forecasts of traffic growth of 41% by 2035<sup>1</sup> on top of the existing congestion levels are sufficient to establish that the introduction of free-flow tolling will not create anything other than very short term relief. The fundamental issues of the crossing being over capacity and providing extremely low levels of network resilience will remain.

In addition to this the Thames Gateway is Europe's biggest regeneration area with 160,000 houses and 225,000 jobs planned by 2026. There are a number of substantial developments coming forward within this area including London Gateway opening in the 4<sup>th</sup> quarter of 2013 which will be the UK's biggest deep water port and Europe's largest logistics park generating 12,000 jobs and proposals for Paramount Park Resort generating 27,000 jobs with an anticipated opening in 2018.

Current congestion on the existing crossing along with forecast traffic growth and the significant scale of potential development makes additional crossing capacity top priority to ensure growth is not constrained across the Thames Gateway and the area delivers its full potential for the local and national economies.

While KCC agrees that more crossing capacity is required in the Lower Thames area and that in the first instance this needs to be roads based, the Council also urges DfT to maximise the opportunities for modal shift through scheme design.

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<sup>1</sup> DfT Road Traffic Forecasts 2011

## 2. Which of the following location options for a new crossing do you prefer?

Option C variant: connecting the M2 with the A13 and the M25 between junctions 29 and 30, and additionally widening the A229 between the M2 and the M20.

Other

If other, please provide details.

KCC supports Option C variant on the condition that the connection to the M2 is moved westwards thus connecting into the A2. By realigning this connection westwards, significant adverse environmental impact on the Kent Downs Area of Outstanding National Beauty, a Site of Special Scientific Interest (SSSI), ancient woodlands and KCC's flagship country park can be minimised. This western alignment would connect in to the A2 between the East of Gravesend and Cobham junctions. KCC acknowledges it is likely there will be some impact for local access options where insufficient merge/weave lengths on the A2 may require the closure of a slip road. The Council's view is that overall, given the potential extent of the environmental impact of the DfT proposed connection, this realigned connection would be preferable and is a feasible and deliverable alternative.

In addition, to reduce the impact of this route on the residents on the eastern edge of Gravesend and on a SSSI to the north east of Chalk, KCC would want to see the tunnelling start south of Lower Higham Road (approx. chainage 2500 rather than chainage 4000).

Option C variant provides a clear opportunity for the DfT to not only radically improve the capacity and resilience of crossing the Lower Thames, but to also provide urgently needed resilience in the strategic network across Kent and between Kent's ports and the Midlands and the North. KCC has bifurcation, the splitting of traffic to and from the eastern and western dock facilities in Dover, between the M20/A20 and M2/A2 corridors, as a key objective of its transport policy. In addition to a new Lower Thames Crossing, bifurcation involves a number of improvements on the A2 to deliver a high quality strategic corridor that will cater for the significant growth planned at Dover with its plans for a new terminal, and Calais which is set to double in size by 2016, as well as general traffic and freight growth. DfT forecasts are for HGV volumes to growth by 43% and LGVs by 88% by 2035<sup>1</sup>. In addition Government forecasts growth in Roll on Roll off (RoRo) traffic will grow by 101% by 2030<sup>2</sup>. This would equate to 3.8 million HGVs using Dover with around 1.3 million of these using a Lower Thames crossing.

These improvements to achieve bifurcation of traffic between the M20/A20 and M2/A2 corridors to and from Dover include:

- A2 Lydden dualling and dualling of a number of single carriageway sections on approach to Dover

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<sup>2</sup> National Ports Statement

- M2 J7 Brenley Corner improvement to increase capacity and provide free flow between the M2 and A2
- M2 J5 Stockbury to provide free flow between the M2 and A249 to enable the A249 link between the M2 and M20 to provide relief to the A229 link and additional network resilience
- Improvements to A249 including widening and straightening of A249 Detling Hill and 2 underpasses to remove local access
- M20 J7 improvements to provide ease of access between A249 and M20.

KCC has carried out preliminary work to assess the feasibility of the above works and concludes that these schemes are feasible and deliverable. A preliminary cost estimate for the above works is £280 million.

KCC advocates in the strongest terms and presses Government to deliver as a matter of urgency:

1. Option C variant with the connection to the M2 J1 realigned to the west between East of Gravesend and Cobham junctions
2. An increased length of tunnelling from chainage 4000 to chainage 2500
3. The bifurcation improvement works and A249 resilience works outlined above and costed at £280 million.

KCC firmly believes the above offers the best option to support local and national economic growth.

Conversely, Options A and B lack strategic vision, are a missed opportunity to deliver real economic growth, and the lack of network resilience and reliability afforded by each of these corridors would lead to continued misery for motorists and costs to business. Also a significant omission and fundamental flaw in DfT's cost estimates is the exclusion of the cost of M25 J30/J31 at £750 million and J2 improvements (not costed). This would significantly reduce the BCR and hence value for money of either Option A or B.

**3. Please indicate how important the following factors were in influencing your preference for the location of a new crossing, in answer to Q2.**

	Not Important	Important	Very Important
Forecast contributions to the national economy			x
Forecast reductions in congestion at the existing Dartford-Thurrock Crossing and forecast improvements to the resilience of the surrounding road network			x
Forecast reductions in greenhouse gas emissions			x
Smaller forecast adverse impacts on environmentally sensitive areas and larger forecast improvements in quality of life relative			x

to other location options			
Smaller forecast adverse impacts on planned development relative to other location options			x
The distribution of forecast impacts on people within a range of different income groups		x	
Lower estimated costs relative to other location options	x		
Forecast value for money		x	
Other			

The key objectives for KCC in securing additional crossing capacity of the River Thames are:

- The ability to maximise the opportunity to provide real economic benefits both locally and nationally, and;
- To provide urgently needed network resilience and reliability, and improved strategic connectivity

while achieving both these elements with the least adverse impact on people and the environment.

#### Economic benefit, network resilience and strategic connectivity

In terms of the economic growth and regeneration aspects, a number of studies have been carried out over the years. The table below sets out the results of 3 of those studies.

<b>Regeneration</b>	<b>Option A</b>	<b>Option B</b>	<b>Option C</b>	<b>Option C variant</b>
DfT study (jobs)	500	2100	3000	3200
KPMG study <sup>3</sup> (jobs)	1000	-	6000	-
URS study <sup>4</sup> (jobs)				
Local jobs	7,600	10,600	9,100	-
Local + hinterland	23,000	35,807	32,300	-

<b>Economic Growth</b>	<b>Option A</b>	<b>Option B</b>	<b>Option C</b>	<b>Option C variant</b>
Total business benefits	£950m	£1,800m	£3,400m	£4,400m

For regeneration potential and the creation of jobs, the DfT work as part of the current consultation shows that Option C and C variant will provide the greatest job numbers. The KPMG study commissioned by KCC in 2010 similarly shows that Option C would contribute £12.7 billion to local GVA, through a six-fold increase in jobs over Option A. The most recent study by consultancy firm URS, jointly

<sup>3</sup> Lower Thames Crossing, KPMG for Kent County Council (August 2010)

<sup>4</sup> Third Thames Crossing Regeneration Impact Assessment (December 2012)

commissioned with Essex County Council and Thurrock Council, shows that Option B has slightly greater job potential than Option C and significantly greater than Option A. These URS figures include the Paramount Park Resort development and therefore assume that this development would be compatible with Option B. The DfT Option B corridor, however, clearly impacts on the potential to deliver the Paramount Park Resort as well as the already consented Ebbsfleet development for 3,300 dwellings and commercial quarter. An earlier iteration of the URS work without Paramount Park Resort concluded that Option C performed better than Option B for the number of jobs created.

While all 3 studies have used different methodologies in assessing regeneration impacts, they are relatively consistent in concluding that Option C (this is the case for the URS work without Paramount Park Resort) will provide the strongest regeneration benefits.

For total business benefits again Option C and C variant provide substantially higher returns than either Options A or B.

Regarding the network resilience aspect key to the objectives KCC would want from any new crossing it is clear that Option A, while relieving the immediate crossing will not do anything to the approaches to the crossing. Congestion and incidents on these approaches will to a large extent negate the benefits from the additional crossing capacity in this location. Peak traffic volumes of up to 180,000 vehicles per day will still gridlock J30/31 and J2 and the approach roads and will lead to queuing traffic for 18 hours a day. This will simply reduce UK productivity and competitiveness and result in a missed opportunity to boost British business and the national economy.

The DfT's own modelling work concludes that Option B is attractive for local trips and therefore will operate to add traffic to the already congested local road network while providing none of the network resilience or strategic connectivity so vital to productivity and economic growth.

#### Environmental and local impacts

For environmental factors covering biodiversity, landscape and townscape, the pattern is greater impact the further east the route on the Kent side of the Thames. Option B has number of significant heritage constraints in Kent and the key issues for Option C in Kent are in relation to environmental designations to protect wildlife and habitats. For greenhouse gas emissions Option C variant and C are strongest as they produce the greatest reductions due to the reduced journey distances for long distance traffic.

Option C variant is forecast to provide the most benefit in relation to local impacts on air quality due to the shortened journey distances for long distance trips combined with free flow traffic conditions over a greater area of the road network. Option B performs worst in relation to air quality. Option A is forecast to have least impact in terms of noise with this impact increasing as the corridor options move east.

For congestion Options C and C variant produce the greatest congestion reduction in Dartford and Thurrock and also the most network resilience through the creation of a new strategic route as an alternative to the existing crossing corridor. The table below summarises this.

Key to Table	
□□	Very positive impact
□	Positive impact
-	No discernible impact
x	Negative impact
xx	Very negative impact

	Option A	Option B	Option C	Option C variant
Biodiversity	Slight to large adverse xx	Moderate to large adverse xx	Very large adverse xx	Very large adverse xx
Landscape and townscape	Neutral to slight adverse x	Moderate adverse xx	Moderate to large adverse xx	Moderate to large adverse xx
Greenhouse gases	£31m □	-£60m x	£278m □□	£381m □□
Air quality	£0m	-£2m	£8m	£10m
Noise	-£9m	-£70m	-£72m	-£79m
Congestion:				
- In Dartford	-16%	-17%	-19%	-20%
- In Thurrock	1%	1%	-3%	-3%

It is KCC's view that the only option that will provide a real opportunity to boost economic growth, assist regeneration and provide the strategic connectivity business needs to boost productivity and competitiveness while 7 minimising adverse impacts, is Option C variant with the additional improvements specified in Q2 above.

**4. Is your preference for the location of a new crossing, in answer to Q2, conditional on whether a bridge, bored tunnel or immersed tunnel is provided?**

Yes

Either bored or immersed tunnel

KCC would want to see either a bored or immersed tunnel structure for Option C as this presents good value for money for this route which would, with an additional 1.5km of tunnel from chainage 4000 to chainage 2500, minimise impact to residents and the environment in North Kent. A tunnel option will also eradicate the issue of



disruption and congestion caused by restrictions or closure of a bridge due to high winds.

#### **5. Do you wish to add any further comments?**

KCC has held extensive discussions with North American private sector investors who regularly finance large scale tolled roads projects and are keen to be involved in the delivery a new Lower Thames crossing. They firmly hold the view that this scheme could be delivered at no cost to the public purse and are hungry for such opportunities.

KCC also urges DfT to significantly accelerate their programme of delivery to a 2018 start on site and an opening year of 2020 rather than the DfT stated starting date of not later than 2021 with an opening year of 2025. With a clear lead from Government, KCC believes a 2018 start date would be feasible and more importantly, is essential, given the clear and immediate need for additional crossing capacity.

KCC firmly believes the option set out under Q2 presents a real and deliverable opportunity for Government to show the kind of leadership and vision that the Victorians demonstrated in building the great transport systems of over a century ago which are still critical to business and society today. Choosing the least cost option would obviously be the easy option, but it would also be a real missed opportunity that the UK economy simply cannot afford. DfT needs to make a bold decision that will be the right choice for not only Kent, but also the Treasury through the long term returns to the national economy.

The vision KCC's preferred option will deliver is not only a resilient and futureproofed strategic network, but a massive and much needed boost to the local Thameside economy and more importantly, to UK plc.

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## **Appendix B – Background to the Lower Thames Crossing consultation and further details on the 2016 route options.**

### **1 Background**

- 1.1 On the 21st May 2013, the Department for Transport (DfT) launched their first consultation on the need and options for a third Lower Thames Crossing. This consultation focused on three corridor options: Option A (at the existing Dartford Crossing), Option B (crossing the Swanscombe Peninsula) and Option C (a route to the East of Gravesend). There was also an Option C Variant providing additional improvements to the A229 Bluebell Hill, the link between the M2 and the M20.
- 1.2 In response to the DfT's 2013 consultation, KCC expressed strong support for locating the new crossing at Option C, given the economic growth and job creation potential along with its positive impact on network resilience and the creation of a new strategic route from Dover to the Midlands and the North. This was supported on the condition that the connection of the proposed new Crossing to the M2 was moved westwards, thus connecting into the A2 and avoiding significant adverse environmental impact on the Kent Downs Area of Outstanding Natural Beauty (AONB), a Site of Special Scientific Interest (SSSI), ancient woodland and KCC's flagship country park (Shorne Woods). KCC's proposed western alignment would connect to the A2 between the East of Gravesend and Cobham junctions. Tunnelling was also supported as it was considered that this method would help to reduce the impact on the internationally protected Marshes. KCC also supported the Option C Variant in response to the 2013 consultation, recognising the importance of connectivity between the two motorway corridors.
- 1.3 As a result of the 2013 consultation, Option B (Swanscombe) was discounted by the DfT due to it posing significant risk of jeopardising major redevelopment of the Swanscombe Peninsula combined with a lack of public support. The DfT then instructed Highways England (HE) to further investigate Option A, C and C Variant.

### **2 Current consultation – January 26<sup>th</sup> to March 24<sup>th</sup> 2016**

- 2.1 Following the 2013 consultation, HE appraisal ruled out the C Variant because, according to HE assessment, it was shown to have insufficient impact in transferring traffic from the existing Dartford Crossing to the new Lower Thames Crossing, would have a high capital cost, and a high environmental impact on the AONB. However, it does anticipate giving further consideration to this link separately as part of HE's ongoing regional route planning.
- 2.2 A shortlist of four routes was then produced, one at Location A and three at Location C that take different routes through Thurrock and Essex. The Location C routes each have two options south of the river in Kent; the Eastern Southern Link (running to the east of Shorne village) and the Western Southern Link (to the west of the village of Thong).

- 2.3 The current public consultation was launched by HE on 26th January 2016, proposing a preferred route within the Option C corridor<sup>1</sup>. The proposed scheme is Route 3, a dual carriageway connecting Junction 1 of the M2 to the M25 between Junctions 29 and 30, using a twin bored tunnel. The Eastern Southern Link has been identified by HE as the option best meeting the scheme objectives. However, KCC has to date favoured the connection being to the west into the A2 to minimise environmental impacts. Both options include a new junction with the A226, which will affect traffic flows on the local road network in Gravesend and from the Medway towns. The reasons for the HE's route recommendation are that it:
- Provides the best economic benefits of all the shortlist routes evaluated and reduces traffic at Dartford and therefore reduces congestion.
  - Can be largely constructed off-line avoiding the disruption caused by on-line works at Location A.
  - Provides network resilience through a second independent crossing of the Thames.
  - Provides a motorway-to-motorway experience for drivers.
  - Reduces air and noise pollution along the existing A282 corridor at Dartford, whilst recognising that there are environmental and community impacts in the vicinity of the new scheme, including noise and air quality on communities alongside the proposed route.
  - Will provide a new strategic link to the local, regional and strategic road network, increasing resilience and addressing future increases in traffic demand.
- 2.4 HE's analysis rejects Route 1 (additional capacity at the existing Dartford Crossing) as not meeting the transport and economic objectives for a new crossing. However, this is still an option that the DfT will consider in choosing their preferred route.
- 2.5 The two possible route alignments in Kent will have different impacts. These are explained in more detail below, and outline plans of the routes are shown in Figure 1.
- 2.8 **Western Southern Link (alignment proposed by KCC in 2014)**  
To the north of the A2, the route would be on an embankment before moving to a cutting and passing under Thong Lane between Gravesend and Thong and then crossing the golf course towards the A226. The tunnel portal would be between the A226 and Lower Higham Road. At the A226 to the east of Chalk would be an all movements grade separated junction. To achieve the required slip road length, the A226 would have to be realigned approximately 1km from the tunnel portal.
- 2.9 The junction with the A2 would be all movements free-flowing but owing to limited space, it would require the realignment of the A2 to the north over a length of approximately 2.5km. Owing to tight curvatures, speeds on the slip roads would be limited, some to 30mph. There would also be some changes

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<sup>1</sup> Consultation available at: <https://highwaysengland.citizenspace.com/cip/lower-thames-crossing-consultation>

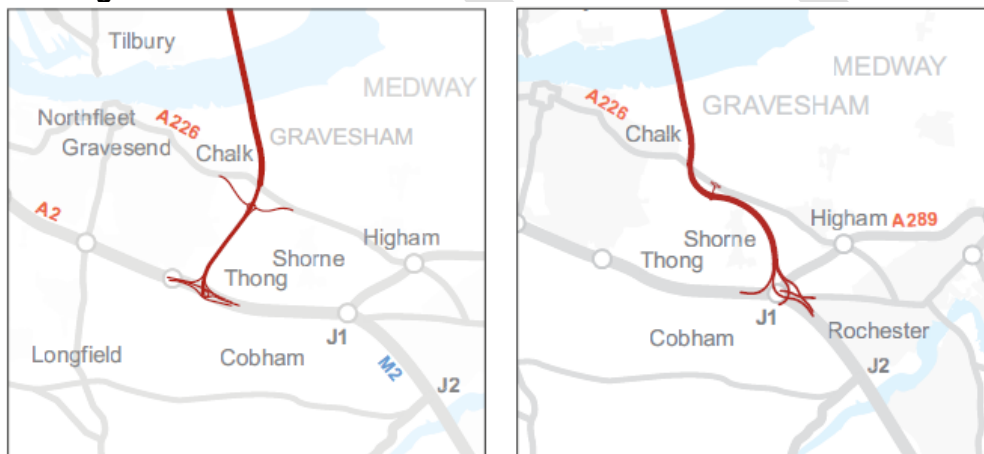
to local access to the A2, with a new link road provided. It would also require the demolition of the service station on the A2.

**2.10 Eastern Southern Link (HE's proposed scheme)**

From Junction 1 of the M2 the route would go to the west of Great Crabbles Wood and east of Shorne, then on towards Lower Higham Road and Chalk. To the north of the M2, the road would be on a viaduct before entering a cutting beneath Pear Tree Lane, and then an embankment for approximately 800m before a cutting at Crown Lane, and embankment at the proposed junction with the A226. From this point, the alignment would be in a cutting to the tunnel portal.

**2.11** The junction with the M2 would be complex, with the new connection creating a fourth level of slip roads. In combination with the topography of the area this will require pier heights up to 23m. Speeds on the slip roads would vary between 50mph and 70mph

**Figure 1 – The Western Southern Link and Eastern Southern Link**



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## Appendix C - KCC's detailed proposed response to the consultation (draft).

*This is a draft of the proposed response set out to each of Highways England's (HE) consultation questions. Supplementary information is being prepared and the responses will have further detail added from KCC Officer comments and work being undertaken by colleagues at Medway Council and Gravesham Borough Council.*

*Information included in italics does not form part of the draft response but is to be updated or added to as the draft is progressed.*

### 1 **Q: On balance, do you agree or disagree with our proposal for the location of a crossing, at Location C?**

**Strongly agree.**

1.1 KCC strongly agrees with the proposal for a new Crossing at Location C, east of Gravesend and Tilbury. The reasons for this are set out below.

#### 1.2 **Economic benefits**

Fundamentally, the economic benefits of a new Crossing at Location C are significant in their own right. Further, they are substantially greater at Location C than at Location A. Work undertaken by the Department for Transport (DfT) as part of the 2013 consultation identified that Location C and the C Variant had the greatest potential for regeneration job creation.

1.3 KCC has also previously commissioned studies to further investigate the potential economic benefits of each proposed location. In 2010, KPMG produced a high level assessment of the economic benefits of a new crossing based on an opening year of 2021. This calculated that Location C has the potential to contribute £12.7 billion to the local economy, mainly through job creation. This is six times higher than at Location A. Subsequently, in 2012 URS carried out a more detailed assessment of the regeneration impacts. The findings supported the KPMG work and found Location C would generate the highest number of jobs and housing development. These studies are summarised in Table 1.

**Table 1: KPMG and URS studies job creation**

	Location A	Location C
KPMG (jobs)	1000	6000
URS (jobs)		
Local jobs	7,600	9,100
Local + hinterland (all of Kent and Essex counties)	23,000	32,300

1.4 A new Lower Thames Crossing (LTC) at Option C would also benefit the logistics sector (both in Kent and nationally) by enabling reliable and quicker journey times and thereby reducing operating costs. Access to potential

- employees and to other businesses would be improved, including to the Midlands and North (and its aspirations to become the Northern Powerhouse), which will in turn, make Kent a more attractive place to do business.
- 1.5 The growth of Heavy Goods Vehicle (HGV) traffic crossing the Thames is severely constrained by the current congestion and capacity problems at Dartford. HGV activity is correlated with economic activity and the HE analysis has shown that generally the Location C routes increase HGV traffic over and above the Location A route, which is indicative of the increased potential for economic growth at Location C.
- 1.6 In addition, growth in the Dartford area (particularly that generating employment opportunities), is constrained by the congestion at Junctions 1a, 1b and on the A2. This prevents access to the Strategic Road Network (SRN) for businesses and causes the frequent severance of Dartford town centre from the rest of the Borough. Congestion at these junctions and on the A2 can result in the B255 St Clements Way and the A206 Crossways Boulevard being used as an alternative route with implications for Junction 1a and, importantly, the A2 Bean Junction and the A226 London Road/St Clements Way Junction. A new Crossing at Location A would not resolve these problems but would in fact worsen them, imposing constraint on the planned growth for the Ebbsfleet Garden City.
- 1.7 *KCC has written a summary narrative of the work undertaken to date on the economic benefits of a new LTC to the east of Gravesend, which will be appended to this response.*
- 1.8 It is also worth noting that it is for economic reasons that KCC opposed the now ruled out Location B. The principle reason for this is the detrimental impact it would have on plans for growth and regeneration in North Kent, which have now been given further impetus with the formation of the Ebbsfleet Development Corporation and the Government's plans to create a 21st Century Garden City at Ebbsfleet and the proposal for the London Paramount Entertainment Resort. Other issues with Location B include:
- The density of the existing community to the north of the Thames at Grays/Tilbury.
  - The potential negative impact on Tilbury Docks.
  - The ability of the A1089 corridor to deal with both strategic and local traffic.
- 1.9 **Network resilience**  
Although the introduction of free-flow tolling (Dart Charge) has seen some improvements in journey time and congestion at the Dartford Crossing, it has done nothing for resilience when incidents occur that affect the flow of traffic at or around the Crossing. The provision of an independent crossing built to modern standards and suitable for all users will not only radically improve the resilience of crossing the Lower Thames but also the resilience of the strategic road network between Kent, the Midlands/North, and mainland Europe.



- 1.10 The new crossing will enable Kent's policy objective of bifurcation to be implemented, splitting traffic to and from the Eastern and Western Docks in Dover between the M20/A20 and M2/A2 corridors. With the addition of some improvements to the M2/A2, this will create a high quality strategic corridor that will cater for the significant likely growth of the Port and thereby release capacity on the M20.

*To be added – data on likely growth at the Port of Dover and growth in HGVs handled by the Port and Eurotunnel.*

- 1.11 Whilst Route 1 at Location A would provide extra capacity at the existing Dartford Crossing itself, it would not mitigate constraints on the road network on the approach to the Crossing. The same issues when either the tunnels or the QEII Bridge have to be closed would remain, with the resultant congestion affecting not only the strategic road network but the local road network in Dartford and south east London. The QEII closure on 8<sup>th</sup> February 2016 due to high winds resulted in 11 hours of delays, which not only demonstrates that Dartford is not a suitable location for providing extra capacity but also that any new crossing should not be a bridge if such disruptions are to be avoided. The HE consultation itself states that on average the Dartford Crossing is closed for 27 minutes per day and that must be avoided at the new Crossing.
- 1.12 Congestion and incidents on the approaches will to a large extent negate the benefits of additional crossing capacity. Constructing the Crossing at Route 1 would be a missed opportunity to boost British business and the national economy, and enhance transport connectivity between Kent and Essex, as well as nationally and internationally. Conversely, constructing a new crossing at Location C provides an alternative route in the event of an incident at the Dartford Crossing that can be accessed by remaining on the Strategic Road Network.
- 1.13 **Strategic transport benefits**  
Aside from the clear benefits to Kent and Essex from having two crossing points on the Lower Thames, there will also be impacts felt nationwide due to increased connectivity between the rest of the UK and Kent, which is the Gateway to mainland Europe.
- 1.14 Information released in the HE consultation documents and supported by a freight study commissioned by the South East Local Enterprise Partnership (Atkins, 2013) shows that when there is congestion at the Dartford Crossing traffic diverts to other crossings (notably the Blackwall Tunnel) or uses the long way around the M25. Therefore, by releasing capacity at Dartford and increasing resilience in the event of any incident by providing a crossing at Location C, capacity elsewhere on the wider transport network will also be released. Location C will also relieve sections of the A13 and A2 and journeys to the strategically important ports in East Anglia and Kent will be improved both in terms of journey time and reliability.
- 1.15 Further, the two possible locations for the Crossing will attract different users. If extra capacity is provided at Dartford then the same users as today will be

served in greater number (i.e. suppressed demand will be released). However, by locating the Crossing at Location C, the route will attract mainly traffic travelling between Kent/the Channel Ports and the M25/East Anglia. It will also attract a higher total volume of traffic crossing the Thames than expansion at Dartford would because of the higher capacity and improved connectivity. The provision of a faster, more reliable route to the Midlands and North from the Kent ports will be particularly attractive to long-distance freight traffic and will have the benefit of diverting many of these journeys away from Dartford.

- 1.16 It is clear that a new LTC must provide a strategic network solution rather than primarily catering for shorter journeys. Location C provides this connectivity both from Kent into neighbouring Essex and, most significantly, from Europe to the concentration of distribution centres in the Midlands and the North. As a result, increased capacity at Dartford (Route 1, Location A) will not provide nearly the same scale of benefits as LTC to the east of Gravesend (Location C).
- 1.17 *A summary narrative on the strategic transport benefits has also been produced, and will be appended to this response.*
- 1.18 *Further issues that are under consideration:*
- **Air quality** – with Route 1 (Location A), air quality will worsen at Dartford. With any Location C route air quality will improve at Dartford and no property on the new route will be at risk of exceeding air quality limits. The HE assessment did include sensitive receptors (residential properties) on the A226 both west and east of the proposed new junction with the LTC. KCC is liaising with Gravesham Borough Council in their assessment of air quality implications. However, the initial feeling is that there is insufficient information on forecast traffic flows to make a thorough assessment.
  - **Noise** – with Route 1 there would be a worsening of noise whereas with Location C overall there would be a net improvement in noise, although properties in the vicinity of the new route or on roads that would see an increase in traffic would see a corresponding increase in noise. As per air quality, KCC is liaising with GBC on noise impacts.

**2 Q: There are three route options north of the river in Essex – Routes 2, 3 and 4. Where do you think the route should be located north of the river?**

**Route 2/3/4**

- 2.1 Essex County Council has proposed to support KCC's route choice south of the river and it is therefore proposed that KCC should reciprocate and support Essex's choice to the north of the Thames.
- 2.2 *Regardless of the specific route chosen north of the river, the need for connectivity between the ports and the Midlands/North is imperative. The HE traffic modelling has shown that forecast traffic volumes on Routes 2, 3 and 4*

*are broadly similar at around 77,000 on average each day. Therefore traffic volumes have not been a factor in determining the HE's preferred route.*

**3 Q: Thinking about the three route options north of the river, on balance do you agree or disagree with our proposals for each of these?**

Route 2 -  
Route 3 -  
Route 4 -

3.1 As above, it is proposed to support Essex's choice for these route options and therefore KCC will replicate their response to this question.

**4 Q: There are two route options south of the river in Kent – the Western Southern Link (WSL) and the Eastern Southern Link (ESL). Where do you think the route should be located south of the river?**

4.1 KCC strongly supports the **Western Southern Link (WSL)**. This is also the proposed position of Medway Council and, as discussed above, Essex County Council will offer their support. The reasons for this route selection are:

**4.2 LTC junction with the A2/M2**

The Eastern Southern Link (ESL) would terminate with the M2 at Junction 1. This is already a complex junction and using this will require a fourth level of slip roads on viaducts with piers up to 23m in height. The number of slip roads could result in safety issues owing to its increased complexity. Further, as this would not be a dedicated junction an incident on one part of it could potentially affect the whole junction, with implications for traffic diverting on the local road network. It would not provide sufficient resilience to an incident of this nature.

4.3 Conversely, the WSL would create a new junction on the A2. However, this would require realignment of the A2 north of Junction 1 of the M2 so that the required slip roads can be accommodated between the A2 and HS1 rail line. This realignment work can largely be completed offline with minimal disruption to the running of the A2. However, owing to the proximity of the existing slip roads a new link road would have to be built south of the A2. The coast-bound on-slip at the Gravesend (E) junction would be closed so that traffic would have a minor diversion to cross the A2, use the new link road, and join at the Shorne on-slip.

**4.4 Relationship with Gravesend**

Currently, the largest proportion of Gravesham Borough Council's planned growth is to the west of the town centre, but it is under pressure to find sufficient land allocations to meet its housing and employment needs. The new link in the Strategic Road Network to the east of Gravesend may encourage developers to put forward proposals that would see the urban area expand eastwards, which would be hard to defend against. However, the

choice of the WSL would create a defined boundary to the east of the town that would limit urban expansion.

4.5 Further, there is potential for the embankments required for the WSL alignment to be dual purpose and enhance local flood defences. The Thames Estuary 2100 plan (TE2100) requires a secondary defence to Gravesend and the WSL could provide this.

4.6 **Impacts on the built and natural environment**

The Crossing route should be selected to minimise negative environmental impacts as much as possible. The WSL would have less negative environmental impact compared to the ESL, which passes directly adjacent to Shorne village.

4.7 The WSL would mostly be located outside of the Kent Downs AONB, with only a slip road located within it. Although the new road would be visible from parts of the AONB, the alternative ESL has a greater footprint within the AONB. Both routes would result in the loss of ancient woodland but the ESL will result in a greater loss of ancient woodland in the Great Crabbles Wood Site of Special Scientific Interest (SSSI) which is also a designated Local Wildlife Site. Both possible alignments would have an impact on listed buildings, including Chalk Church.

4.8 There are major strategic issues for surface water in relation to the location of the route and potential impacts relating to construction. Both routes cross the Thames Estuary Marshes but the ESL for a greater length is underlain by SPZ 3 (Groundwater Source Protection Zone) and may have restrictions as a result of crossing SPZ 1 and 2. Whereas the WSL provides an opportunity to enhance flood defences for Gravesend, the ESL would require more detailed assessment so that a final design can be formed that does not compromise flood defence plans.

4.9 **Traffic flows**

The choice of WSL or ESL does not have a significant impact on the total volume of traffic using the LTC, but it does affect the distribution of traffic on the local network and between the two river crossings.

4.10 Assuming Route 3 is chosen north of the river then by 2041, compared to the WSL, the ESL will have 600 fewer vehicles Annual Average Daily Traffic (AADT) on the LTC and an additional 1,000 vehicles using the Dartford Crossing. This trend is true for all Location C routes. Again, assuming Route 3 is chosen north of the river, if the WSL is chosen, then in 2025 (opening year) there will be on average 500 fewer HGVs a day crossing the Thames than if the ESL was chosen (i.e. the ESL tends to attract more HGVs). With the WSL more light vehicles (cars and vans) would use the LTC rather than Dartford.

4.11 The ESL provides greater relief to the A2 west of the LTC (M2 Junction 1) and to the M20 at Maidstone, but it puts significantly greater pressure on the M2 east of Junction 1 compared to the WSL (in the region of 10,000 additional vehicles a day on average). There is little difference on opening year between

the two southern links on how much extra traffic they attract to the A226, but by 2041 the WSL increases average traffic on the A226 significantly more so than the ESL. On opening year, AADT on the A226 to the east of Gravesend is forecast to more than double with both the WSL and ESL.

4.12 There is forecast to be relatively little difference between the WSL and the ESL in the traffic attracted to the LTC. Therefore, on balance and considering the range of other potential negative impacts that the HE's preferred ESL route option has, KCC supports the Western Southern Link. On balance, the WSL would have less negative environmental impacts and is the only option creating a new junction with the Strategic Road Network with opportunities to improve flood defences and define urban growth boundaries for Gravesend.

4.13 *Can the WSL be constructed without any impact on the AONB?*

*Mitigation for the impact on the historic environment.*

*More to be added from Officer comments on the heritage implications.*

*Irrespective of which Link in Kent is chosen there will be an improvement in air quality at Dartford and no sensitive receptors (residential properties) will be at risk of exceeding air quality limits. The HE assessment states that traffic pollutants decrease to background levels 200m away from the centre of the road, however, more detailed air quality modelling will be undertaken in the next phase of scheme development. KCC is liaising with GBC on the air quality and noise implications.*

*With both route options cycle routes, footpaths, bridleways and other public rights of way will be affected, resulting in diversions and possibly severance. There will also be some loss of amenity through impacting on local woodland. The WSL will directly affect the Southern Valley Golf Club. The extent of the impacts on community facilities will not be quantified until the next phase of the project but both alignments will have impacts.*

**5 Q: Thinking about the two route options south of the river, on balance do you agree or disagree with our proposal for each of these?**

Eastern Southern Link – **Tend to Agree**

Western Southern Link – **Strongly Agree**

5.1 On balance KCC strongly agrees that Location C is the right corridor to locate the new Crossing within. The WSL is KCC's preferred route in Kent for the reasons set out above and for those reasons implores the DfT to disregard HE's preference for the ESL.

5.2 *More information to follow on whether KCC will support the ESL if it is a choice between that and no crossing.*

**6 Q: Having evaluated the options, our proposed scheme is a new bored tunnel road crossing at Location C, following Route 3 north of the river and the Eastern Southern Link south of the river. On balance, do you agree or disagree with our proposed scheme?**

- 6.1 KCC strongly agrees with the choice of the Location C corridor for the new Lower Thames Crossing.
- 6.2 KCC strongly supports the choice of a bored tunnel because this would minimise the impacts on residents and the environment in North Kent. It will also eradicate the risk of a closure due to high winds, which already affects the Dartford Crossing. Of the three crossing alternatives (bored tunnel, bridge or immersed tunnel), the bored tunnel provides the least damaging environmental impacts and the most resilient crossing. KCC therefore agrees with the HE contention that it is the **only viable option**.
- 6.3 *Route choice north of the River does not make a significant difference to traffic flows and so it is proposed to support Essex County Council's preferred route.*
- 6.4 However, KCC strongly disagrees with the choice of the Eastern Southern Link and urges HE/DfT to instead support the Western Southern Link. The reasons for this support are explained in the previous two questions but include the comparatively reduced environmental impact, the reduced impact on heritage sites, the dedicated new junction with the A2, the greater distance from residential properties (whereas the ESL would divide Shorne Parish), and the potential benefit to flood defences.

**7 Q: We are proposing to create junctions with existing roads including the M2/A2, A226, A13 and M25. We would like to hear your views on whether you believe additional junctions would be beneficial. We would welcome any comments you may have on our proposals for junctions.**

**7.1 A226**

The proposals include a junction with the A226, improving accessibility to Gravesend and diverting traffic from the A2 to join the LTC at the A226. Under this scenario, it is likely that traffic on the local road network leading into the A226 is also increased. Whilst development in the Ebbsfleet Valley should have improved access to the A2 at Ebbsfleet, planned development along the riverside could see the A226 as a better route to/from the LTC. However, it is more likely that the A226 could be the more attractive route to the LTC from the Medway towns rather than using the A2. This would see an increase in traffic through Higham and on the local road network in the Hoo Peninsula.

7.2 It is KCC's view that longer distance traffic using the new Crossing should remain on the Strategic Road Network (motorways and trunk roads) and not leak onto the Local Road Network which would cause traffic problems for KCC's roads. Therefore before KCC can come to a view on this proposed junction, detailed interrogation of the modelling needs to be undertaken and understood so that the following potential issues can be explored. KCC would need to see HE's modelling to ascertain:

- The likely impact of significant additional traffic accessing the new junction with the LTC. Scenario testing including a "no A226 junction" needs to be conducted to establish how the junction impacts on the existing/future trip

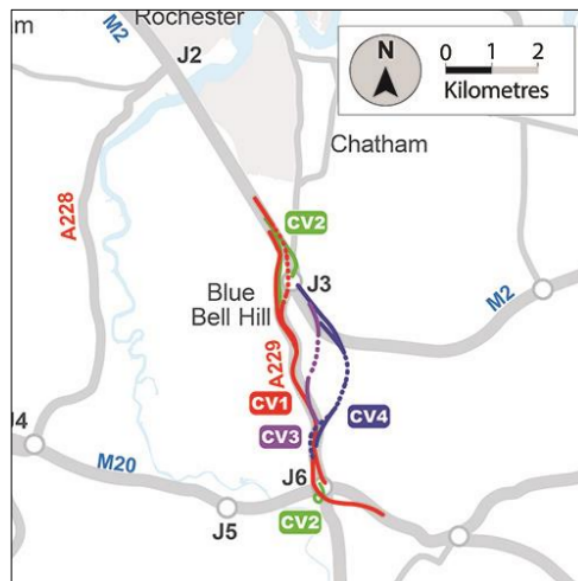
distribution on the local/North Kent road network. It also needs to determine how the “no A226 junction” scenario affects the economic impacts of the LTC.

- The likely impact of additional traffic on the A226 to east and west of the proposed junction with LTC route. For example, what would be the anticipated flow of traffic from Gravesend/Medway Towns which currently uses the A2/M2 to M25 Dartford Crossing alignment, which might be expected to transfer onto the A226 and access the proposed tunnel from the local road network.
- The likely impact of additional traffic on Gravesend East/Higham/Chalk from existing traffic changing routes from south and westerly movements, to an easterly movement.
- The likely (cumulative) impact of potential development pressures/consented development east of Gravesend.

### 7.3 C Variant

The C Variant was proposed in earlier consultations as a route upgrade associated with the construction of a LTC at Location C because it is a key link between the M20 and M2. Although in this consultation is it primarily referred to as widening of the A229 Bluebell Hill, the possible route options considered (diagram below) also include changes to the junctions at either end, such as free-flow slips.

#### *C Variant – all route options considered by HE*



- 7.4 However, the C Variant has been ruled out of the proposals and it has been stated to have no influence over route choice between Dartford and the LTC. The modelling to support this contention is not provided in the consultation documents and has not been provided following requests from KCC to the HE to do so. KCC urges the HE and DfT to address the C Variant (upgrades to the A229 Bluebell Hill, including the possibility of free-flow slips at the M2 and M20 junctions) in wider road investment plans. Although KCC welcomes the

HE's commitment to consider the A229 in regional route planning, the A229 is the most direct link between the M20 and M2 and already suffers from significant congestion and stress at peak times. The link between the two motorway corridors needs to be considered as part of the Lower Thames Crossing project.

- 7.5 The limited traffic modelling data provided shows that on the M20 between the A228 (Junction 4) and the M26 (Junction 3) there is a forecast decrease in vehicles of 5,000 on average per day with the WSL and 6,400 with the ESL in 2025. Traffic flow data for the A229 is not provided but it can be inferred that these vehicles have diverted from the M20 to the M2, and it is likely that they will have used the A229 as the shortest and most direct link. Given that the A229 is at present a congested and stressed part of the road network in both the morning and evening peaks this clearly demonstrates that the C Variant is required to support the LTC.
- 7.6 Another consideration is the safety implications of increasing traffic on the A229. As the gyratory system at M2 Junction 3 is currently saturated at peak times, the extra traffic will increase blocking back on to the A229 from the off-slip road. The HE safety assessment shows a worsening of the accident rate on this road, but without access to the modelling report to assess how the queuing has been modelled, it is unclear if this is fully taken into account. With this in mind, the need for free-flow slips at M2 Junction 3 and M20 Junction 6 requires further detailed consideration.
- 7.7 Whilst KCC recognises and welcomes the HE's commitment to consider the A229 in ongoing regional route planning this is a foreseeable problem that can, and should, be resolved within the current planning and design work for the LTC.
- 7.8 **Wider network improvements**  
It is vital to the UK economy that the Channel Corridor operates efficiently at all times and is resilient to incidents on the network. Port traffic is currently routed along the M20/A20, which results in severance between Dover town centre and the harbour. With the construction of the new LTC, a second strategic route will be available between Dover and the Midlands and North – i.e. the potential bifurcation of the strategic route from the Southeast to the Midlands and North of the country. The project to revive the Dover Western Docks plus expansion of the existing Port would naturally split traffic so that for the Western Docks and Channel Tunnel would use the M20/A20, and traffic for the Eastern Docks would be encouraged to use the M2/A2. Bifurcation will also facilitate growth of Whitfield, Folkestone, Ashford and Maidstone by releasing capacity on the M20.
- 7.9 The LTC cannot be looked at in isolation. The network improvements that are essential to creating a high quality strategic corridor along the M2/A2 must be delivered in conjunction with the crossing to maximise the benefits it provides. To deliver bifurcation, upgrades are required along the M2/A2 at:



- M2 Junction 7 (Brenley Corner) improvements to increase capacity and provide free-flow between the M2 and A2.
- Dualling sections of single carriageway on the A2 north of Dover along Jubilee Way to Whitfield and near Lydden.
- M20 Junction 7 improvements to provide ease of access between the A249 and M20.
- M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249, which will improve another strategic link between the M2 and M20.

7.10 These upgrades have been costed by KCC and could be delivered for (*high level cost estimates are currently being updated*) at 2016 prices.

7.11 In addition to these essential improvements, upgrades to the A249 to include widening and straightening, and the removal of at-grade junctions for local traffic would support bifurcation.

7.12 Finally, the likely impact of the proposal in terms of future traffic flows/travel patterns across the wider area need to be made. Particularly, the emerging Ebbsfleet Garden City and potential major developments, such as London Paramount Entertainment Resort, should be acknowledged. For example, would a new junction east of Chalk, accessing the A226, see a significant increase in traffic going through Gravesend, potentially worsening traffic conditions there (such as Lion Roundabout, A226, east of Gravesend which is already congested at peak times). This consultation, whilst it is focussed on route options, also needs to consider the impact on existing junctions on the local road network and identify where improvements would be required. Where these are as a result of the new LTC such improvements should be funded as part of the scheme to avoid them becoming issues for the Highway Authority at a later date.

## **8 Q: We would welcome any other comments you may have on our proposals.**

### **8.1 Financing the Crossing**

The anticipated opening year of 2025 is unacceptably far away when serious capacity and congestion problems at Dartford are an issue today. The consultation documents state that using private sector funding would lead to a 2 year delay in opening the crossing (in 2027) but it is not clear why this is the case. KCC research has shown significant interest from the private sector in financing a new Lower Thames Crossing and that there are infrastructure investors in Europe, North America and elsewhere that are ready to be involved in such a project today.

8.2 KCC has, in 2016, updated the previously commissioned work looking at the appetite for private finance for a new crossing, the conditions that would be needed to secure such investment and the level of investment that would be needed. Key findings from this work which surveyed the views international banks, construction parties, fund managers and pension investors include:

- Option C is prioritised over Option A as the only option, given its overwhelming benefits to the UK, London, Essex & Kent, as evidenced in a number of reports.
- Use of tolls will allow the project to be self-funding and therefore can be delivered without the need for public funds. Toll setting is not an issue if there is a controllable trade-off between toll level and concession term length, allowing Government to control the parameters of the tolling rate.
- A Design, Build, Finance and Maintain (DBFM) model is desirable with a 35+ year concession arrangement that includes toll revenue from the existing Dartford Crossing.
- The tolling model should incorporate the existing (Dartford) and new Crossing and tolling regulations should be transparent and certain over the life of the concession.
- Government should consider holding confidential market meetings with identified funders and investors to discuss how to bring forward the project.
- The new Crossing and the Dartford Crossing should be integrated for project financing and the tolls should be aligned to provide optimal efficiency and traffic management. Not linking the two crossings will create a traffic volume risk situation that will render a private financing option for the new Crossing untenable for many investors.
- Traffic risk and Government willingness to see tolls increased are key to revenue forecasting and must form part of an acceptable model for Government and investors.

8.3 Although the details of the future charging regime are not part of this consultation, it is nevertheless stated that it is Government policy to toll estuarial crossings. Whether privately or publically operated, the tolls need to be operated in conjunction with the existing crossing so that they can be set to encourage bifurcation between the M2/A2 and M20/A20 corridors to/from the Port of Dover.

#### 8.4 **Minerals**

There are known mineral deposits (Sub-Alluvial River Terrace Deposits and River Terrace Deposits) that are threatened with sterilisation by the potential development at Location C. Therefore, the proposed development should identify the minerals that are threatened with sterilisation and in accordance with the National Planning Policy Framework's drive for sustainable minerals use in Section 142, seek to ensure that prior extraction is fully investigated for the chosen route.

#### 8.5 **Surface water**

The Assessment identifies major strategic issues for surface water in relation to location of the route and potential impacts in relation to construction. The Assessment, however, does not clearly state the impacts in relation to increased surface water flow from construction of the project itself, whether in relation to water quantity or quality. It would be expected that impacts relating to construction and operation will be mitigated through compliance with regulation for surface water management.

## 8.6 Compensation

It is essential that property owners, who have already been blighted by the two proposed routes, are fully compensated for the loss of property value and inability to now sell if they need or want to move. This consultation has caused considerable distress in the local community and a swift decision on the preferred route option must be taken by Government following the consultation so as to minimise the uncertainty around the two potential routes through the community.

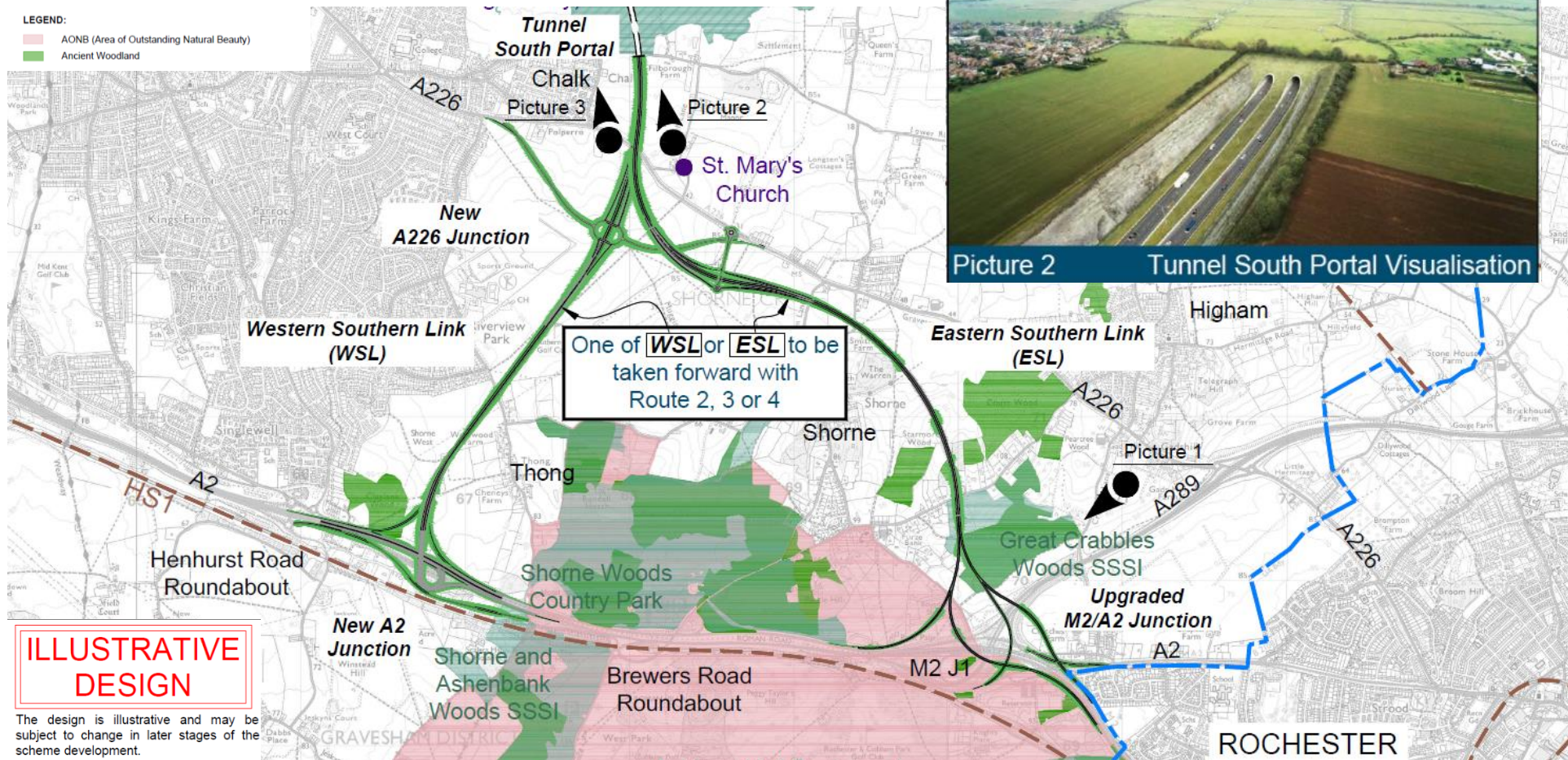
## 9 Q: Do you have any feedback on this consultation – events, information provided, advertising, etc.?

- 9.1 The consultation was launched on 26<sup>th</sup> January 2016 without prior stakeholder notification and in a considerably rushed and unexpected way. Hard copies of the Scheme Assessment Report were sent to KCC a week after launch, and hard copies of the appendices (including the detailed plans) were received a week after that. The duration of the consultation, being only 8 weeks long, is a short period of time.
- 9.2 Information that is particularly pertinent to members of the public on the proposed routes, such as that relating to property blight, only became available online two weeks after the consultation had commenced. This is unacceptable and presumably unhelpful to the consultation because members of the public would have been able to submit a response before they had the full information available.
- 9.3 Of substantial concern to KCC is that a range of technical information that would have been helpful in assessing the impacts of the proposed scheme and route options is not available; and on requesting this information from HE it has still not been forthcoming. For example, the Appraisal Specification Report for the traffic modelling is referred to in the consultation documents but not published. Traffic volumes on key local links have also not been published despite these being of known importance to KCC and other stakeholders. For example, it is stated that the C Variant (upgrades to the A229) has been rejected from further investigation because it has been shown not to affect route choice between the Dartford Crossing and the LTC but the parameters used in the modelling are not known, including how the junctions and congestion at either end have been modelled. Similarly, the forecast traffic increases on the A229 Bluebell Hill have not been made explicit; rather the traffic volume data for both the M2 and M20 has been shown as links starting at the junctions with the A228. Therefore, increases in traffic on the A229 can only be inferred from this information.

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## Appendix D – Extract from Highways England consultation maps of the Western Southern Link and Eastern Southern Link

LEGEND:  
■ AONB (Area of Outstanding Natural Beauty)  
■ Ancient Woodland



**ILLUSTRATIVE DESIGN**

The design is illustrative and may be subject to change in later stages of the scheme development.

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**From: Matthew Balfour, Cabinet Member for Environment and Transport**  
**Barbara Cooper Corporate, Director of Growth, Environment and Transport**

**To: Environment & Transport Cabinet Committee Meeting - 11 March 2016**

**Subject: Task & Finish Group Review of Future Commissioning of Soft Landscape Service**

**Classification: Unrestricted**

**Past Pathway of Paper: N/A**

**Future Pathway of Paper: Cabinet Member Decision**

**Electoral Division: Countywide service - All electoral divisions**

**Summary:** At their meeting on 4 December 2015, this Cabinet Committee agreed to set up a Task & Finish Group to review options for the future commissioning of the soft landscape works service. The Task & Finish Group’s preferred approach is to set up a series of workshops to consider devolution of the service to local councils and determine the level of interest.

**Recommendation:**

The Cabinet Committee is asked to consider and note the report.

**1. Introduction**

- 1.1 At the 4 December 2015 Environment and Transport Cabinet Committee meeting; Members agreed to set up a Task & Finish Group (T&FG) to review and make recommendations for the future commissioning of the soft landscape works service. The T&FG has met on four occasions to consider the draft Diagnostic Report and five options proposed by officers. A list of Members is included at Appendix A.
- 1.2 The T&FG discussed the key principles for the future commissioning of the services; local control, customer satisfaction, integrating similar services and recommended an approach that combined elements of three of the proposed five options.

**2. The report**

- 2.1 The Highways Transportation & Waste (HT&W) Soft Landscape Team is responsible for the maintenance and safety of grass, trees, shrubs, weeds and hedges within the highway boundary in urban and rural areas (8,500km of road network). The majority of the service is discretionary, with tree works and visibility cutting at road junctions falling into the statutory requirement to

maintain a safe highway. The service is delivered both through publicly procured contracts and through agreements with district, borough, parish and town councils.

- 2.2 The publicly procured contracts will terminate in December 2017. There are also annual agreements with five districts and boroughs and twelve parish and town councils to deliver the service.
- 2.3 The current annual cost of all soft landscape works, including those delivered by districts, boroughs, parishes and town councils is £2,609,300. However the T&FG review has focused on the costs of programmed urban grass, shrub and hedge maintenance which comprise the majority of discretionary soft landscape services and total £1,460,000 of the annual budget.
- 2.4 The soft landscape service currently delivers a reduced maintenance regime considered against the long-term needs of the asset. For example one weed spray, rural grass cut and shrub bed visit, as opposed to higher frequencies recommended in national codes of practice. However the T&FG recognises that the service also faces MTFP target savings of £385,000 in 2017/18. Savings of £110,000 have been identified for 2017/18 through a combination of accurate asset measurements and on-going contract procurement. The remaining £275,000 will be found through the preferred future commissioning approach. The T&FG considered five outline options for the future soft landscape service:
- **Option 1 Status Quo - Highway Verge Maintenance at Current Annual Levels** - Continue working with interested districts, boroughs, parish and town councils and publicly procure the remaining service - 8 urban grass cuts; 1 shrub bed visit; 1 hedge cut; 1 rural swathe cut; 3 visibility cuts; safety tree works; 1 weed spray. The T&FG desire is to maintain the current level of service provided the MTFP savings (See Option 2) can be met. This option presents minimal risk.
  - **Option 2 Reduced Level of Service - to achieve proposed savings of £385k (MTFP)** – This will entail a reduction in programmed services for urban grass, shrub and hedge maintenance and rural swathe cutting. Statutory minimum service for visibility splays and tree works would continue. There would impact on customer satisfaction.
  - **Option 3 Devolve to Local Councils** - Devolve responsibility for urban grass, shrubs, hedges and weed control to district, borough, parish or town councils. Statutory minimum services for trees and visibility cutting will remain with KCC. The T&FG discussions confirmed preference is for devolution to parish and town councils together with MTFP savings. This option presents minimal risk.
  - **Option 4 In House - Bring the service in house** – Some services may continue to be contracted out as they are not financially viable to bring in house for specialised works and brief delivery periods. This option was therefore dismissed.
  - **Option 5 - Statutory minimum service only** – Termination of programmed services. Statutory minimum service for visibility splays (urban and rural) and



trees; reactive emergency service to all other vegetation. The option achieves savings greater than proposed MTFP however there is a high risk to customer satisfaction and therefore this option was dismissed.

- 2.5 The T&FG preferred approach is a hybrid of options one, two and three The T&FG recommends that HT&W lead on a series of workshops to local councils that will consider devolution and set out the standards that local councils will be expected to adhere to in delivering the service.
- 2.7 The work of the T&FG has focused on the soft landscape service in isolation and the recommendations reflect a preference to devolve the service to parish and town councils. Currently there is a wider corporate agenda looking at devolution of multiple highway service elements to clusters of district and borough councils. This may offer advantages to the future of commissioning of the soft landscape service as it provides greater local decision making and customer satisfaction. The two processes are seen as complimentary in terms of concept however the T&FG's proposed implementation plans may overlap with the wider corporate agenda and require close coordination.

### **3. Financial Implications**

- 3.1 The annual cost of soft landscape works appropriate for devolution, including those currently delivered by district, borough, parish and town councils is £1,080,000. If larger clusters of local councils were interested in delivering the service, then additional elements such as weed control and rural swathe cutting could also be devolved. The annual cost of those services is £380,000. The total current value of all services that might be devolved is £1,460,000. However £275,000 of the MTFP savings would have to be found in the future delivery of those services.

### **4 Legal implications**

- 4.1 A draft briefing from Legal Services indicates there are no significant constraints in devolving urban grass, shrub and hedge maintenance to district, parish and town councils.
- 4.2 The majority of the soft landscape service is discretionary, with tree works and visibility cutting at road junctions falling into the Council's statutory requirement to maintain a safe highway.

### **5 Equalities implications**

- 5.1 An initial EqIA screening has been carried out. Only option 5 which considers a statutory minimum service would result in a significant change to the service and potential impacts to EqIA. There were no significant implications to the devolution approach preferred by the T&FG (a hybrid of Options 1, 2 and 3).

## 6 Conclusions

- 6.1 The preferred approach to the future commissioning of the soft landscape service is through devolution to local councils. This approach could also retain existing service levels and meet proposed MTFP savings for 2017/18.
- 6.2 Working in partnership with local councils in Kent could deliver a range of benefits: local employment; greater local ownership of, and accountability for, the service and improved customer satisfaction.
- 6.3 The first stage of this preferred approach proposes that HT&W lead on a series of workshops with clusters of local councils to determine level of interest in time to shape procurement.

## 7. Recommendation:

The Cabinet Committee is asked to consider and note the report.

## 8. Background Documents

- 8.1 Briefing note regarding the potential delegation of KCC's Highways Grounds Maintenance function to Parish Councils – KCC Legal Services

## 9. Contact details

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From: Matthew Balfour, Cabinet Member – Transport & Environment  
 Barbara Cooper, Corporate Director – Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 11 March 2016

Subject: **Kent County Council Response to Maidstone Borough Council Regulation 19 Local Plan Publication: Integrated Transport Strategy**

Non-Key decision

Classification: **Unrestricted**

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** For Information

**Electoral Division:** All Maidstone divisions

**Summary:** Maidstone Borough Council are undertaking a Regulation 19 consultation on the emerging Maidstone Local Plan. The consultation includes a draft Integrated Transport Strategy prepared by the Borough Council that outlines how the impact of planned growth in housing and employment over the period to 2031 will be mitigated through proposed transport improvements. This paper updates Members on the work undertaken to date with Maidstone BC in seeking to agree a realistic and deliverable transport strategy. Despite KCC's efforts, the draft ITS produced by Maidstone BC does not reflect KCC's position so the paper explains why an objection should be raised by KCC on account of the unacceptably severe impact on the highway network evidenced by the traffic modelling work **jointly** commissioned by KCC and MBC.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse the proposed KCC response to the Regulation 19 consultation on the draft Integrated Transport Strategy (ITS) that: the level of development will have a severe impact particularly on key transport routes in South and South East Maidstone which will not be mitigated by the measures contained in the draft ITS and that MBC and KCC should work together to develop a jointly agreed ITS in accordance with the resolution of the Maidstone JTB on 07/12/15 that:

*“in the absence of an agreed transport strategy and in light of the evidence presented to this Board demonstrating Maidstone’s significant highway capacity constraints, this Board recommends that a transport strategy be taken forward urgently by the Borough and County Councils covering the period of the Local Plan, with a further review completed in 2022*

*The aim of this strategy will be to mitigate the transport impact of future growth, in the first instance up to 2022. The strategy should comprise of the key highway schemes and public transport improvements agreed by the Board, and further traffic modelling will be required to identify its impact. It is proposed that the £8.9 million growth fund monies identified for transport be used to accelerate the delivery of these improvements. Existing developer contributions may then be used to support further measures.*

*The agreed transport strategy should also develop the justification for a relief road between the A20 to the A274 (the Leeds and Langley Relief Road), along with a preferred route, in order to allow testing with other strategic transport options and identify all source of potential funding to enable the schemes to be implemented at the earliest opportunity.”*

## **1. Introduction**

- 1.1 Maidstone Borough Council (MBC), in their capacity as local planning authority (LPA), is currently in the process of preparing a new Local Plan. This will replace the current Maidstone Borough Wide Local Plan that was adopted in 2000.
- 1.2 The new Local Plan will provide the policy framework to guide development over the period to 2031 and, once adopted, will inform decision making on planning applications.
- 1.3 The Borough Council has now published a new Regulation 19 consultation draft of the Local Plan. This primarily seeks to obtain views on ‘soundness’ and ‘compliance’ in advance of submission of the plan to the Secretary of State for Communities and Local Government.
- 1.4 The consultation has included the publication of a draft ‘Integrated Transport Strategy’ (ITS), which is intended to support the delivery of the growth in housing and employment envisaged within the Local Plan.
- 1.5 This report sets out the proposed Kent County Council (KCC) response to the draft ITS.

## **2. Cumulative Impact Assessment**

- 2.1 The Local Plan proposes to deliver 18,560 new houses and 200,100m<sup>2</sup> of employment over the period to 2031. This growth will create additional travel demand on the surrounding transport networks and KCC, as Highway Authority and statutory consultee to the borough council, will need to consider whether and how this may best be accommodated.
- 2.2 The supporting ITS should enable the impacts of the planned growth to be understood and mitigated and provide a basis for identifying how any required improvements can be funded and delivered through new development. This

approach is set out within the Planning Practice Guidance (PPG)<sup>1</sup> as a means of ensuring that a Local Plan is underpinned by a robust evidence base.

- 2.3 The ITS that has been produced by MBC does not achieve these fundamental requirements. Despite intensive work jointly commissioned by KCC and MBC, the draft strategy is founded on a package of transport improvements that has not been agreed by KCC and, fundamentally, does not provide an acceptable means of mitigating the impact of the planned growth in housing and employment and will result in **severe impact** on parts of the highway network, most notably on the A229 and A274 in south and south east Maidstone.
- 2.4 The evidence to substantiate these concerns was jointly commissioned and funded by KCC and MBC and has been derived through the construction and testing of a VISUM traffic model by transport consultants Amey. VISUM has provided a means of simulating the effects of different development scenarios on the key strategic road corridors within the Maidstone urban area and informing judgements on whether the overall impact of planned growth can be effectively mitigated.
- 2.5 Appendix A provides a summary of the model tests undertaken to date, which have each been reported to the Maidstone Joint Transportation Board (JTB) over the period July 2015 – December 2015.
- 2.6 In July 2015, the first set of modelling results presented to the JTB highlighted how travel time increases of up to 38% during peak periods could arise by 2031 in the absence of effective intervention. Although the scale of impact varied across individual routes, the A229 and A274 corridors in south and south east Maidstone were identified as being the worst affected by additional development traffic.
- 2.7 A range of scenarios were tested to identify how this impact could be reduced through various interventions, including
- a package of capacity improvements to key junctions.
  - testing based on the MBC instruction to include ambitious assumptions regarding the potential for mode shift to walking, cycling and public transport.
  - KCC's proposal to include the provision of a Leeds Langley Relief Road.
- 2.8 The key elements of these Do Something (DS) 2 and DS3 scenarios are set out in Appendix A.
- 2.9 The MBC perspective on the scope for mode shift has been reflected in the ITS content, where comparisons are made between Maidstone and towns

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<sup>1</sup> 'Transport Evidence Bases in Plan Making and Decision Taking' (DCLG, March 2015)

elsewhere in England that have either benefitted from substantive investment, have better developed networks or demographics that are better suited to encouraging walking and cycling on a larger scale. Upgrades to bus frequencies on individual corridors have also been specified despite there being no certainty that they can be funded and delivered with agreement from the service operators.

- 2.10 The modelling results were presented and discussed at the Maidstone Joint Transportation Board meeting held on 22 July 2015, at which Members resolved:

*“That this Board recommends to Kent County Council’s Cabinet Member for Highways, Transportation and Waste and to Maidstone Borough Council’s Strategic Planning, Sustainability and Transportation Committee that a combination of DS2 and DS3 form the basis of the Integrated Transport Strategy for Maidstone to underpin the Local Plan. This is with the exception of the following and subject to costing to ascertain affordability and the evaluation of feasibility, sustainability and deliverability:*

*Additional North/South Park and Ride removed from DS2;*

*All references to percentage targets removed from DS2;*

*That it is specified that with reference to parking costs, it refers to long-term car parks; and*

*That frequent bus services are encouraged with appropriate junction improvements but at no detriment to existing traffic capacity.”*

- 2.11 In the light of this resolution, KCC provided a further written response to MBC on 23 July 2015 that highlighted how no further land allocations should be made within the Local Plan until the further work requested by JTB had been completed.

*“the County Council as Local Highway Authority strongly objects to the allocation of any further housing sites at this point, as to do so would cause an unacceptably severe impact on the public highway without there being sufficient certainty that mitigation can be provided and most importantly funded.”*

- 2.12 The subsequent meeting of the MBC Strategic Planning, Sustainability and Transportation Committee on 18 August 2015 approved the allocation of further housing within the Local Plan against the advice of KCC. The MBC decision to allocate this housing in the south east of Maidstone also positioned major new development on one of the most constrained parts of the highway network, namely the A274.

- 2.13 In accordance with the JTB resolution, KCC commissioned feasibility work to identify concept designs and headline costs for the package of junction improvements that formed an agreed part of the ITS to be taken forward. The early delivery of these schemes within the ITS has been made possible by KCC successfully securing an £8.9m Local Growth Fund bid. This work was reported at the 14 October 2015 JTB, alongside a recommendation to undertake further modelling work to reflect the increase in housing numbers to a total of 18,560 that was now included in the Local Plan.



- 2.14 At the specially convened JTB meeting on 4 November 2015 the results of the additional modelling work were presented. The results indicated that there would be a 20% increase in travel time on the network, which could be reduced to 13% in the event that a Leeds-Langley Relief Road (LLRR) was included within the package of transport interventions. Members subsequently resolved that a further Do Something 4 model run be undertaken:

*“That the Board’s support be given to KCC and MBC officers to work jointly to provide a report with further detail on the results of VISUM modelling on DS4.*

*This should give consideration to the following:*

- *Transport mitigation measures to support development. This should include consultation with bus and rail operator alongside methods to increase multi occupancy car use; and*
- *The phasing of new development.*

*That the Board reconvene in approximately 4 weeks’ time to consider the report.”*

- 2.15 A further update was presented to the Board at the December 7 JTB meeting, at which the following resolution was made:

*“We agree in the absence of an agreed transport strategy and in light of the evidence presented to this Board demonstrating Maidstone’s significant highway capacity constraints, this Board recommends that a transport strategy be taken forward urgently by the Borough and County Councils covering the period of the Local Plan, with a further review completed in 2022.*

*The aim of this strategy will be to mitigate the transport impact of future growth, in the first instance up to 2022. The strategy should comprise of the key highway schemes and public transport improvements agreed by the Board, and further traffic modelling will be required to identify its impact. It is proposed that the £8.9 million growth fund monies identified for transport be used to accelerate the delivery of these improvements. Existing developer contributions may then be used to support further measures.*

*The agreed transport strategy should also develop the justification for a relief road between the A20 to the A274 (the Leeds and Langley Relief Road), along with a preferred route, in order to allow testing with other strategic transport options and identify all source of potential funding to enable the schemes to be implemented at the earliest opportunity.”*

- 2.16 The version of the ITS now published by MBC on 5 February 2016 does not reflect the JTB resolution.

- 2.17 It does not therefore account for the scope to achieve a jointly agreed ITS covering the period to 2022, which could be founded on the 14,034 houses that MBC expect to be delivered within this timeframe and the accelerated delivery of highway improvements. The timeframe to 2022 also enables KCC and MBC to complete the feasibility and viability work on the Leeds and

Langley Relief Road, which will inform the planned review of the Local Plan and provide further clarity on the scale of growth deliverable beyond 2022.

- 2.18 Further modelling has demonstrated how such an approach could result in an increase of 10% in travel time across the network over the period to 2022, which compares favourably against the 2031 analysis and could generally be regarded as acceptable within the context of the Government's National Planning Policy Framework and with the exception of those parts of the network most constrained by congestion.
- 2.19 The package of highway improvements agreed by JTB is identified within the ITS, alongside a commitment that MBC will work with KCC to achieve early delivery within the next three years through the use of Section 106 Agreements and Local Growth Fund allocations. This will require MBC to adopt a more supportive approach to S106 negotiations than has previously been the case, as evidenced by their reluctance to secure monies from individual developments on Sutton Road that could be put towards strategic road improvements.
- 2.20 It is also important to note that the ITS fails to provide the necessary assurances regarding the LLRR in accordance with the JTB resolution and in recognition of the necessary preparatory and justification work which has been initiated by KCC with a view to taking forward the scheme within the earliest achievable timescale.
- 2.21 The reference within the ITS to potential delivery of the LLRR beyond 2031 does not achieve the mitigation necessary to accommodate the impact of the planned development within the plan period, which will otherwise have an unacceptably severe impact on the A229 and A274 corridors in south and south east Maidstone.

### **3. Financial Implications**

- 3.1 The ITS has implications on the ability of KCC to secure funding towards the transport improvements necessary to accommodate planned new development. Although KCC will retain the ability to negotiate planning obligations in relation to individual planning applications, transport improvements that are included in the ITS are more likely to be supported by MBC in their decision making on planning applications.
- 3.2 This raises the prospect of transport improvements that KCC regard to be essential in support of new development not being secured as part of planning approvals. The absence of such provision is likely to result in a more substantive impact on existing communities and conditions for the travelling public, such that KCC may be required to fund and implement the necessary mitigation.

#### **4. Legal implications**

- 4.1 This report sets out the proposed KCC response to the Maidstone Borough Council's Regulation 19 consultation on the draft Integrated Transport Strategy for the Maidstone Local Plan.

#### **5. Equalities implications**

- 5.1 Equalities issues are not considered as part of this Regulation 19 consultation response. It is anticipated that an Equalities Impact Assessment will be provided as the Maidstone Integrated Transport Strategy is developed and by the County Council as schemes are designed and implemented..

#### **6. Other corporate implications**

- 6.1 Whilst this report is specifically about transport issues, clearly development and growth in Maidstone will have wide ranging implications in terms of other KCC responsibilities such as education and adult social care as well as provision of other infrastructure such as utilities.

#### **7. Governance**

N/A

#### **8. Conclusions**

- 8.1 The draft ITS prepared by MBC has not been agreed with KCC and is not aligned with the resolutions made by the JTB. It does not provide a robust means of mitigating the impact associated with the planned housing and employment growth within the Local Plan.
- 8.2 KCC regard the resulting impact on the highway network to be unacceptably severe, particularly on those routes where capacity is most constrained in south and south east Maidstone. This has been evidenced within the VISUM traffic modelling work already completed.
- 8.3 The National Planning Policy Framework (NPPF) sets out government's planning policies for England and how these are expected to be applied. The framework acts as guidance for LPAs and decision-takers, both in drawing up plans and making decisions about planning applications.
- 8.4 In considering potential transport related impacts, Section 4, paragraph 32 of NPPF states that '*Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe*'.
- 8.5 On this basis an objection should be raised in the KCC response to the Regulation 19 consultation on the grounds that the impact of the Local Plan on the highway network over the period to 2031 will be severe in the absence of effective mitigation.

## 9. Recommendation(s):

**The Cabinet Committee is asked to consider and endorse the proposed KCC response to the Regulation 19 consultation on the draft Integrated Transport Strategy** that: the level of development will have a severe impact particularly on key transport routes in South and South East Maidstone which will not be mitigated by the measures contained in the draft ITS and that MBC and KCC should work together to develop a jointly agreed ITS in accordance with the resolution of the Maidstone JTB on 07/12/15 that:

*“in the absence of an agreed transport strategy and in light of the evidence presented to this Board demonstrating Maidstone’s significant highway capacity constraints, this Board recommends that a transport strategy be taken forward urgently by the Borough and County Councils covering the period of the Local Plan, with a further review completed in 2022.*

*The aim of this strategy will be to mitigate the transport impact of future growth, in the first instance up to 2022. The strategy should comprise of the key highway schemes and public transport improvements agreed by the Board, and further traffic modelling will be required to identify its impact. It is proposed that the £8.9 million growth fund monies identified for transport be used to accelerate the delivery of these improvements. Existing developer contributions may then be used to support further measures*

*The agreed transport strategy should also develop the justification for a relief road between the A20 to the A274 (the Leeds and Langley Relief Road), along with a preferred route, in order to allow testing with other strategic transport options and identify all source of potential funding to enable the schemes to be implemented at the earliest opportunity.”*

## Appendix A: Maidstone Transport Model - Option Testing Summary

Model Scenario	Transport Intervention Assumptions	Model Results: Network Performance	
		Travel Distance (Veh km)	Travel Time (Veh hours)
		AM	AM
2014 Base	None	122,000	8,300
2031 Do Minimum	Original housing and employment allocations (17,381 homes) Maidstone Gyratory scheme only	144,500 (+18%)	11,400 (+38%)
2031 Do Something 1	Original housing and employment allocations (17,381 homes) Package of transport improvements: <ul style="list-style-type: none"> <li>Highway capacity improvements</li> <li>Leeds - Langlely Link Road</li> </ul>	146,700 (+20%)	10,800 (+30%)
2031 Do Something 2	Original housing and employment allocations (17,381 homes) Package of transport improvements: <ul style="list-style-type: none"> <li>Highway capacity improvements</li> <li>Public transport improvements (7 min bus frequency)</li> <li>Linton P&amp;R</li> <li>Increased walking and cycling (by 8.5%)</li> <li>Increased parking costs (by 50%)</li> </ul>	126,900 (+4%)	8,500 (+3%)
2031 Do Something 3	Revised housing and employment allocations (16,247 homes) Package of transport improvements: <ul style="list-style-type: none"> <li>Highway capacity improvements</li> <li>Leeds-Langlely Link Road</li> <li>Public transport improvements (10 min bus frequency)</li> <li>Increased parking costs (by 50%)</li> </ul>	135,500 (+11%)	8,800 (+7%)
2031 Do Something 4a	Revised housing and employment allocations (18,560 homes) Package of transport improvements: <ul style="list-style-type: none"> <li>Highway capacity improvements</li> <li>Leeds – Langlely Link Road</li> <li>Public transport improvements (10 min bus frequency)</li> <li>Discounting of walk/cycle trips up to 5km</li> <li>Increase in long-stay parking charges (by 50%)</li> <li>Removal of P&amp;R at Linton and M20 J7</li> </ul>	140,100 (+15%)	9,300 (+13%)
2031 Do Something 4b	Revised housing and employment allocations (18,560 homes) Package of transport improvements:	135,600 (+11%)	9,700 (+17%)

	<ul style="list-style-type: none"> <li>• Highway capacity improvements</li> <li>• Public transport improvements (10 min bus frequency)</li> <li>• Discounting of walk/cycle trips up to 5km</li> <li>• Increase in long-stay parking charges (by 50%)</li> <li>• Removal of P&amp;R at Linton and M20 J7</li> </ul>		
<b>2022 Do Minimum</b>	<b>Adjusted housing allocation (14,034 homes) and unchanged employment allocation (200,100m<sup>2</sup>)</b> <b>Maidstone Gyratory scheme only</b>	<b>141,400</b> <b>(+16%)</b>	<b>10,700</b> <b>(+29%)</b>
<b>2022 Do Something</b>	<b>Adjusted housing allocations (14,034 homes) and unchanged employment allocation (200,100m<sup>2</sup>)</b> <b>Package of transport improvements:</b> <ul style="list-style-type: none"> <li>• Highway capacity improvements</li> <li>• Public transport improvements (10 min bus frequency)</li> <li>• Discounting of walk/cycle trips up to 5km</li> <li>• Increase in long-stay parking charges (by 50%)</li> <li>• Removal of P&amp;R at Linton and M20 J7</li> </ul>	<b>132,000</b> <b>(+8%)</b>	<b>9,100</b> <b>(+10%)</b>

From: Mike Hill, Cabinet Member for Community Services  
 Barbara Cooper – Corporate Director of Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 11 March 2016

Decision No: N/A

Subject: **Community Warden Service Transformation update**

Classification: Unrestricted

**Past Pathway of Paper: N/A**

**Future Pathway of Paper: N/A**

**Electoral Division: Countywide**

**Summary:** This report provides an update on the transformation of the Community Warden Service following the public consultation in November 2014 and subsequent budget reduction of £700k in 2015/16 as indicated in the Medium Term Financial Plan (MTFP) and outlines the development of a Volunteer Support Warden pilot scheme.

**Recommendation:**

The Cabinet Committee is asked to note the transformation of the Community Wardens' Service following the public consultation and the savings contribution made to the MTFP.

**1. Introduction**

1.1 The Kent Community Warden Service has, since 2002, been a recognised and valued service to the community, with the overall aim to assist the people of Kent to live safely and independently in their neighbourhoods and communities.

1.2 Its core objectives are to:

- Promote community confidence and cohesion.
- Identify and assist in problem resolution.
- Act as “eyes and ears” for other agencies.
- Improve access to local authority services.
- Be a trusted friend for the community.

1.3 As part of Kent County Council’s Medium Term Financial Plan

(MTFP), a public consultation on proposed changes to the Community Wardens Service was conducted in November 2014 with a view to making the proposed savings (£1.28m) in the 2015/16 fiscal year.

- 1.4 The results of the public consultation demonstrated significant public and Parish Council support for the service. The consultation responses placed significant emphasis on a number of key messages, not least the importance of their role being community based.
- 1.5 Following the public consultation, in January 2015, Cabinet agreed upon a service redesign of the Community Warden Service, retaining an establishment of 70 uniformed staff that continued to be firmly community based and with a revised savings target of £700k.
- 1.6 The purpose of this paper is to provide Cabinet Committee Members with an update on the resulting transformation process and to outline the developments planned for the service in the coming financial year.

## **2. Financial Implications**

- 2.1 The background to the Community Wardens Service transformation outlined in this report is the significant financial challenge facing KCC as outlined in the MTFP. The report highlights the £700k saving achieved towards the MTFP in 2015/16 through the transformation process with a further £100k saving agreed for 2016/17.

## **3. Service Redesign and Transformation**

- 3.1 The response to November 2014 public consultation was to redesign and transform the KCC Community Warden Service, preserving as much community-based front line delivery resource as possible, with all other expenditure being reviewed. Focus areas included streamlining business support arrangements, updating procedures and reducing management overheads. As articulated in the results of the consultation, a key factor in the service redesign was the importance of ensuring that the Community Wardens retained their ties to the communities they served whilst building upon working relationships with District/Borough Community Safety Units (CSU).

### Service Structural Changes

- 3.2 There has been a considerable reduction in management, supervisory and business support for the Community Wardens Service in order to preserve the frontline. The service is now overseen by a single Unit Manager supported operationally by two Area Managers. Each Area Manager has the responsibility for six districts. The West Kent area includes Dartford, Gravesham, Sevenoaks, Tonbridge & Malling, Maidstone and Tunbridge Wells. The East Kent area includes Ashford, Swale, Canterbury, Thanet, Dover and Shepway.
- 3.3 In terms of streamlining the business support; due to the changes to areas and reduction in numbers, there was no longer the requirement to have three separate administrative area offices across Kent. The business support



arrangements have therefore been streamlined into one central office managed by a single Business Support Coordinator and supported by the integrated Community Safety Unit where necessary.

- 3.4 The number of frontline supervisory roles has been reduced from 12 to 6. The new uniformed Team Leader role is much more operational in focus, accepting taskings and having area responsibilities as well as a supervisory function. Each Team Leader currently has up to a maximum of 12 Wardens (depending upon the area), to deploy across their two districts, to deliver KCC obligations or priorities, some of which are statutory including enabling more flexible deployment to work closer with the district-based Community Safety Units and working closely with the Kent Resilience Team to respond to emergencies as required. These latter two functions are fundamental in meeting KCC's statutory responsibilities under the Crime and Disorder Act 1998 and obligations as a Category 1 responder under the Civil Contingencies Act 2004.
- 3.5 The previous uncertainty over the future of the service combined with impact of the above changes left a significant imbalance in terms of countywide community warden coverage, specifically a deficit in the West Kent area as job opportunities appeared more readily available here. In order to address this imbalance there have been a number of personnel changes as well as two separate recruitment drives to boost numbers in that part of the county. Nevertheless there are still vacancies particularly in the Sevenoaks and Tunbridge Wells area which the service will look to address in the next recruitment campaign.

#### Review of Deployment Areas

- 3.6 KCC Community Wardens have for many years been based in specific areas often associated with parish boundaries and the importance of retaining these community ties emerged as a key requirement from the public consultation. It was therefore agreed by KCC Cabinet that those parishes/communities that had a nominated community warden contact would continue to have a designated officer contact point moving forward.
- 3.7 Since 2012 the Community Wardens Service had been operating approximately a 20% vacancy management policy due to the budgetary challenges it faced. This policy had resulted in more flexible deployment being employed within the service in order to meet demands of the communities it served. The transformation of the service has seen this flexible approach to deployment adopted more systematically and formally in consultation with affected parishes (approximately 40) to ensure that there has been little or no detrimental effect upon the service that the residents of those communities receive.
- 3.8 Over the last year, KCC community wardens have been required to continue and build upon these flexible working arrangements and to expand their boundaries to include other priority areas where resources allow, working closely with District/Borough Community Safety Units. The new team leader role has been vital in developing these local relationships and promoting an understanding of the role of the community warden.

- 3.9 It is important to stress that wardens have and will continue to be based and work in parish/community locations and that they form just one part of a multi-agency response in tackling crime, disorder and anti-social behaviour across Kent.

#### Intelligence Led Tasking

- 3.10 KCC Public Protection has been developing an intelligence led approach to commissioning with the formal process commencing in September 2015. Although still in its infancy, the Tasking and Commissioning Board (TCB) allows for the allocation of work based upon commissioning principles. The benefits of this process can already be seen with Community Wardens working much more closely with Trading Standards, other KCC Services and partners to identify and support vulnerable individuals to live safely and independently in their communities. The best example of this service integration is the 'Stop the Scammers' joint working between Trading Standards, the Intelligence Team in KCC Public Protection and the Community Wardens which has received very high profile media coverage including national television coverage and awards for the service.
- 3.11 Over the coming year, the Community Wardens Service will be exploring the use of technology to further facilitate the intelligence led process and aid the tasking process.
- 3.12 In addition to the above, KCC Public Protection and the Community Wardens Service recognise the impact of its work across the wider KCC agenda and have been working closer with the KCC Strategic Commissioning Manager in Social Care, Health and Wellbeing as part of a number of pilots exploring the use of 'Community Connectors'. The 'community connector' pilots are seeking to address the issue of social isolation and loneliness amongst older and vulnerable people in the community with the added benefit of reducing demand on some of our high end, high cost services such as adult social care. There is currently a year-long pilot with the Community Warden in Wye which is due to be concluded at the end on March 2016. A report to the relevant Divisional Management Teams will follow the completion of the independent evaluation of these pilots.

#### **4. Development of Volunteer Support Warden Pilot Scheme**

- 4.1 The public consultation prompted proposals for a volunteer wardens scheme, particularly from parish councils. Some parishes also stated that they would be willing to engage further in developing this model. Officers were asked to pursue the suggestion.
- 4.2 Initial discussions were held with representatives of the Kent Association of Local Councils (KALC), to which over 90% of parish councils in Kent belong. Those discussions demonstrated a clear desire by KALC to work in partnership with KCC to develop a scheme to use volunteers to complement and support the Community Warden Service. Accordingly a Steering Group was set up, led by the KCC Cabinet Member for Community Services and involving KCC and KALC officers. Kent Police were also invited to participate in view of the close

working relationship between the Community Wardens and the Police. It was decided to start by piloting the concept of volunteers within the community warden service and, if that proved viable, to look to expand the scheme across the County.

#### The role of Volunteer Support Wardens

- 4.3 The Scheme will provide volunteers to work alongside Community Wardens and to supplement the work they do by getting to know their local community, enhancing the service to residents and creating resilient neighbourhoods. Volunteer Support Wardens (VSW) will identify issues and feed back to organisations including Trading Standards and the Police. They will talk to local residents and liaise with organisations including Neighbourhood Watch, Victim Support and fire services. They will engage with local groups and provide advice on topical issues. They will provide local residents with crime prevention materials and advice to reduce their fear of crime. VSW's, unlike Community Wardens, will not be given any accredited powers by the Chief Constable and will therefore not be expected to handle sensitive information or to directly tackle issues such as anti-social behaviour.
- 4.4 In summary, they will complement rather than replace the work of Community Wardens by acting as the eyes and ears of their area, communicating with their local community and feeding back to Community Wardens and other agencies. The role has the full support of Kent Police and KALC. It will be expected that each volunteer is willing to give at least 5 hours per week.

#### Training and uniform

- 4.5 VSW's will receive a similar but tailored training package to Community Wardens. This will include input from Kent Police and Kent Fire and Rescue Service to ensure a partnership approach. VSW's will get background information and advice on how to act while undertaking the role. The training will include practical work within their parish and each VSW will have a Community Warden mentor. VSW's will be given a uniform that is very similar to that of Community Wardens but includes the word "volunteer" on badges.

#### Pilot Scheme

- 4.6 As the pilot scheme has been developed in partnership with KALC, an invitation was issued to all KALC members to take part. 21 Parish Councils and 3 Town Councils expressed interest in taking part in the pilot. The Steering Group decided that, in order to keep the scale of the pilot at a manageable level, a maximum of 12 parishes/towns should be involved. 11 parishes and 1 town Council were selected to participate in the pilot reflecting a wide range of characteristics. A funding application was made to the Kent Community Safety Partnership to meet the costs of the uniform and equipment utilising the money provided to the partnership in a grant from the Police and Crime Commissioner. KCC has funded the costs of the advertising, recruitment and training for the pilot with some support from partners on the latter.

### Current position

- 4.7 Following a comprehensive advertising and recruitment campaign throughout January and February 2016 involving the production of volunteer posters, leaflets, social media advertising, promotion on Parish Council websites and at parish meetings in the chosen pilot areas, 18 applications were received for the specified areas.
- 4.8 Following the interviews, eight individuals have been selected and they will be deployed across five parish and two town council area, following completion of their training in March 2016.

### Review

- 4.9 Before any decisions are taken on whether or how to extend the Scheme, a structured review will be undertaken to learn lessons from the pilot and to assess the full cost, resource implications of administering and managing a full Scheme. This review will be undertaken over the next 6 months. Following the review, a clear decision will be made as to potential expansion of the scheme and if so, the financial contribution required from participating parishes. This in turn will enable each parish to decide whether it wants to be part of a full Scheme in April 2017.

## **5. Conclusions**

- 5.1 The transformation of the Community Warden Service has ensured that the essence of the service remains deeply rooted and valued in the communities they serve.
- 5.2 The Volunteer Support Wardens will work to complement and enhance the Community Wardens service by acting as the 'eyes and ears' for their respective communities, providing crime prevention advice and vital links to services.

## **6. Recommendation**

### **Recommendation:**

The Cabinet Committee is asked to note the transformation of the Community Wardens Service following the public consultation and the savings contribution made to the MTFP.

## **7. Background Documents**

None

## **8. Contact details**

### **Report Author(s):**

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**From:** Matthew Balfour, Cabinet Member for Environment and Transport  
 Mike Hill, Cabinet Member for Community Services  
 Barbara Cooper, Corporate Director of Growth, Environment and Transport

**To:** Environment and Transport Cabinet Committee - 11 March 2016

**Subject:** Growth, Environment and Transport Directorate Business Plan 2016-17

**Classification:** Unrestricted

**Past Pathway of Paper:** N/A

**Future Pathway of Paper:** Cabinet - 25 April 2016

**Summary:** This report outlines the draft Growth, Environment and Transport Directorate Business Plan (2016-17) for consideration and comment, prior to publication online in April 2016.

**Recommendation(s):**

The Cabinet Committee is asked to:

- (1) Consider and comment on the draft Growth, Environment and Transport Directorate Business Plan (2016-17)
- (2) Note that the final Directorate Business Plan will be published online in April 2016

**1. Introduction**

- 1.1 The Strategy, Policy, Relationships and Corporate Assurance division is responsible for coordinating the annual business planning process. In September 2015, the Policy and Resources Cabinet Committee agreed the business planning approach for 2016-17. This approach was also reinforced by the paper approved by County Council in December 2015 which highlighted the need to embed strategic commissioning as business as usual.
- 1.2 Directorate business plans play an important part in reflecting how each directorate will support the achievement of the County Council's five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*".
- 1.3 Cabinet Members, Corporate Directors and Directorate Management Teams have taken strong ownership of the development of draft directorate business plans, with appropriate support from the policy team.

- 1.4 The Environment and Transport Cabinet Committee is asked to consider and comment on the draft Growth, Environment and Transport Directorate Business Plan set out in **Appendix 1**. This feedback will be used to help shape and inform the final version of the Directorate Business Plan, which will be published online in April 2016.

## 2. Business Planning Process 2016-17

- 2.1 The changes made to business planning in the last two years have not only allowed the organisation to focus on creating more strategic business plans which reflect the County Council's new Strategic Statement "*Increasing Opportunities, Improving Outcomes*", but is increasingly supporting Kent County Council's move to becoming a strategic commissioning authority. This is designed to encourage the organisation to become more forward looking (beyond the annual business planning cycle), and to support the Commissioning Advisory Board and Cabinet Committees to inform their agenda setting and pre-scrutiny role, by highlighting major forthcoming commissioning activity they may wish to explore in more detail.
- 2.2 Below directorate level, there is no prescriptive corporate approach for business planning, which gives services the freedom to design business plans in a way which best suits the needs of their business. However, all business plans and individual action plans should have a 'golden thread' to the Strategic Statement, and reflect how each part of the organisation is contributing to improving outcomes.
- 2.3 Key information in the directorate business plan includes:
- **Directorate and significant divisional priorities** - these reflect the Cabinet Members' priorities, brought to this Cabinet Committee in January 2016 and link to the relevant supporting outcomes in KCC's Strategic Statement.
  - **Major service redesign and commissioning activity over the next three years** - indicating the commissioning cycle stages of Analyse, Plan, Do, Review and when Key Decisions are required, where relevant.
  - **Which services are delivered internally or externally** - those externally delivered will also include the contract's value and provider. All services will indicate when they will next be reviewed, and where the provision is in-house the review will include an assessment of 'contestability'.

## 3. Growth, Environment and Transport Directorate Business Plan

- 3.1 The draft Growth, Environment and Transport Directorate Business Plan is set out in **Appendix 1**. Due to the earlier scheduling of Cabinet Committees this year, E&T Cabinet Committee has the opportunity to comment on an early draft of the business plan, with a longer time frame for the directorate to shape and refine the content based on comments received before final publication in April 2016. The content, particularly the



information on the directorate's commissioning activity is in the process of being cross-checked and will be updated for the final version to be approved collectively by Cabinet Members.

3.2 As part of this year's business plan, the Growth, Environment and Transport directorate has identified the following key cross-cutting priorities:

- Implementing GET's Customer Service Programme
- Continuing GET's commissioning journey
- Progressing devolution and District Deals, with a focus on developing co-commissioning and strengthening our partnerships
- Developing and implementing our countywide strategies, such as the Growth and Infrastructure Framework, Kent Environment Strategy and Local Transport Plan 4
- Embed the Prevent strategy within the directorate

3.3 We welcome the opportunity for the E&T Cabinet Committee to consider and comment on the draft content, and wherever possible we will reflect this feedback in the final version of the document.

#### **4. Next Steps**

4.1 The draft business plan will continue to be developed, and the final version will be approved by Barbara Cooper, Matthew Balfour, Mark Dance and Mike Hill. It will then be taken with the other three directorate business plans to the Cabinet Meeting on 25 April for collective approval, prior to being published online on Kent.gov.uk.

4.2 As with last year's process, divisional and service business plans will be made accessible to elected members and staff in a single area of KNet. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.

4.3 The Strategy, Policy, Relationships and Corporate Assurance division will then review the effectiveness of this year's business planning approach, in order to make iterative improvements for next year's process.

## 5. Recommendations

5.1 The Cabinet Committee is asked to:

- (1) **Consider and comment** on the draft Growth, Environment and Transport Directorate Business Plan (2016-17).
- (2) **Note** the final Directorate Business Plan will be published online in April 2016.

### Appendices:

Appendix 1: Draft Growth, Environment and Transport Directorate Business Plan (2016-17)

### Background Documents:

- 'Annual Business Planning Review', P&R Cabinet Committee 10 September 2015  
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=750&MId=5861>
- 'Embedding Strategic Commissioning as Business As Usual', County Council 10 December 2015  
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MId=5819>
- Cabinet Members' Priorities for Business Plans 2016/17, GEDC Cabinet Committee 12 January 2016  
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=833&MId=6114>

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# Growth, Environment and Transport Directorate Business Plan 2016-17

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  - F. Directorate Risks
  - G. Directorate Performance Indicators
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## A. Foreword

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*To be completed*

DRAFT

## B. GET at a Glance

The Growth, Environment & Transport directorate is considerable in its breadth and depth. With a budget of **£163.6million** and over **1200 staff**, we are responsible for an array of services that include the more familiar services that shape our communities such as maintaining and improving Kent's roads, protecting communities against flooding, managing our waste and fostering a lifelong love of reading through our libraries. But we also provide loans to help local businesses thrive or convert empty properties into much needed residences, create running routes for residents in our Country Parks, protect vulnerable residents against rogue traders, actively support the low carbon sector, and bring history alive for local communities.

### Our Financial Resources for 2016/17

Division	Staffing	Non Staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management & Directorate Budgets	416.7	1,017.5	1,434.2	0.0	-68.0	0.0	1,366.2
Economic Development	2,967.0	3,756.8	6,723.8	-100.0	-1,615.3	-249.3	4,759.2
Highways, Transportation & Waste	17,401.0	133,688.8	151,089.8	-431.9	-16,772.6	-1,227.8	132,657.5
Environment, Planning & Enforcement	14,350.0	7,995.5	22,345.5	-616.7	-6,431.6	-1,106.2	14,191.0
Libraries, Registration & Archives	11,771.3	4,781.6	16,552.9	-464.5	-5,466.3	0.0	10,622.1
<b>DIRECTORATE TOTAL</b>	<b>49,906.0</b>	<b>151,240.2</b>	<b>198,146.2</b>	<b>-1,613.1</b>	<b>-30,353.8</b>	<b>-2,583.3</b>	<b>163,596.0</b>
<b>CAPITAL 2016/17</b>	<b>£123.1m (part of £821.2m three year programme)</b>						

### Our Staff Resources

Division	FTE	Grade Band <sup>1</sup>	FTE	%
Growth, Environment & Transport		KR6 & below		
Economic Development		KR7-9		
Highways, Transportation & Waste		KR10-13		
Environment, Planning & Enforcement		KR14-15		
Libraries, Registration & Archives		KR16+		
<b>Total</b>	<b>1,273.4</b>	<b>Total</b>		

### GET's 'Plan on a Page'

Inspired by KCC ICT's Strategy on a Page, we have created our own 'plan on a page' overleaf, which draws together all of the key components that shape our work for this year: the principle KCC strategic outcome that we deliver to, our Cabinet Members' priorities, our guiding principles and cross-cutting priorities, the resources and measures required to implement our priorities and the divisional business plans which provide the detail on how GET's divisions will achieve their objectives for 2016-17.

<sup>1</sup> Staff paid on Non KR Grades have been grouped according to full time salary

# GET's Plan on a Page

*Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life*

**KCC Outcomes**

- Physical & mental health improved
- Business growth supported
- Communities & economic growth
- Good quality of life
- Well-planned housing growth
- Physical & natural environment protected

**Cabinet Member priorities**

<p><b>Community Service</b></p> <ul style="list-style-type: none"> <li>Internally commissioned LRA</li> <li>Cultural commissioning</li> <li>Turner Contemporary</li> <li>Embed Arts &amp; Sports</li> <li>Integrated Resilience &amp; Community Safety</li> <li>Intelligence-led Public Protection</li> </ul>	<p><b>Economic Development</b></p> <ul style="list-style-type: none"> <li>Marine activity</li> <li>Planning support</li> <li>Strategic infrastructure</li> <li>Business support</li> <li>Maximise developer contributions</li> </ul>	<p><b>Environment &amp; Transport</b></p> <ul style="list-style-type: none"> <li>Highways assets</li> <li>Growth &amp; Infrastructure Framework (GIF)</li> <li>Commissioning VFM</li> <li>Operation Stack</li> <li>Thanet Parkway</li> <li>Waste management</li> <li>Local Growth Fund</li> <li>On-street parking</li> <li>Heritage &amp; Rural</li> <li>Kent Environment Strategy</li> <li>Income generation</li> <li>Shape Local Plans</li> </ul>
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**GET's Guiding Principles**

**Shaping Communities**

**C<sup>3</sup> Customer ■ Commissioning ■ Communities**

Devolution & District Deals      PREVENT Strategy

Countywide strategies:  
GIF ↔ Local Transport Plan 4 ↔ Kent Environment Strategy ↔ Strategic Economic Plan

**GET Cross-Cutting Priorities**

**GET Resources**

Staff: 1,273.4 FTE      Budget: £163.6m

**GET Supporting Information**

ICT & Property requirements      OD Priorities      Risks      Performance Indicators

**Divisional Business Plans**

Economic Development      Environment, Planning & Enforcement      Highways, Transportation & Waste      Libraries, Registration & Archives

## C. Directorate Priorities

In this section we set out our key priorities and forthcoming major transformation, commissioning and procurement activities for the year.

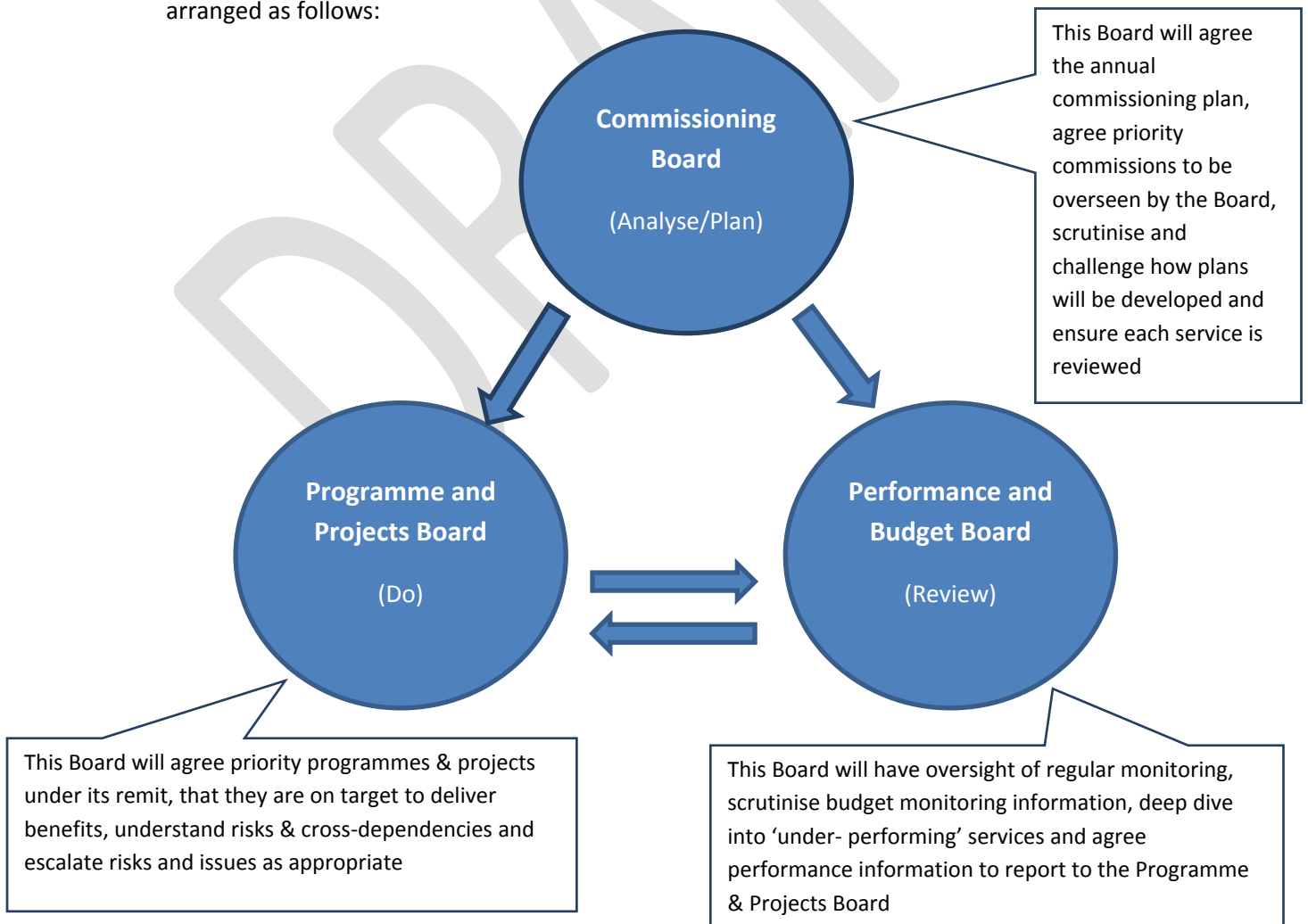
### a) Cross-Cutting Directorate Priorities

#### 1. Continuing GET's Commissioning Journey

We will continue our work to strengthen commissioning, procurement and contract management within the directorate, ensuring all major contracts and commissions provide optimal value for money. We will develop our approach to the Commissioning Cycle with a particular focus on 'Analyse' in how we take an intelligence-led approach to our decision-making, commissioning and delivery.

#### Creating the conditions to support strategic commissioning

With the continual transformation to a strategic commissioning authority, it is important that the organisation is able to demonstrate transparency in both its continued transformation but also in its decision-making and accountabilities. To this end, GET will implement new governance arrangements to reflect KCC's new executive member governance which comes into effect in April 2016. This builds on the work that GET's DMT and Portfolio Board have undertaken in the last eighteen months to oversee its transformation programmes. GET's new governance will be arranged as follows:



## 2. Implementing and embedding our Customer Service Programme

The GET directorate delivers a diverse range of services through a variety of customer channels and with varied customer needs. With the twin challenge of decreasing funding and increasing demand, we must find ways which enable people to access us, how and when they want to. Digital tools are key to this and we would like to encourage our customers to be 'digital by choice' – this does not mean digital is a 'one size fits all' solution.

We must consider the needs of our customer carefully by listening to feedback and drawing on accurate data to provide the best fit. Consistency of the customer experience is key and greater collaborative working across the directorate is needed to achieve this.

The Customer Service Programme for GET aims to build upon the findings of a review phase last year with the following outcomes:

1. Customers will be able to access GET services how, when, and where they choose – accessing them digitally by choice – delivering sustainable savings for KCC.
2. When customers need to contact us they will have a consistently excellent experience, in line with the KCC Customer Service Policy and GET [Customers Happy principles](#).
3. We will use customer insight and contact data in a consistent way to improve delivery and to redesign our services.
4. All Kent residents will have equitable access to GET services in compliance with the Equality Act 2010.
5. There will be increased public confidence in our services.

Activity is structured around four key elements:

- **Voice of the customer** - what do we know about our customers? What are they telling us and are we listening? How are we using that to improve services? How is this embedded in our commissioning?
- **Managing for success** - developing customer care standards and finding out what skills are needed to embed excellent customer service.
- **Customer first** – using data to decide which services to review first. This may include greater use of digital channels with an enhanced digital offering.
- **Staff culture and leadership** - how do we, as a directorate, approach customer service and what support do we need to help us deliver excellent results?

Customers, commissioning and communities are central to GET activity - our approach to **customer service** coupled with **commissioning** equips us to build sustainable services for the future meeting the needs of our **communities**.



### **3. Devolution and District Deals**

Working with colleagues across KCC, GET will be playing a key role in the roll out of both the devolution discussions and the individual district deals. Priorities for 2016/17 will be to:

- Progress discussions with the three proposed clusters of West Kent, East Kent and North Kent and Maidstone regarding options for the future configuration, co- commissioning and delivery of services such as highways, street scene, sports development, economic development and community safety
- Building on deals with Ashford and Tunbridge Wells, progress deals with Tonbridge and Malling, Sevenoaks and explore deals with other districts as appropriate

### **4. Develop and implement GET's county-wide strategies**

GET has played a lead role in shaping and defining county wide strategies such as the Growth and Infrastructure Framework and the Kent Environment Strategy. Efforts will now be focused on ensuring both KCC and our partners take account of these strategies in planning future priorities and in driving forward the delivery plans for each. In addition, the fourth Local Transport Plan is being drafted. It is an important document for the whole of Kent, determining priorities for investment in the transport network for the county and will be prepared for wide consultation in the summer.

### **5. Embed the Prevent Strategy within GET**

We will play our part in implementing the Prevent Duty which requires local authorities to take action to prevent people from being drawn into terrorism, including ensuring staff are appropriately trained and that Prevent requirements are built into our contracts where appropriate.

**b) Our Forthcoming Major Commissioning and Service Redesign Activity**

The table overleaf summarises the Directorate’s expected major commissioning and service redesign activity over a rolling three-year period from 1 April 2016. It sets out when each activity will move through the stages of the commissioning cycle (Analyse, Plan, Do, Review) and when a Key Decision will be made (if applicable). The key below explains the stages in more detail. The information in this table will support Commissioning Advisory Board and Cabinet Committees to plan their forward agendas and have appropriate involvement and oversight of commissioning and service redesign activity.

<b>KEY</b>			
Categories: (C) Commissioning Activity		(SR) Service Redesign	
<b>(A) Analyse</b>	<b>(P) Plan</b>	<b>(D) Do</b>	<b>(R) Review</b>
<ul style="list-style-type: none"> <li>• Defining and scoping the problem</li> <li>• Data &amp; requirement gathering</li> <li>• Diagnostics report</li> <li>• Assessment activity</li> <li>• Market intelligence</li> <li>• Options development</li> <li>• Early stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Options appraisal</li> <li>• Equalities impact of preferred option(s)</li> <li>• Public consultation</li> <li>• Market engagement</li> <li>• Commissioning strategy/plan</li> <li>• Contract/technical specification</li> <li>• Procurement plan</li> <li>• Placing a Prior Information Notice (PIN)</li> <li>• Procurement exercise</li> <li>• Tender evaluation</li> <li>• Contract award</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilisation of the contract</li> <li>• Rolling out the preferred option</li> <li>• Delivering the service/contract operation</li> <li>• Contractor and provider management</li> <li>• Performance management</li> <li>• Budget management</li> <li>• Tracking benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation</li> <li>• Contract and provider review</li> <li>• Sustainability of change</li> <li>• Closing down the project</li> </ul>
<b>(K) Key Decision</b>			

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Highways, Transportation and Waste</b>													
C	Highway Traffic Systems Maintenance contract (traffic signals etc) 5-year contract with option to extend for a further 2 years end date	D											
C	Highway Term Maintenance: routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance, surface dressing etc across Kent. Ends August 2018 with extension	R	K	P		K	P		K	D			
C	Technical and Environmental Services: specialist consultancy services such as highway design, surveys, investigations and transportation modelling <sup>(1)</sup>	R	K	P		K	P			D			
C	Road Resurfacing: a contract to deliver larger road reconstruction and resurfacing schemes	D				R	P		K	P	D		
C	Soft Landscaping contracts	P		K	P	D							
C	Customer enquiry, job and asset management software	P		K	P	D							
C	Bulk Waste reception, handling and haulage - End date: November 2017; review date November 2016	D		R	P		K	D					
C	Green Waste Composting. end date: March 2017; review date March 2016	P		K	P	D							
C	A28 Chart Road, Ashford: Improvement Scheme	P					K	D					
C	St Clements Way, Greenhithe: Junction Improvement	P									K	P	
C	Sturry Link Road	P											K
C	Dartford Town Centre Improvements	P				K	D						R
C	Thames Way dualling	P						K	D				
C	Smartcard: review current production	K	P	K	P	D							

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
C	A2 Wincheap, Canterbury: new slip road	P						K	D			R	
C	Highway Condition Survey Contract: end date, March 2019; review date march 2017	D		R	K	P	K	P	D				
C	Coring & Materials Testing Contract: end date August 2019; review date, August 2016	D				K	P		R	P			
C	Surface Treatments (surface dressing, micro-surfacing and slurry seal): linked to Amey (TMC) review; review date September 2017	R	K	P			K	P	D				
<b>Libraries, Registration and Archives</b>													
SR	LRA are in the process of moving to an internally commissioned service (* As this is a new service delivery model, the expectation is for a formal review as the model is developed and rolled out across the service).	D		R	A	P	D						
C	Library Management Systems Contract - ends 31.07.16 - working through SELMS	P	D										
C	Book supply CBC Contract – ends 31.3.16. New contract already procured	D									R		
C	Library RFID Contract – ends 30.6.16	P	D										
C	Volunteer Development Programme – ends 31.3.16	D							R	A	P		
C	Registration Management System CARA (ongoing as part of LRA systems review)	P	D										
C	CALM – Archives Management System (ongoing as part of LRA systems review)	P		D									
<b>Economic Development</b>													
C	Visitor Economy contract extension	D		R	K	D							
C	Inward Investment service – formal review at end of each year	D			R	D		R	D				
C	Growth Hubs		R	D									

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
C	Action for Communities in Rural Kent (support to rural businesses and communities)		D		R		D		R		D		R
C	No Use Empty Specialist Advice – rolling contract		D		R		D		R		D		R
C	No Use Empty PR – rolling contract		D		R		D		R		D		R
C	Appraisal of applications for innovation investment fund – annual contract	K	D		R		D		R		D		R
<b>Environment, Planning and Enforcement</b>													
SR	Phase two of EPE Transformation – details to be agreed at January Portfolio Board and refined by DivMT as a programme during February 2016.	A	P		D		R		A				
C	PAG: Commissioning a replacement system for Planning's Atrium system due to contract expiry in 2018/19		A	P	K		D				R		
C	PP: Coroner Service - mortuary contracts 1/4/18			A	P	K	D				R		
C	SBC: Commissioning of Steps to Environmental Management (STEM) Framework Providers to achieve successful delivery of LOCASE	APD											R
C	SBC: Commissioning of Business Support Framework to achieve delivery of LOCASE	APD			R								R
C	SBC: Commissioning of action to deliver the Kent Environment Strategy Implementation plan.	A	P		K	D	R						
C	SBC: Commissioning of expertise to develop a central hub of data to support monitoring, evaluation and delivery capacity for the Kent Environment Strategy	A	P		D								
C	SBC: Commissioning of retrofitting expertise and installers through the Kent and Medway Sustainable Energy Partnership for delivery of	D	R	K	APD								R

Category	Description	2016/17				2017/18				2018/19			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	the Warm Homes programme												
C	PP: Coroners Accommodation	A	P			D/R timing depends on solution chosen							
C	SPP: Commissioning of elements for Growth and Infrastructure Framework <i>(details tba)</i>		R										
C	CLS: Commissioning of marketing support to Country Parks, following review of pilot <i>(details tba)</i>	D			R								

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### c) Who's Delivering Our Services

Service	Internal or external	If external:			Next review date <sup>2</sup>
		Contract value (£)	Provider name	Contract end date	
<b>Economic Development</b>					
Visitor economy	External	£280,000	Visit Kent	March 2020	July 2019
Inward investment service	External	TBC dependent on ESIF either £3.3 million over three years or £1.7 million over three years	TBC	March 2019	January – March 2017 and 2018
Growth Hubs	External	£150,000	Kent Invicta Chamber of Commerce	October 2016	July – September 2016
Kent Foundation (grant based)	External	£53,000	Kent Foundation	Ongoing	January - March 2016
Action for Communities in Rural Kent <b>ACRK</b> (grant based)	External	£53,000	ACRK	Ongoing	January – March 2016
Business and Enterprise	Internal				tbc
Infrastructure	Internal				tbc
Strategy and Partnerships	Internal				tbc
<b>Environment, Planning and Enforcement</b>					
SPP: Transport Strategy	Internal				cOct 2018
SPP: Planning Policy	Internal				cOct 2018
SPP: Heritage Conservation	Internal				cOct 2018
SPP: Flood and Water	Internal				cOct 2018
SPP: Natural Environment	Internal				cOct 2018
SPP: Emergency Planning/Business Continuity	Internal				Spring 2016
SBC: Sustainable Business & Communities	Internal				Autumn 2018
CLS: Country Parks	Internal				2017/18

<sup>2</sup> Could be a contract break clause, contract end date, internal contestability exercise, or other review activity. There is no time constraint on the review date given.

Service	Internal or external	If external:			Next review date <sup>2</sup>
		Contract value (£)	Provider name	Contract end date	
CLS: Sport and Physical Activity	Internal				Summer 2016
CLS: Explore Kent	Internal				2016/17
CLS: Countryside Management Projects	Internal				2016/17
CLS: Volunteering	Internal				2016/17
PP: Trading Standards	Internal				Q2 - 2016
PP: Coroners	Internal				Q2 - 2016
PP: Public Rights of Way & CLVG	Internal				Q1 - 2018
PP: Kent Scientific Services	Internal				Q1 - 2018
PP: Kent Resilience Team	Internal				Q1 - 2016
PP: Gypsy and Traveller Unit	Internal				Q1 - 2017
PP: Community Safety & Wardens	Internal				Q2 - 2016
PP: Group Business Development	Internal				Q2 - 2016
PAG: Planning Applications and Minerals & Waste local plan	Internal				c. June 2017
KDAONB: Kent Downs AONB Unit	Internal				tbc
<b>Libraries, Registration and Archives</b>					
Libraries, Registration and Archives	Internal				tbc
LRA – Volunteer Development Programme	External	£195k	Volunteering Matters	March 2016	April 2016
<b>Highways, Transportation and Waste</b>					
Highway Term Maintenance – routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance, surface dressing etc across Kent	External	£500 million	Amey plc	September 2021	September 2017
Technical and Environmental Services – specialist consultancy services such as highway design, surveys, investigations and transportation modelling	External	£40 million	Amey plc	September 2023	April 2018



Service	Internal or external	If external:			Next review date <sup>2</sup>
		Contract value (£)	Provider name	Contract end date	
Traffic Signal & Systems – maintenance of all traffic signals, variable message signs etc in Kent	External	£1.5 million	telent	March 2016	March 2016
Road Resurfacing – A contract to deliver larger road reconstruction and resurfacing schemes	External	£4 million	Eurovia	July 2018	July 2016
SEN Home to School Transport – The arrangement of transport services on behalf of EYP to enable students to access their learning provision. We currently transport approximately 4000 SEN clients around Kent consisting of more than 1200 different contracts.	External	£20.2 million	various	various	various
Mainstream Home to School Transport – The arrangement of transport for mainstream students on behalf of EYP, enabling access to their learning provision. We currently transport in excess of 9000 students travelling on various public networks and on over 400 hired contracts.	External	£9.3 million	various	various	various
Socially Necessary Local Bus Contracts	External	£1.3 million	Arriva	various	various
Socially Necessary Local Bus Contracts	External	£2.2 million	Stagecoach	various	various
Allington Waste to energy – managing approximately 325,000 tonnes of waste	External	£30 million	KEL Ltd	July 2030	tbc

Service	Internal or external	If external:			Next review date <sup>2</sup>
		Contract value (£)	Provider name	Contract end date	
Management of 12 Household recycling centres and 3 transfer stations	External	£4.4 million	BIFFA	Nov 2026	Nov 2020
Pepperhill - Household Waste Recycling Centre and Transfer Station Built by FCC and awarded a 25 yr. contract	External	£2.6 million	FCC	April 2035	tbc
Dartford Heath, Swanley, Tovil - Household Waste Recycling Centre and Transfer Station	External	£1 million	John Slattery Ltd	July 2019	tbc
North Farm and Dunbrik - Household Waste and Transfer Stations	Internal	£2.6 million	Commercial Services	tbc	tbc
Blaise Farm - Green and organic waste	External	£1.8 million	New Earth Solutions	April 2020 to 2024	tbc
Ridham Docks - Green and organic waste	External	£1.0 million	Countrystyle	April 2020	tbc

## d) Divisional Priorities supporting KCC's Outcomes

This section sets out the major priorities for our divisions this year and which KCC Outcomes they support. The full framework of KCC's Outcomes can be found in Appendix A.

### *A) Children and young people in Kent get the best start in life*

#### **Libraries, Registration and Archives**

- LRA service offer for Schools: Review the current LRA offer for schools and explore how we can meet the need of this key audience group in future.

### *A1) Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people*

#### **Environment, Planning and Enforcement**

- Increasing business and community resilience to severe weather events, climate change related incidents, for example, continuing to deliver Winter Flood recommendations, SWIMS project
- Continuing focus on increasing community resilience through a multi-agency approach to emergency planning and business continuity including providing advice and assistance to businesses and voluntary sector on business continuity, and developing, maintaining and exercising arrangements for evacuation and shelter in the event of an incident
- Building the intelligence-led and joined up approach to business regulation and advice, through further development of our trading standards service, linking across other KCC and partner services where appropriate, particularly focusing on raising young people's awareness and understanding of consumer safety, including cyber security
- Develop further our multi-agency approach to community safety, in hosting the Kent and Medway Police and Crime Panel and hosting and leading on the Kent Community Safety Partnership, which is driving the integration of the Community Safety functions of KCC, Kent Police and Kent Fire and Rescue, and providing a network of Community Wardens to deliver a safer community for Kent residents of all ages

#### **Highways, Transportation and Waste**

- Casualty Reduction – working closely with key partners such as the Police to review the implementation plan set out in the Strategy to ensure we are doing as much as we can to reduce casualties on Kent's roads.
- SEN Transport Procurement - Transition the current methodology for the procurement of Special Education Needs (SEN) transport to a process that utilises the Kent Business Portal, incorporates procurement best practice and develops and shapes the market

### *B1) Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing*

#### **Environment, Planning and Enforcement**

- Facilitating opportunities to enhance overall public health through participation in sport and access to activity opportunities in the countryside (in Country Parks, on the PROW network, through volunteering schemes etc) which help improve physical and mental health
- Facilitating infrastructure which promotes health and wellbeing including healthcare infrastructure and green open space infrastructure through the Growth and Infrastructure Framework and our countryside-related services

***B2) Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure***

**GET-wide, all divisions:**

- We will work with partners to secure the strategic infrastructure necessary to unlock sustainable housing and employment, such as Operation Stack, Thanet Parkway, Lower Thames Crossing, M20 Junction 10a, M2 Junction 5, the Richborough Connection electricity project, broadband through the BDUK programme, flood defence schemes such as Leigh Barrier and the Minerals and Waste Core Strategy and site plans

**Economic Development**

- Over the three year period of the re-tendered inward investment contract target a minimum of 4800 jobs and 120 successful projects i.e. new businesses locating in Kent or expansions of Kent-based businesses.
- Through the devolution agenda, work with district and other partners to maximise business rates generation from business growth
- Commission and oversee performance of the growth hub to support business development and trade
- Develop Kent as a visitor destination, maximising the value of our contract with Visit Kent
- Contract manage phase 2 of the Broadband BDUK programme and complete closure for phase 1
- Secure funds for and look at opportunities for providing business support and build on the Regional Growth Fund to ensure recycled loans are used to best effect

**Environment, Planning and Enforcement**

- More proactive and evidence-based approach to the identification and attraction of investment to strategic infrastructure priorities for Kent and Medway, developing the Growth and Infrastructure Framework and the Local Transport Plan 4

**Highways, Transportation and Waste**

- Fix the Potholes – ensure that we repair potholes quickly and to a good quality and balance the need for reactive repairs with our asset management approach to invest in maintenance to stop them from occurring in the first place
- Highway Asset Management – develop an accessible knowledge base for the highway asset and a strategy for maintaining it. Ensure a tool for the correct apportionment of budget in accordance with the need of the asset and identify the risks if funding is not in line with this.
- Delivering the benefits of the synergy between Streetworks & Operational maintenance – ensure we maximise the benefits to highway users from our redesign linking the streetworks team with the Highway Managers operational team and closer working with District Councils on delivery of both strategic transportation schemes and local highways works.
- Deliver Local Growth Fund projects (April 2015 until March 2021) – deliver the programme milestones and wherever possible secure further funding to support projects in the future, identifying new bids as appropriate
- Maximise opportunities from developer contributions – ensure that we work closely with others teams across KCC to leverage fair developer contributions to support priority council services.

### *B3) All Kent's communities benefit from economic growth and lower levels of deprivation*

#### **Economic Development**

- Explore the opportunities for maximising the tourism, trade and renewable energy potential of Kent's maritime economy

#### **Environment, Planning and Enforcement**

- Delivery of targeted business support and finance initiatives to help business cut costs and stimulate the Low Carbon economy through projects such as LoCase.

#### **Libraries, Registration and Archives**

- Pop up-shops/Community cafes: Continue to look at ways LRA can generate income by providing space for additional customer offers such as pop-up shops and artisan fairs that focus on locally produced crafts and gifts and café spaces
- Public WiFi expansion: Complete the rollout of Wi-Fi to an additional 66 libraries so that every library has this option to improve our service to customers.

### *B4) Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities*

#### **Economic Development**

- Grow the creative economy recognising creative and cultural contribution to local economy skills and quality of life.
- Promote the impact of cultural activity on a range of KCC strategic outcomes.
- Fund Turner Contemporary as a key cultural asset for Kent and work with them to look at options for diversifying their funding streams

#### **Environment, Planning and Enforcement**

- Maximise customer participation in sport and physical activity by shaping, securing and co-ordinating delivery of Sport England funded programmes

#### **Libraries, Registration and Archives**

- Develop Community and Cultural Hubs in partnership with district and town councils which will bring local services together with LRA's, such as the Tunbridge Wells Cultural Hub and Southborough Community Hub
- Sandgate & other community libraries: Complete the agreement for Sandgate Parish Council to be commissioned to deliver library services on a day to day basis at Sandgate library. Use this model to explore potential for this model of operation on other locations where the local appetite to be more involved in the delivery of library services exists.
- Open+: Explore the potential for a pilot of an innovative way of offering access to a library building without the need for staff as a way to complement times when a member of staff is present
- Archives: Enhance our Archives service by progressing plans to digitise some of the Archive collections to widen access to these materials for customers, and work to apply to The National Archive for Archive Accreditation, the nationally recognised benchmark for Archives

- Passport application checking service: Having piloted this service with HMPO this now has sign-off to be embedded as part of our service offer alongside the Nationality Checking service
- LRA promotion & marketing: Review how we promote and market the service by looking at new ways of reaching out to customers this will include looking at the website for all elements of the service as well as regular customer newsletters for Library and Archive services. In addition we will also be surveying people who do not currently use our services to inform how we shape future service offers as well as how we do adapt our marketing to reach a wider audience.
- In response to the KCC service specification, LRA will develop service plans for all elements of the service which will detail how the service will meet KCC outcomes and will include targeted local delivery of services to meet specific areas of need

### ***B5) We support well planned housing growth so Kent residents can live in the home of their choice***

#### **GET-wide, all divisions**

- We will ensure the right infrastructure is planned and installed to support Kent's strategic sites, such as Ebbsfleet Garden City, Paramount Park and Chilmington, coordinating KCC's input, providing expert advice and coordinating with partners

#### **Economic Development**

- Secure funding through Local Growth Fund (LGF) and Developer Contributions for strategic and community infrastructure ensuring the council's priorities are understood and reflected in negotiations
- Build stronger relationships with Kent districts, Medway, neighbouring authorities and London to deliver strategic infrastructure
- Work with EPE and HTW to identify capital investment priorities for funding from the Local Growth Fund and other sources, ensuring that these contribute to the delivery of the essential infrastructure identified in the Growth and Infrastructure Framework (GIF)
- Work with districts to provide timely planning advice for infrastructure planning

#### **Environment, Planning and Enforcement**

- Work to shape Local Plans to deliver sustainable growth and infrastructure, using the GIF and other county-wide tools where possible to enable Local Planning Authorities to fulfil their duty to cooperate, to ensure that KCC's interests are recognised and incorporated into the supporting Infrastructure Delivery Plans

#### **Highways, Transportation and Waste**

- Support economic and housing developments – develop and approve Transport Strategies for Maidstone, Tunbridge Wells, Swale, Thanet, Ashford and Tonbridge & Malling

***B6) Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors***

**Environment, Planning and Enforcement**

- Strategic co-ordination and commissioning of the Kent Environment Strategy and its Implementation Plan and KPIs to support healthy, resilient communities, protection and enhancing the intrinsic value of our natural and historic environment, landscapes and the rural agenda
- Delivery of Flood risk management priority projects, including Downs Road flood alleviation scheme, and development of on-line flood asset register

**Highways, Transportation and Waste**

- Deliver the Streetlighting LED project – meet milestones for this key project over the 3 year delivery programme. Ensure a smooth delivery of LED lantern conversion and a handover of maintenance from the current to the new provider.
- Waste collection partnership – fully engage in partnership working between KCC and key stakeholders, with a particular emphasis on District/ Borough Councils and Parish councils to maximise the efficiency of waste collection and ensure the collection process produces wastes that can be efficiently disposed of (including the West Kent waste collection project)
- Improve the county's drainage system – ensure that routine cleansing is in accordance with our published programme and deliver capital repairs to improve flooding hotspots

***C4) Older and vulnerable residents feel socially included***

**Environment, Planning and Enforcement**

- Provide a network of community wardens and further Public Protection initiatives provided through Trading Standards to assist socially isolated and vulnerable residents to better access care and support to enable them to live more independently and safely

**Libraries, Registration and Archives**

- Mobiles redesign: Complete a redesign of the mobile library service following the completion of customer engagement. This will also include looking at how we promote the new service offer

## **Divisional Priorities Supporting Business Transformation**

The following priorities focus on business transformation and achieving efficiency to enable the services to deliver KCC's strategic and supporting outcomes more effectively.

### **Economic Development**

- Develop a more rigorous intelligence and evaluation base to support commissioning and de-commissioning activity and customer focus
- Co-ordinate and streamline programme and project management in support of effective cross-divisional and cross-directorate working and improved customer service.
- Leverage funding opportunities in support of KCC's strategic outcomes. This includes a target over a six-year programme (2014-2020) of £100million from EU funds

### **Environment, Planning and Enforcement**

- Delivery of Phase 2 of EPE transformation, which will include the following:
  - develop the intelligence and data led approach to services to inform the commissioning approach
  - achieve financial targets through well-managed costs and increased income
  - explore different ways and models of working, and in so doing assess the contestability of our internally commissioned services

### **Highways, Transportation and Waste**

- Supporting a commissioning authority – ensure that all major contracts and commissions prove optimal value for money, have in place clear commissioning milestone gateways that are signed off and outcome focused
- Identify opportunities for income – ensure we are charging fairly and generating income to enable the delivery of services without impacting the council tax payer.

### **Libraries, Registration and Archives**

- Making internal commissioning work through the service specification review, pursuing freedoms and flexibilities, developing Service Level Agreements, promoting staff engagement and culture and innovation through new service models and technology.
- Delivering KCC outcomes for the benefit of communities through modern, evidence-based targeted services that are shaped by a stronger understanding of local customer and community needs.
- Developing a business and commercial approach, maximising income generation and use of assets, not only to better deliver the service specification's outcomes but place LRA in a position to be commissioned to deliver outcomes for other services and organisations.
- Improving our customer service through implementation of GET's Customer Service Programme; sharing LRA's experience and learning from others in the directorate



## D. Directorate Infrastructure Requirements

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*Ongoing discussions are taking place regarding ICT and property. GET's requirements will be identified in the final version.*

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## E. Directorate Organisational Development Priorities

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### **We take the learning and development of our people seriously**

We're a directorate in constant demand, meaning our people are too. Our diverse range of services need professional, highly skilled teams in place, who can adapt to change quickly and draw on their knowledge, skills and experiences to help shape strong, sustainable communities with all our customers, residents and businesses in mind.

To support KCC's workforce and organisational development (OD) priorities, we too have identified four themes that will focus us on getting the fundamental needs of our directorate right and build strength and resilience across the directorate.

Our four themes:

- **Workforce planning** - making sure we have the right people, with the right skills, doing the right jobs and that we're developing their skills and experience.
- **Attracting and retaining talent** – encouraging new generations with fresh ideas into our directorate, while identifying existing people, who given the freedom and opportunity, would excel and progress in the organisation. Allowing us to retain knowledge, experience and expertise, while inspiring and supporting aspirations.
- **Managing performance** – doing the right thing at the right time and knowing why it's important – helping us understand how our roles contributes to the bigger picture.
- **Manager responsibilities** – capturing the importance of the manager role and encouraging them to be the managers we all want to be, making sure everyone is given the opportunity to learn and develop the skills needed to achieve the right outcomes for all.

We know our people are crucial to the success of our directorate and by giving them the support and learning they need, we can help them understand how they make a difference, and together meet the growing demands on our directorate.

Our approach to organisational development will enable us to deliver our customer service aspirations and commission services based on our understanding of what our customers need - ensuring Kent's communities continue to grow and thrive in the future.

*KCC Corporate OD Priorities to be added in; awaiting information from HR.*

## F. Directorate Risks

There are a number of strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment and Transport directorate. Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage a number of corporate risks, with all risks reviewed by the Directorate Management Team quarterly as a minimum. Further details on these risks and their mitigations are contained in the corporate and directorate risk registers.

### Summary Risk Profile

• Low = 1-6	Medium = 8-15	High =16-25
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Risk Title	Current Risk Rating	Target Risk Rating
<b>Corporate level risks</b>		
Ability to access resources to aid economic growth and enabling infrastructure across the county.	12	8
Civil contingencies and resilience – ensuring effective planning for, and the response to, incidents and emergencies.	12	8
<b>Directorate level risks</b>		
Delivery of 2016/17 budget targets	12	6
Health & Safety considerations in the delivery of services, relating to KCC staff, contractors or the public.	10	10
Partner organisations or commissioned providers not offering the required level of service to Kent residents.	9	6
Ensuring the services across the directorate are resilient and respond effectively to severe weather incidents, minimising subsequent disruption to the people of Kent.	12	6
Skills shortage and capacity issues to apply for funding and manage contracts and projects	12	6
Loss of, or disruption to, key ICT systems in the GET Directorate causing a detrimental effect to the services provided.	12	9

## G. Directorate Performance Indicators

Each Directorate produces a regular report of performance 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 relevant Cabinet Committee. A selection of the Key Performance and Activity Indicators are also reported each quarter in the Council wide Quarterly Performance Report.

The targets for Key Performance Indicators and Activity Thresholds for 2016/17 for the Growth, Environment & Transport Directorate are outlined below.

### Performance Indicators relating to Customer Service

Ref	Indicator Description	2015/16 Target	2015/16 Actual <sup>3</sup>	2016/17 Floor <sup>4</sup>	2016/17 Target
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	90%	91%	80%	90%
HT04	Customer satisfaction with routine Highways service delivery (100 Call back survey)	75%	80%	60%	75%
HT08	Customer satisfaction with completed local 'schemes'	75%	80%	60%	75%
WM04	Customer satisfaction with Household Waste Recycling Centre Services (on-line and face to face)	90%	94%	85%	96%
LRA04	Average number of online contacts to Libraries, Registrations and Archives per day	2,800			
LRA06	Customer satisfaction with Birth and Death Registration	95%			
LRA07	Customer satisfaction with ceremonies	98%			
LRA08	Customer satisfaction with Libraries and Archives	93%			
HT**	Report a Highways fault online	40%	32%	35%	40%
HT**	Apply for a Young Person's Travel Pass online	75%	51%	60%	70%
HT**	Apply for a Concessionary Bus Pass online	25%	10%	5%	10%

<sup>3</sup> 2014/15 figures are provisional at time of printing and are up to December 2015/January 2016. Therefore they will be updated accordingly when full end of year results are available.

<sup>4</sup> 'Floor standard' is the minimum level of acceptable performance.

Ref	Indicator Description	2015/16 Target	2015/16 Actual <sup>3</sup>	2016/17 Floor <sup>4</sup>	2016/17 Target
HT**	Highways Licence applications online	40%	56%	50%	60%
HT**	Apply for a HWRC recycling voucher online	85%	94%	80%	90%
HT**	Book a Speed Awareness Course online	75%	76%	65%	75%
EPE14	Percentage of PROW faults reported on-line (year to date)	50%			
LRA**	Renew a library book online	73%			
LRA**	Book a Birth/Death Registration appointment online	52%			

#### Activity Indicators relating to Customer Service

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016/17 Expected
HT05	Total number of contacts received from the public for HTW services	Upper	65,000	65,000	65,000	65,000	240,000
		Lower	55,000	55,000	55,000	55,000	
HT06	Number of enquiries raised for action by HT&W	Upper	26,000	26,000	28,000	36,000	110,000
		Lower	21,000	21,000	23,000	30,000	
HT07a	Work in Progress at any point in time (open routine enquiries) for H&T services	Upper	2,000	2,000	2,500	3,000	n/a
		Lower	1,500	1,500	2,000	2,000	
HT07b	Work in Progress at any point in time (non-routine enquiries) for H&T services	Upper	6,000	6,000	6,500	6,500	n/a
		Lower	4,500	4,500	5,000	5,000	

#### Performance Indicators Relating to Business Activity

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
HT01	Potholes repaired in 28 calendar days	90%	91%	80%	90%
HT03	Street lights repaired in 28 calendar days	90%	92%	80%	90%
HT**	Casualties – number of casualties on Kent's	Report comparison against annual trend			

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
	Roads <b>NEW</b>				
HT**	Capital Programme Monitoring <b>NEW</b>	A low number of 'red' rated projects and action plan for those flagged as such			
ED04	<b>Jobs:</b> Jobs created/safeguarded through RGF jobs committed numbers	1070			
ED05	<b>Homes:</b> units brought back to market (through No Use Empty)	580			
ED06	<b>Businesses:</b> Businesses supported, via any programme (including LiK, Visit Kent, PinK, other KCC programmes)				
ED07	<b>Investment:</b> External investment secured				
ED08	Infrastructure: developer contributions secured against total contributions sought	80%			
WM01	Municipal waste recycled and composted	49.9%	46.6%	41.6%	46.6%
WM02	Municipal waste converted to energy	41.7%	45.3%	36.3%	41%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRC)	71.8%	69.5%	64.5%	69.5%
EPE02	Serious and/or Persistent Offenders investigated by Trading Standards	30	28	28	30
EPE03	Dangerous/unsafe products prevented from entering or removed from the market	10,000	97,018	90,000	100,000
EPE04 <i>(Revised)</i>	Individual Businesses assisted for business growth and development (Including acting as a Primary Authority) by Trading Standards	-	-	180	200
EPE05	Average PROW fault resolution time (days) – rolling 12 month	50			
EPE06	Kent Scientific Services external income	£690k			
EPE07	Income generated by Kent Country Parks	£1.057m			
EPE08	Volunteer Hours deployed in Kent Country Parks	11,000			
EPE09	Sport and Physical Activity Income levered into county	£2.75m			
EPE10	Participation of young people aged 11-25 in programmes coordinated by Sport and Physical Activity Service	2,743			

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
EPE12	KCC investment/spend ratio generated on projects delivered by Countryside Management Partnerships	£89k/ £2.1m £1:£23.60			
EPE13	Total Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	47,524 (Sept 15)			
LRA03	Average number of eBooks issued per day	340			
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	6,000			

### Activity Indicators Relating to Business Activity

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016/17 Expected
WM05	Waste tonnage collected by District Councils	Upper		540,000			540,000
		Lower		510,000			
WM06	Waste Tonnage collected at KCC Household Waste Recycling Centre	Upper		175,000			175,000
		Lower		155,000			
LRA01	Number of visits to libraries (including mobile libraries) - 000's	Upper					
		Lower					
LRA02	Number of books issued (includes eBooks and audio books) – 000's	Upper					
		Lower					

**APPENDIX A**

The Outcomes framework within KCC’s Strategic Statement, ‘Increasing Opportunities, Improving Outcomes’. GET supports and delivers primarily to the middle Strategic outcome, as highlighted.





From: Peter Sass, Head of Democratic Services

To: Environment and Transport Cabinet Committee – 11 March 2016

Subject: Work Programme 2016

Classification: Unrestricted

Pathway: Standard Item

**Summary:** This report gives details of the proposed Work Programme for the Environment & Transport Cabinet Committee.

**Recommendation:** The Environment & Transport Cabinet Committee is asked to consider and agree its Work Programme for 2016 as set out in Appendix 1 of this report.

## 1. Introduction

(1) The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution by the Chairman, Mrs Stockell, and the Vice-Chairman, Mr Pearman as well as the 3 Group Spokesman; Mr Baldock, Mr Caller and Mr Chittenden.

(2) Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

## 2. Terms of Reference

(1) At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Environment and Transport Cabinet Committee '*To be responsible for the majority of the functions that fall within the responsibilities of the Director of Highways, Transportation and Waste and Director of Environment Planning and Enforcement and which sit within the Growth, Environment and Transport Directorate*'. The functions within the remit of this Cabinet Committee are:

### Highways Transportation & Waste

- Highway Operations
- Programmed Works
- Transportation
- Public Transport
- Future Service Improvement
- Contract Management
- Waste Resource Management
- Road Safety including Road Crossing Patrols

## **Environment, Planning & Enforcement**

- Sustainability and Climate Change
- Heritage Conservation
- Country Parks
- Strategic Transport Planning
- Regulatory Services-Including Public Rights of Way & Access
- Kent Scientific Services & Countryside Management Partnerships
- Flood Risk and Natural Environment
- Environment programmes
- Gypsy and Traveller Unit
- Local Development Plans
- Trading Standards
- Coroners
- Community Safety & Emergency Planning, including Community Wardens

### **3. Work Programme 2016**

(1) An agenda setting meeting was held on 18 January 2016 and items for this meeting's agenda were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in Appendix 1 to this report, and to suggest any additional topics that they wish to be considered for inclusion to the agenda of future meetings.

(2) When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

(3) The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allows Members to have oversight of significant services delivery decisions in advance. The next agenda setting meeting is scheduled to be held on Monday, 14 March 2016.

### **4. Conclusion**

It is vital for the Cabinet Committee process that the Committee takes ownership of its Work Programme to help the Cabinet Member to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

### **5. Recommendation**

The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2016 as set out in Appendix A to this report.

**6. Background Documents**

None

**7. Appendix**

Work Programme – Appendix A

**8. Contact details**

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**Environment and Transport Cabinet Committee  
WORK PROGRAMME 2016**

Agenda Section	Items
<b>Wednesday, 4 May 2016</b>	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• Verbal Updates</li> </ul>
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	<ul style="list-style-type: none"> <li>• Kent and Medway Minerals and Waste Development Plan</li> <li>• Street Lighting Mobilisation Plan</li> </ul>
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Tunbridge Wells Local Transport Strategy</li> <li>• A226/B255 St Clements Way, Dartford</li> <li>• Waste Strategy – Update</li> <li>• Community Safety Integration (including re-location)</li> <li>• Local Transport Plan</li> <li>• Active Travel Strategy</li> <li>• Proposed consultation process - former Country Parks</li> <li>• Work Programme 2016</li> </ul>
<b>D - Performance Monitoring</b>	<ul style="list-style-type: none"> <li>• Performance Dashboard</li> </ul>
<b>E – Exempt</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Friday, 8 July 2016</b>	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• Verbal Updates</li> </ul>
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Littering on Kent’s Highways</li> <li>• Work Programme 2016</li> </ul>
<b>D - Performance Monitoring</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>E – Exempt</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Wednesday, 7 September 2016</b>	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• Verbal Updates</li> </ul>

<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	•
<b>C – Other Items for comment / recommendation</b>	• <b>Work Programme 2016</b>
<b>D - Performance Monitoring</b>	•
<b>E – Exempt</b>	•

<b>Items for Consideration that have not yet been allocated to a meeting</b>	
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	<ul style="list-style-type: none"> <li>• <b>Local Transport Strategies – Approval-Various</b></li> <li>• <b>Flood and Drainage Policy</b></li> <li>• <b>PROW De-Regulation Act</b></li> </ul>
<b>C – Other Items for comment / recommendation</b>	• <b>Aviation/Gatwick report</b>
<b>E - Exempt</b>	•

From: Matthew Balfour, Cabinet Member for Environment & Transport  
 Mike Hill, Cabinet Member for Community Services  
 Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 11 March 2016

Subject: **Risk Management: Growth, Environment and Transport**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:**

This paper presents the strategic risks relating to the Environment & Transport Cabinet Committee, in addition to two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner'. The paper also explains the management process for review of key risks.

**Recommendation(s):**

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

**1. Introduction**

- 1.1 Directorate business plans are reported to Cabinet Committees each March / April as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.

- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for Growth, Environment & Transport directorate is designated 'Risk Owner' for several corporate risks, two of which (CRR 3 – access to resources to aid economic growth and enabling infrastructure; and CRR 4 – civil contingencies and resilience) are of relevance to this Committee and are presented for comment in appendix 1.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

## **2.Financial Implications**

- 2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

## **3.Policy Framework**

- 3.1 Risks highlighted in the risk registers relate to strategic priorities and outcomes featured in KCC's Strategic Statement 2015-2020, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.



#### **4. Risks relating to the Growth, Environment & Transport directorate**

- 4.1 There are currently six directorate risks featured on the Growth, Environment & Transport directorate risk register (appendix 2), none of which are rated as 'High'. Many of the risks highlighted on the register are discussed implicitly as part of regular items to Cabinet Committees.
- 4.2 Since last reported to Cabinet Committee in March 2015, the risk relating to delivery of 2015/16 budget targets (GET 01) has been closed, with the directorate forecasting an underspend at time of writing. However, a new risk has been added relating to delivering budget targets for the coming year 2016/17. One risk has been assessed as decreasing in severity (GET 05 – directorate response and resilience to severe weather incidents). A risk has been closed relating to the spread of Ash Dieback, although this still being monitored at divisional level.
- 4.3 Mitigations for risks are highlighted and implemented on a regular basis as required. For example, in relation to GET 02 (Health & Safety considerations), during the past year an independent Health & Safety review on Waste Management has shown a substantial level of improvement; the Director and all service managers and Heads of Service have been receiving Health & Safety training; and 420 library staff have taken a personal safety eLearning module, with further conflict resolution training organised for all library staff in the coming months.
- 4.4 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.
- 4.5 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:
- Are the key risks still relevant?
  - Have some risks become issues?
  - Has anything occurred which could impact upon them?
  - Has the risk appetite or tolerance levels changed?
  - Are related performance / early warning indicators appropriate?
  - Are the controls in place effective?
  - Has the current risk level changed and if so is it decreasing or increasing?
  - Has the "target" level of risk been achieved?

- If risk profiles are increasing what further actions might be needed?
- If risk profiles are decreasing can controls be relaxed?
- Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

## **5.Recommendation**

### **Recommendation:**

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risk outlined in appendices 1 and 2.

## **6. Background Documents**

6.1 KCC Risk Management Policy on KNet intranet site.

## **7. Contact details**

### Report Author

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### Relevant Corporate Director:

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## KCC Corporate Risk Register

### CORPORATE RISKS LED BY OFFICERS IN THE GROWTH ENVIRONMENT & TRANSPORT DIRECTORATE

**Corporate Risks led by Officers in the Growth Environment & Transport Directorate  
Summary Risk Profile**

Low = 1-6    Medium = 8-15    High =16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12	8	↔
CRR 4	Civil Contingencies and Resilience	12	8	↔

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR3	Risk Title	Access to resources to aid economic growth and enabling infrastructure				
		<b>Source / Cause of Risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>
		<p>The Council seeks access to resources to develop the enabling infrastructure for economic growth and regeneration.</p> <p>However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. This is especially the case in the east of the county.</p> <p>At the same time, Government funding for infrastructure (for example via the Local Growth Fund) is limited and competitive and increasingly linked with the delivery of housing and employment outputs. Several local transport schemes proposed will require preparatory work without knowledge of funding allocation in order to deliver on time.</p>	<p>Inability to secure sufficient contributions from development to support growth.</p> <p>Failure to attract sufficient funding via the Local Growth Fund and other public funds to both support the cost of infrastructure and aid economic growth and regeneration.</p> <p>Insufficient return on investment from Regional Growth Fund schemes or significant level of default on loans.</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund KCC services across Kent (e.g. schools) and deal with the impact of growth on communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p> <p>Reputational risk.</p>	<p>Barbara Cooper, Corporate Director Growth, Environment and Transport</p> <p><b>Responsible Cabinet Member(s):</b></p> <p>Mark Dance, Economic Development</p> <p>Matthew Balfour, Environment &amp; Transport</p>	<p>Possible (3)</p> <p><b>Target Residual Likelihood</b> Unlikely (2)</p>	<p>Serious (4)</p> <p><b>Target Residual Impact</b> Serious (4)</p>

<b>Control Title</b>	<b>Control Owner</b>
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth and a 10-point action plan	Katie Stewart, Director Environment Planning & Enforcement
Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified	David Smith, Director Economic Development / Katie Stewart, Director Environment Planning & Enforcement
Coordinated approach in place between Development Investment Team and service directorates	David Smith, Director Economic Development
Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent.	David Smith, Director Economic Development
Economic Development SMT review of "critical" programmes/projects and review of KPIs to ensure continued appropriateness and relevance	David Smith, Director Economic Development
Infrastructure Funding Group established and receives regular reports on progress of major sites, potential issues for resolution and highlights funding gaps etc.	Barbara Cooper, Corporate Director, Growth, Environment and Transport
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer' Group	David Smith, Director Economic Development
Strong engagement with South East LEP and with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	Ross Gill, Economic Strategy & Policy Manager
Monitoring framework in place for Regional Growth Fund (RGF) programmes covering the issuing and management of contract agreements with regular reports reviewed by Growth, Economic Development & Communities Cabinet Committee.	Jacqui Ward, Regional Growth Fund Programme Manager
KCC Internal Audit and external Auditor commissioned on an annual basis to conduct audits on the compliance of the RGF process and administration of the schemes, including governance, decision making and outcomes	Jacqui Ward, Regional Growth Fund Programme Manager
Continued coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development

<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Produce Kent's Local Transport Plan 4 – the next iteration of 'Growth without Gridlock'	Tom Marchant, Head of Strategic Planning & Policy	June 2016
Growth & Infrastructure Framework – progress the key actions arising from the framework	Tom Marchant, Head of Strategic Planning & Policy	July 2016 (review)
Influencing local plans and major applications – coordinating KCC's response to and providing expert advice around developments e.g. Ebbsfleet Development Corporation and Paramount Park	Tom Marchant, Head of Strategic Planning & Policy	June 2016 (review)
Progress proposals for a more consistent and comprehensive approach to early engagement and provision of advice for developers on major development proposals, involving a single point of contact at senior County Council officer level.	Nigel Smith, Head of Development	April 2016 (review)

<b>Risk ID</b>	<b>CRR4</b>	<b>Risk Title</b>	<b>Civil Contingencies and Resilience</b>			
<b>Source / Cause of Risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
<p>The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies.</p> <p>The Director of Public Health has a legal duty to gain assurance from the National Health Service and Public Health England that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g. Pandemic Influenza.</p> <p>Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats and severe weather incidents.</p>	<p>Failure to deliver suitable planning measures, respond to and manage these events when they occur.</p> <p>Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.</p>	<p>Potential increased harm or loss of life if response is not effective.</p> <p>Serious threat to delivery of critical services.</p> <p>Increased financial cost in terms of damage control and insurance costs.</p> <p>Adverse effect on local businesses and the Kent economy.</p> <p>Possible public unrest and significant reputational damage.</p> <p>Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.</p>	<p>On behalf of CMT:</p> <p>Barbara Cooper, Corporate Director Growth, Environment &amp; Transport</p> <p><b>Responsible Cabinet Member(s):</b></p> <p>Mike Hill, Community Services</p>	<p>Possible (3)</p> <p><b>Target Residual Likelihood</b> Unlikely (2)</p>	<p>Serious (4)</p> <p><b>Target Residual Impact</b> Serious (4)</p>	



Control Title	Control Owner
<p>Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Key roles of group include:</p> <ul style="list-style-type: none"> <li>• Intelligence gathering and forecasting;</li> <li>• Regular training exercises and tests;</li> <li>• Task &amp; Finish groups addressing key issues.</li> <li>• Plan writing</li> <li>• Capability building</li> </ul>	Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)
Kent Resilience Forum has a Health sub-group to ensure coordinated health services and Public Health England planning and response is in place	Andrew Scott-Clark, Director of Public Health
Kent Resilience Forum Severe Weather Advisory Group established to convene in the event of a severe weather incident.	Mike Overbeke, Head of Public Protection
Critical functions identified across KCC as a basis for effective Business Continuity Management (BCM).	Tony Harwood, Resilience and Emergencies Manager
The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health.	Andy Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Dave Shipton, Head of Financial Strategy
Maintenance & delivery of emergency procedures, plans and capabilities in place to respond to a broad range of challenges.	Tony Harwood, Resilience and Emergencies Manager
System in place for ongoing monitoring of severe weather events (SWIMS)	Carolyn McKenzie, Head of Sustainable Business and Communities
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Mike Overbeke, Head of Public Protection
Winter Resilience Planning Group & action plan in place.	Mike Overbeke, Head of Public Protection
ICT resilience improvements made to underlying data storage, data centre capability and network resilience.	Michael Lloyd, Head of Technology Commissioning

	& Strategy
On-going programme of review relating to ICT Disaster Recovery and Business Continuity	Michael Lloyd, Head of Technology Commissioning & Strategy
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively.	Katie Stewart, Director Environment Planning & Enforcement
KCC Community Wardens trained as Incident Liaison Officers	Mike Overbeke, Head of Public Protection
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements. The Director of Public Health has additionally sought and gained assurance from the local Public Health England office and the NHS on preparedness and maintaining business continuity.	Andrew Scott-Clark, Director Public Health
KCC jointly with Medway Council Public Health dept maintain an on-call rota on behalf and with Public Health England to ensure preparedness for implementing the Scientific, Technical Advisory Cell (STAC) in the event of a major incident with implications for the health of the public	Andrew Scott-Clark, Director of Public Health
'Introduction to Emergency Planning' e-learning package available to all staff	Tony Harwood, Resilience and Emergencies Manager
Emergency planning training rolled out at strategic, tactical and operational levels	Katie Stewart, Director Environment Planning & Enforcement
Exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners (e.g. 'Fort Invicta' November 2015 and Exercise 'Thor' December 2015).	Tony Harwood, Resilience & Emergencies Manager
Senior Management on-call rota devised and agreed	Katie Stewart, Director Environment Planning & Enforcement
Emergency Reservists have been recruited to aid emergency responses	Katie Stewart, Director Environment Planning & Enforcement

<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Reporting arrangements being reviewed to include appropriate elected Member oversight of KCC Business Continuity arrangements.	Katie Stewart, Director of Environment, Planning & Enforcement	April 2016
Review the role of elected Members in the event of emergency situations	Katie Stewart, Director of Environment, Planning & Enforcement	April 2016
Review sufficiency of KCC emergency and resilience resource	Katie Stewart, Director of Environment, Planning & Enforcement	April 2016
Investigate further training and development opportunities for emergency reservists	Tony Harwood, Resilience & Emergencies Manager	May 2016
Capture and communicate learning and potential improvements to business continuity plans in light of recent loss of ICT systems	Katie Stewart, Director of Environment, Planning & Enforcement	March 2016

**Appendix 2**



**GROWTH, ENVIRONMENT AND TRANSPORT DIRECTORATE RISK REGISTER  
MARCH 2016**

## Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.*	Risk Title	Current Risk Rating	Change since Spring 2015	Target Risk Rating
GET 01	Delivery of budgets targets 2015/16	Risk Closed		
GET 02	Health & Safety considerations	10	↔	10
GET 03	Partner organisations/contractors not offering the required level of service	9	↔	6
GET 04	Ash Dieback	Risk Closed		
GET 05	Directorate response and resilience to severe weather incidents	12	↓	6
GET 08	Skills shortage and capacity issues to apply for funding and manage contracts and projects	12	↔	6
GET 09	Loss of ICT systems	12	Not scored in 2015	9
GET 10	Delivery of budget targets 2016/17	12	NEW	6

\*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

<b>Risk ID:</b>	<b>GET 02</b>	<b>Risk Title:</b>	<b>Health &amp; Safety considerations</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake.	There is a risk of death, or serious injury to the public, KCC staff or contractors, where KCC fails to take all reasonable steps to prevent such an incident.	Distress to families concerned, possible legal action against the authority and reputational damage.	GET Directorate Management Team	Unlikely (2)	Major (5)	Unlikely (2)	Major (5)
<b>Control Title</b>				<b>Control Owner</b>			
Maintain sound Health and Safety systems at waste sites including reviewing accidents and near-misses.				Roger Wilkin, Director Highways, Transportation and Waste			
Staff to follow Health and Safety legislation and guidance				GET Directorate Management Team			
Regular reporting of accident data and Health & Safety updates to senior managers.				GET Directorate Management Team			
Regular risk assessments of all Directorate sites and hazards				GET Directorate Management Team			
Environment Planning and Enforcement (EPE) divisional Health and Safety group in place and meets quarterly and reports to Divisional Management Team.				EPE Divisional Management Team			
Killed and Seriously injured (KSI) on roads data regularly analysed by the Highways Team and Education. Publicity and training campaigns delivered.				Tim Read, Head of Transportation			
Highways - Crash remedial sites are identified and rectified.				Tim Read, Head of Transportation			
Regular testing for hazards e.g. tree surveys.				GET Directorate Management Team			
Independent Health and Safety review on Waste Management has received good / substantial level of improvement.				Roger Wilkin, Director Highways, Transportation and Waste			

420 library staff have taken personal safety e-learning module.		Diane Chilmaid, Business Manager, Growth, Environment and Transport
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Health and Safety training being delivered to the Highways, Transportation & Waste Director, all Heads of Service and Service Managers.	Roger Wilkin, Director Highways, Transportation and Waste	February 2016
Conflict resolution training organised for library staff, beginning in November 2015, to run over an 18 month period.	Diane Chilmaid, Business Manager, Growth, Environment and Transport	May 2017

<b>Risk ID: GET 03 Risk Title: Partner Organisations/contractors not offering the required level of service.</b>						
<b>Source / Cause of risk</b> KCC - including services across the GET directorate, work closely with partners and contractors to provide its services to the people of Kent	<b>Risk Event</b> Partner organisations or contractors do not provide the required level of service to the public.	<b>Consequence</b> Efficient / good value for money / high quality services are not provided.	<b>Risk Owner</b> GET Directorate Management Team	<b>Current Likelihood</b> Significant (3)	<b>Current Impact</b> Significant (3)	
				<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Significant (3)	
<b>Control Title</b>				<b>Control Owner</b>		
Waste management - robust contract management and client function.				Roger Wilkin, Director Highways, Transportation and Waste		
Waste Management - Rigorous programme of pre-qualification checks on potential contractors to assure ability to deliver.				Roger Wilkin, Director Highways, Transportation and Waste		
Service Level Agreements are put in place where services are provided by a third party.				David Beaver, Interim Commercial & Commissioning Manager / Head of Waste Management		
Highways contractor (Amey) produces a monthly performance report showing Quality Performance Measure results.				Roger Wilkin, Director Highways, Transportation and Waste		
Partners have business continuity plans, risk registers, performance management and governance arrangements in place				Roger Wilkin, Director Highways, Transportation and Waste		
Monitoring of outcomes from Regional Growth Fund loans.				David Smith, Director Economic Development		
Transport integration – risk analysis conducted as part of individual contract arrangements with third parties.				Stephen Pay, Transport Integration Manager		



<p>Various service specific contract boards are in place across Highways, Transportation and Waste service contracts and these monitor “services” where providers have quality metrics that they must adhere to and are defined within contract documentation</p>	<p>David Beaver, Interim Commercial &amp; Commissioning Manager / Head of Waste Management</p>	
<p><b>Action Title</b></p>	<p><b>Action Owner</b></p>	<p><b>Planned Completion Date</b></p>
<p>Ensure robust monitoring and enforcement of improvement plan with highways contractor</p>	<p>Roger Wilkin, Director Highways, Transportation and Waste</p>	<p>March 2016</p>
<p>Follow up any recommendations arising from the Internal Audit of contract management arrangements in Waste Management.</p>	<p>Roger Wilkin, Director Highways, Transportation and Waste</p>	<p>June 2016</p>

<b>Risk ID:</b>	<b>GET 05</b>	<b>Risk Title:</b>	<b>Directorate response and resilience to severe weather incidents</b>				
<b>Source / Cause of risk</b> The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. A number of services within the directorate play an important role in planning for, and responding to, these events.	<b>Risk Event</b> Failure by key services to deliver suitable planning measures, respond to and manage these events when they occur.	<b>Consequence</b> Excessive damage/congestion/ closed roads following severe weather leading to disruption to the public of Kent including KCC staff. This in turn would impact on key services being delivered by the directorate and reputational damage for KCC if responses are judged to be inadequate.	<b>Risk Owner</b> GET Directorate Management Team	<b>Current Likelihood</b> Possible (3)	<b>Current Impact</b> Serious (4)	<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Significant (3)
<b>Control Title</b>			<b>Control Owner</b>				
Winter Policy in place each year			Andrew Loosemore, Head of Highways Operations				
Support gained from the local community who undertake snow ploughing			Andrew Loosemore, Head of Highways Operations				
Priority salting routes agreed and published and plan to ensure salt bins are provided and filled			Andrew Loosemore, Head of Highways Operations				
Local Emergency Plans agreed and published with districts/borough councils.			Andrew Loosemore, Head of Highways Operations				
Carry out a lessons learnt review after each winter			Andrew Loosemore, Head of Highways Operations				
Senior Management on-call rota devised and now in place			Katie Stewart Director Environment, Planning & Enforcement				

Business Continuity Plans are kept under constant review	Tony Harwood, Resilience and Emergencies Manager	
Training is available and being rolled out at strategic, tactical and operational level	Tony Harwood, Resilience and Emergencies Manager	
Local Flood Risk Strategy delivered and Flood Risk Management Plan in place	Sarah Anderson, Environment Strategy Manager	
Severe Weather Impact Monitoring System now in use to support the Authority with its response to extreme events	Carolyn McKenzie, Head of Sustainable Business and Communities	
Exercises regularly conducted to test different elements of emergency and business continuity arrangements with partners (e.g. 'Fort Invicta' November 2015 and Exercise 'Thor' December 2015).	Tony Harwood, Resilience and Emergencies Manager	
Recommendations from the Winter Flooding Plan are being delivered	Sarah Anderson, Environment Strategy Manager	
Post Winter Plan completed	Andrew Loosemore, Head of Highways Operations	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Management of exercises and training relating to this Directorate and others within KCC	Tony Harwood, Resilience & Emergencies Manager	March 2016 (review)
Conduct regular exercises and rehearsal of BC plans – where there would be significant impact on welfare or business reputation	Tony Harwood, Resilience & Emergencies Manager	March 2016 (review)

<b>Risk ID: GET 08 Risk Title: Skills shortage and capacity issues to apply for funding and manage contracts and projects</b>					
<b>Source / Cause of risk</b> Funding has been received to deliver major infrastructure projects. The funding is being administered by Essex CC (on behalf of the South East Local Enterprise Partnership), and detailed business cases are required to be completed to obtain the funding through Essex CC.	<b>Risk Event</b> There is a risk that KCC will be unable to satisfactorily submit suitable business cases and manage the projects due to a shortage of staff with the appropriate skill set within KCC. In addition it is possible that the Authority will be unable to attract suitably trained project managers as the private sector remains competitive in this area.	<b>Consequence</b> Funding may not be forthcoming if suitable business cases are not presented, however, even when the funding has been received, the major projects may not be managed appropriately leading to possible delays or difficulties with the funding arrangements. This could impact on the Authority's reputation and even lead to the Authority having to return some of the funding to Central Government.	<b>Risk Owner</b> GET Directorate Management Team	<b>Current Likelihood</b> Likely (4)	<b>Current Impact</b> Significant (3)
				<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Significant (3)
<b>Control Title</b>			<b>Control Owner</b>		
An Organisational Development Plan has been prepared in order to develop talents within the Authority and to deliver suitable training to staff			GET Directorate Management Team		
Growth Environment and Transport Portfolio Board established to monitor risks and key issues			Barbara Cooper, Corporate Director Growth, Environment and Transport		
Local Growth Fund Project and Steering Group established			Mary Gillett, Major Projects Planning Manager		
Workforce Planning exercise conducted with Highways, Transportation and Waste Division to			Roger Wilkin, Director		

identify gaps in relation to critical roles and recommendations to action and next steps	Highways, Transportation and Waste
Highways contractor has funded Microsoft Project Training for its Managers to improve their skills base.	Roger Wilkin, Director Highways, Transportation and Waste
Workforce Planning now takes place across the Environment, Planning and Enforcement division at different times in order that services plan ahead for retirements and identifying experience opportunities to being in new talent	Katie Stewart, Director Environment, Planning & Enforcement.
KCC staff are helped to access European Union (EU) funding programmes including form completion and bid writing	David Smith, Director Economic Development
<b>Action Title</b>	<b>Action Owner</b>
Deliver an Institute of Civil Engineers (ICE) accredited civil engineering graduate scheme	Roger Wilkin, Director Highways, Transportation and Waste
	<b>Planned Completion Date</b> March 2016

<b>Risk ID:</b>	<b>GET 09</b>	<b>Risk Title:</b>	<b>Loss of Information Communication and Technology (ICT) systems</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
In order to improve the efficiency of the services within the Directorate a number of ICT systems have been developed that in time have become critical to the delivery of the services and rely on KCC or external partners. In addition KCC's Unified Communications telephone system is reliant upon having a working internet system in order to operate.	There is a risk that an incident may take place that will impact on the operation of one or more of our critical systems causing a disruption or suspension of the services affected.	Depending upon the nature of the disruption it is possible that the public of Kent will be affected and it would result in a delay in our service delivery. This would have an impact on the reputation of the Authority and in an extreme example could impact on the safety of the public.	GET Directorate Management Team	Possible (3)	Serious (4)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Significant (3)	
<b>Control Title</b>			<b>Control Owner</b>			
Business Continuity Plans are in place and highlight critical systems			GET Directorate Management Team			
Information backed up daily by ICT and back-ups held off-site			GET Directorate Management Team			
Revisions made to Business Continuity Plans in EPE division reflect changes to Divisional Management Team			Katie Stewart, Director Environment, Planning & Enforcement			
New contract signed to ensure that Atrium IT system can continue to run on Planning Application team machines			Sharon Thompson, Head of Planning Applications			
<b>Action Title</b>		<b>Action Owner</b>	<b>Planned Completion Date</b>			
Ensure regular review, maintenance and administration of Business Continuity Plans, exercises and training		GET Directorate Management Team	March 2016 (review)			
Procure and implement new ICT system for planning applications		Sharon Thompson, Head of Planning Applications	March 2017			

<b>Risk ID:</b>	<b>GET 10</b>	<b>Risk Title:</b>	<b>Delivery of budget targets 2016/17</b>				
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
Financial challenges facing services across the directorate. For example a number of services rely on significant external funding and partner contributions. Demand for some services can also fluctuate.	There is a risk that budget targets are not met, including the risk of greater than planned for reductions or cessation of external funding and grants or reduced funding.	Insufficient budget to maintain service standards. Lack of funding to deliver key transport and waste improvements. Reputational damage. An overspend could impact on other parts of the Authority.	GET Directorate Management Team	Possible (3)	Serious (4)	Unlikely (2)	Significant (3)
<b>Control Title</b>			<b>Control Owner</b>				
Collaborative Planning (CP) is used for financial monitoring within services. Directorate Management Team (DMT) receives regular financial monitoring updates			GET Directorate Management Team				
Full participation in KCC Medium Term Financial Plan and financial monitoring processes			GET Directorate Management Team				
Regular monitoring of fees through the budget process			GET Directorate Management Team				
External funding team in place to support KCC officers ( including those in GET directorate) in identifying and accessing external funding in line with strategic outcomes			Ron Moys, Head of International Affairs				
GET Portfolio Board established to oversee delivery of change across the directorate			GET Directorate Management Team				
<b>Action Title</b>		<b>Action Owner</b>		<b>Planned Completion Date</b>			
Progress conversion of streetlight network to more efficient LED technology and implement a central monitoring system, with the initial focus on residential areas		Behdad Haratbar, Head of Programmed Work		March 2017			
Review charges for activity led services across the directorate		GET Directorate Management Team		March 2017			

Conduct service redesign, integration of services and more efficient ways of working to achieve savings	GET Directorate Management Team	March 2017
Work to deliver a Waste Strategy to include delivering savings from contracts due to re-tender in 2016-17	David Beaver, Interim Commercial & Commissioning Manager / Head of Waste Management	March 2017
Development and implementation of Highways Asset Management Strategy	Andrew Loosemore, Head of Highways Operations	March 2017
Progress the Libraries, Registration and Archives in-house transformation ensuring that the service is ready to move towards becoming a Charitable Trust once primary legislation is in place	Andrew Stephens, Head of Libraries, Registration and Archives	March 2017
Progress with subsidised bus routes by taking them back into commercial operation where possible	Philip Lightowler, Head of Public Transport	March 2017
Commercial business rate pool – develop regeneration pot for KCC funded countywide provision	David Smith, Director Economic Development	March 2017



From: Matthew Balfour, Cabinet Member for Environment and Transport  
Paul Carter, Cabinet Member for Commercial and Traded Services,  
Mike Hill, Cabinet Member for Community Services,  
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 11 March 2016

Subject: 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 consider and NOTE this report.

**1. Introduction**

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support his role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the third report for this financial year to this Committee.

**2. Performance Dashboard**

- 2.1. The current Environment and Transport Performance Dashboard is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plan.
- 2.3. The current Dashboard provides results up to the end of December.
- 2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.5. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

- 2.6. Performance continues to be good for Highways & Transportation. Work in Progress is below expected levels due to milder weather than is usual for the quarter.
- 2.7. For Waste Management the county recycling rate remains behind target and last year performance. The recycling rate at Household Waste Recycling Centres has not declined as much as expected and is above target. The headline indicator for overall diversion of waste from landfill continues to exceed target.
- 2.8. The indicators for Environment, Planning and Enforcement are mostly Green. The Red rated performance for Public Right of Way fault resolution should begin to improve now the online reporting system has been restored.

### **3. Recommendation:**

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

### **4. Background Documents**

The County Council's Business Plans:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

### **5. Contact details**

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# **Environment and Transport Performance Dashboard**

## **Financial Year 2015/16**

### **Results up to December 2015**

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**Produced by Strategic Business Development and Intelligence**

**Publication Date:**



## Guidance Notes




Data is provided with monthly frequency except for Waste Management where indicators are reported with quarterly frequency and on the basis of rolling 12 month figures, to remove seasonality.

### RAG RATINGS

<b>GREEN</b>	Performance has met or exceeded the current target
<b>AMBER</b>	Performance is below the target but above the floor standard
<b>RED</b>	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Directorate 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 whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**.

## Key Performance Indicators Summary

Highways and Transportation	Month Rag	YTD RAG
Potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
Faults reported by the public completed in 28 calendar days	GREEN	GREEN
Streetlights repaired in 28 calendar days	GREEN	GREEN
Customer satisfaction with service delivery (100 Call Back)	GREEN	GREEN
Resident satisfaction with Highways schemes	GREEN	GREEN

Waste Management	RAG
Municipal waste recycled and composted	AMBER
Municipal waste converted to energy	GREEN
Municipal waste diverted from landfill	GREEN
Waste recycled and composted at HWRCs	GREEN

Environment, Planning and Enforcement	Month Rag	YTD RAG
Country Parks - Income generated (£000s)	GREEN	GREEN
Country Parks - Volunteer hours	GREEN	GREEN
PROW – median number of days to resolve faults (rolling 12 months)	RED	N/A
CO2 emissions from KCC estate - excluding schools (rolling 12 months)	GREEN	N/A
Trading Standards - Rogue traders disrupted	N/A	GREEN
Trading Standards – Dangerous / hazardous products removed from	N/A	GREEN
Trading Standards - Businesses provided with advice/support	N/A	AMBER
Kent Scientific Services - External income (£000s)	N/A	GREEN

Service Area	Director	Cabinet Member
Highways & Transportation	Roger Wilkin	Matthew Balfour

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target	Floor	Previous Year
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	94%	GREEN	↓	96%	GREEN	90%	80%	94%
HT02	Faults reported by the public completed in 28 calendar days	95%	GREEN	↑	92%	GREEN	90%	80%	88%
HT03	Streetlights repaired in 28 calendar days	94%	GREEN	↓	95%	GREEN	90%	80%	88%
HT04	Customer satisfaction with service delivery (100 Call Back)	85%	GREEN	↓	87%	GREEN	75%	60%	84%
HT05	Resident satisfaction with Highways schemes	88%	GREEN	↑	85%	GREEN	75%	60%	75%

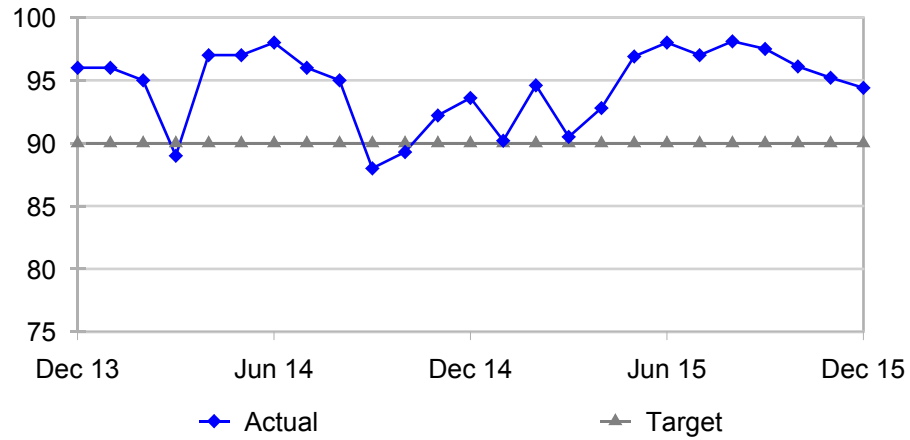
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Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Prev. Yr YTD
				Upper	Lower	
HT01d	Potholes repaired (as routine works and not programmed)	7,554	Below	11,170	8,260	10,037
HT02d	Routine faults reported by the public completed	39,305	Yes	47,740	35,290	44,002
HT03d	Streetlights repaired	12,144	Below	20,430	15,110	16,171
HT07	Number of new enquiries requiring further action	70,260	Yes	80,000	65,000	81,593
HT08	Work in Progress	5,645	Below	9,000	7,000	10,135

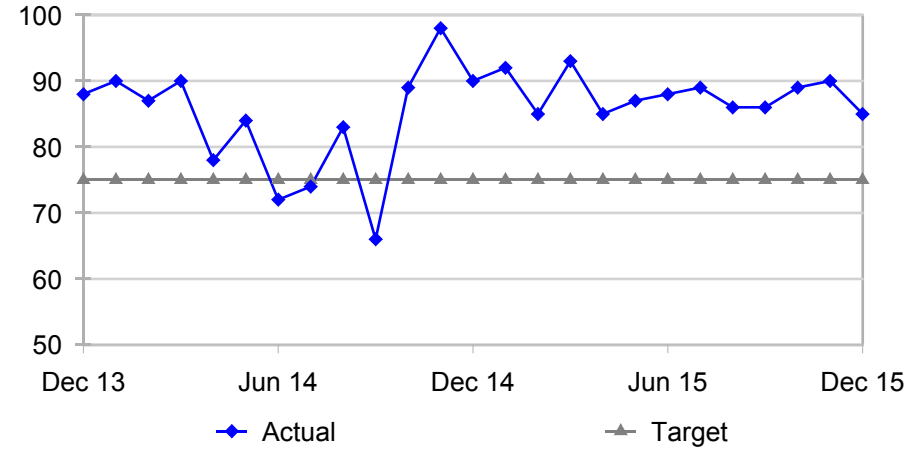
HT01d – The relatively mild and dry weather has meant fewer enquiries for pothole repairs have been received.

HT03d – Fewer repairs have been needed this year due to new LED lights which are more reliable, and fewer faults being reported by the public possibly due to the Part Night Lighting that has been in place for much of the County.

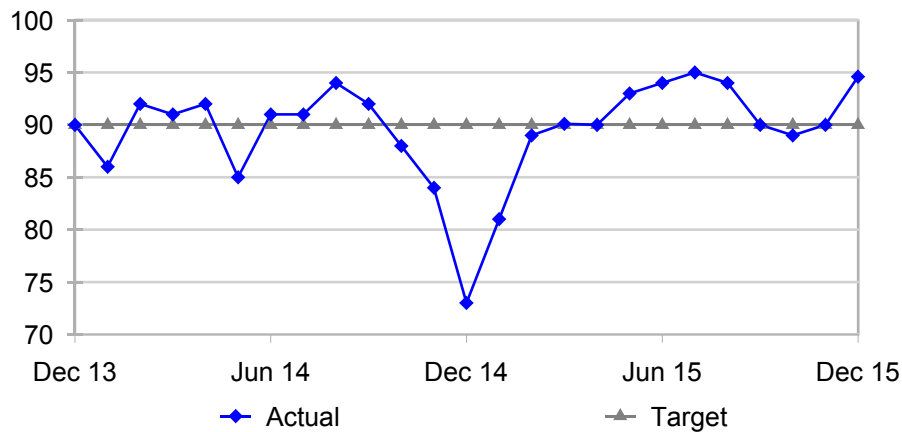
HT01 - Percentage of potholes repaired in 28 calendar days



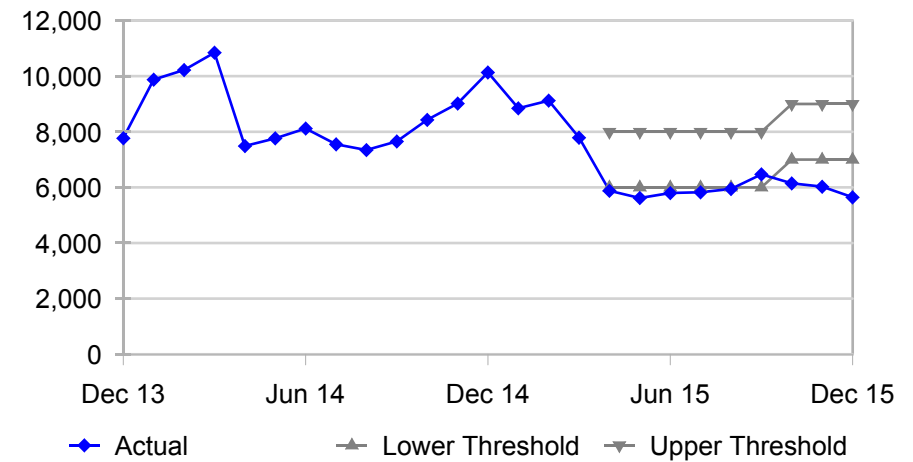
HT04 - Customer satisfaction with service delivery (100 Call Back)



HT02 - Percentage of faults reported by the public completed in 28 calendar days



HT07 - Work in Progress



Service Area	Director	Cabinet Member
Waste Management	Roger Wilkin	Matthew Balfour

Results are for the rolling 12 months to December 2015.

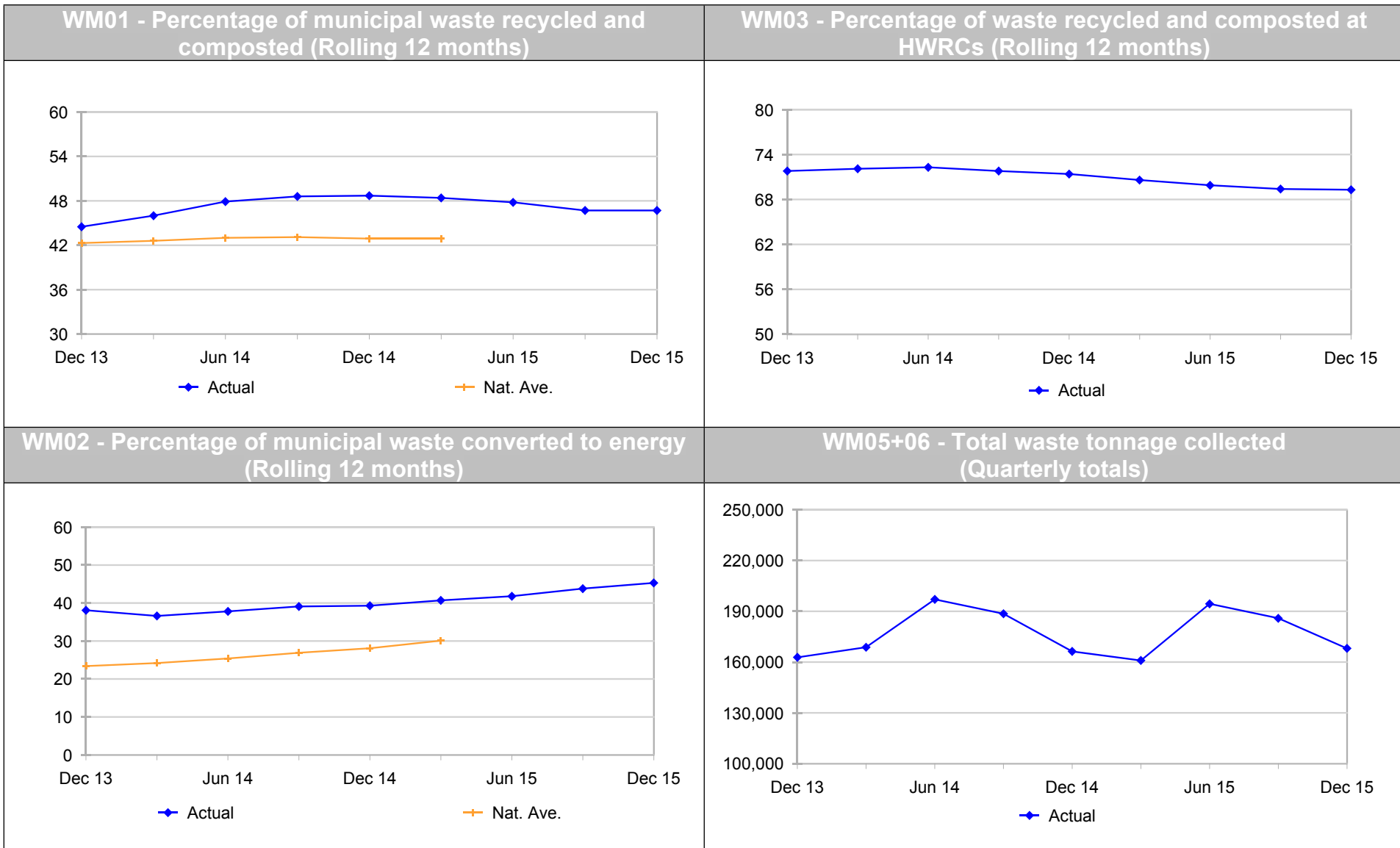
Ref	Performance Indicators	Latest Quarter	RAG	DOT	Previous Quarter	Target	Floor	Previous Year
WM01	Municipal waste recycled and composted	46.7%	AMBER	↔	46.7%	49.5%	44.1%	48.4%
WM02	Municipal waste converted to energy	45.3%	GREEN	↑	43.8%	41.1%	36.7%	40.7%
01+02	Municipal waste diverted from landfill	92.0%	GREEN	↑	90.5%	90.9%	85.5%	89.1%
WM03	Waste recycled and composted at HWRCs	69.3%	GREEN	↓	69.4%	68.5%	66.5%	70.6%

WM01 - Contamination of recycled domestic waste remains an issue and needs continual focus from all partners within the Kent Resource Partnership. Highway mechanical street arisings are now being recycled by Biffa and FCC, this scheme has been extended further covering the District in West Kent.

Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Previous Year
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	537,900	Yes	540,000	510,000	545,300
WM06	Waste tonnage collected at HWRCs	171,500	Yes	175,000	155,000	175,400
05+06	Total waste tonnage collected	709,400	<b>Above</b>	705,000	675,000	720,700

Total waste tonnage arisings are down on last year but above the business plan target levels. Both district council collection and collection at HWRCs are at the higher end of the range for expected activity, making the total county position above the expected range. Management action continues to prioritise reducing costs within year to deliver against budget.





Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Matthew Balfour

Results are up to December 2015.

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE07	Country Parks - Income generated (£000s)	72.8	GREEN	↓	930.4	GREEN	839	795	809.2
EPE08	Country Parks - Volunteer hours	604	GREEN	↓	8,647	GREEN	8,509	6,987	11,531

Ref	Performance Indicator	Latest Month	RAG	DOT	Target	Floor	Previous Year
EPE05	PROW – median number of days to resolve faults (rolling 12 months)	93	RED	↓	60	90	48

EPE05 – The online reporting system for Public Rights of Way faults has been unavailable since August 2015. The loss of the online reporting system limits the ability of wardens to update the system with work they have identified/been allocated and completed. Fortunately, the system has been restored in January 2016 which will improve the performance data in this area.

Results below are for the rolling 12 months to September 15.

Ref	Performance Indicator	Latest Quarter	RAG	DOT	Target	Floor	Previous Year
EPE13	CO2 emissions from KCC estate (excluding schools) in tonnes	47,524	GREEN	↑	48,461	49,755	49,984

Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Hill

Results are up to December 2015.

Ref	Performance Indicators	Year to Date	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
EPE02	Trading Standards - Rogue traders disrupted	28	GREEN	23	15	23
EPE03	Trading Standards – Dangerous / hazardous products removed from market	97,018	GREEN	7,500	4,500	194,342
EPE04	Trading Standards - Businesses provided with advice/support	1,005	AMBER	1,125	637	1,300

EPE04 – The Trading Standards Service are proactively engaging with individual businesses but this indicator depends largely on businesses contacting the Service.

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Division	Interim Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Paul Carter

Results are up to December 2015

Ref	Performance Indicators	Latest Month	Month RAG	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE06	Kent Scientific Services - External income (£000s)	68.3	GREEN	540.1	GREEN	517.5	465.3	467

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