

**ENVIRONMENT & TRANSPORT  
CABINET COMMITTEE**

**Wednesday, 4th May, 2016**

**10.00 am**

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





## AGENDA

### ENVIRONMENT & TRANSPORT CABINET COMMITTEE

**Wednesday, 4 May 2016 at 10.00 am**  
**Darent Room, 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

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#### **UNRESTRICTED ITEMS**

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

#### **A - Committee Business**

A1 Introduction/Webcast announcements

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 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.

**A4 Minutes of the meeting held on 11 March 2016 (Pages 7 - 28)**

To consider and approve the minutes as a correct record

**A5 Verbal updates**

To receive verbal updates from the relevant Cabinet Members.

**B - Monitoring of Performance**

**B1 Performance Dashboard (Pages 29 - 42)**

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

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

**C1 A226 London Road/A206 St Clements Way, Greenhithe - Junction Improvement and Construction of New Bus Lanes (Pages 43 - 54)**

To receive a report that seeks approval to take the highway improvement for the A226 London Road/A206 St Clements Way through the next stages of development and delivery including authority to progress statutory approvals and to enter into funding and construction contracts.

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

**D1 Young Persons Travel Pass - Petition Scheme Debate (Pages 55 - 62)**

The Cabinet Committee is invited to consider whether to make any recommendations to the Cabinet Member for Environment and Transport in relation to the action taken by the petitioners.

**D2 Members Highways Grant (Pages 63 - 70)**

To receive a report that reviews the cost effectiveness of the Highway element of the Combined Member Fund since the amalgamation of Member Grants, and makes recommendations to deliver a simpler highways scheme. It proposes a single point of contact and a way to identify opportunities where other funding may be available through better methods of delivery, whilst keeping County Members firmly in control of the process.

**D3 Draft Active Travel Strategy - Consultation (Pages 71 - 110)**

To receive a report that outlines the progress to date of the draft report following introduction of the project to the Environment and Transport Cabinet Committee meeting on 21 July 2015. The Project Group now plan to go out to public consultation on this draft and approval for this is sought from the Cabinet Member.

**D4 LED Street Light Conversion Project Update (Pages 111 - 114)**

To receive a report that provides an update on the project and outlines the next steps.



D5 Waste Strategy for Kent County Council (Pages 115 - 202)

Members are asked to consider a report on the draft waste disposal strategy, and to endorse a consultation process on the strategy in summer 2016.

D6 Work Programme 2016 (Pages 203 - 208)

To receive a report that gives details of the proposed Work Programme for the Environment & Transport Cabinet Committee.

### **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

**Monday, 25 April 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.*

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## 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, 11 March 2016.

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

ALSO PRESENT: Mr M A C Balfour, Mr P M Hill, OBE and Mr B J Sweetland

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr A Loosemore (Head of Highway Operations), Miss K Phillips (Strategic Business Adviser - GET), Mr T Read (Head of Highway Transport), M D Beaver (Head of Network Management and Performance), Mr Diplock (Soft Landscape Asset Manager), Mr R Fitzgerald (Performance Manager), Mr P Lightowler (Head of Public Transport), Ms C McKenzie (Sustainability and Climate Change Manager), Mr M Overbeke (Head of Public Protection), Mr J Ratcliffe (Principal Transport Planner - Strategy), Mr M Scrivener (Corporate Risk Manager), Mrs K Stewart (Director of Environment Planning and Enforcement) and Ms C A Singh (Democratic Services Officer)

### UNRESTRICTED ITEMS

#### **153. Apologies and Substitutes**

*(Item A1)*

1. Apologies were received from Mr Wickham who was substituted by Mr Brazier.

#### **154. Declarations of Interest by Members in items on the Agenda**

*(Item A2)*

The Chairman, Mrs Stockell and Mr Chittenden declared an interest on Item B3 as they were both Maidstone Borough Councillors.

#### **155. Minutes of the meeting held on 12 February 2016**

*(Item A3)*

RESOLVED that the Minutes of the meeting held on 12 February were correctly recorded and that they be signed by the Chairman.

## **156. "No Lower Thames Crossing East of Gravesend" - Petition**

*(Item C1)*

*(This item was brought forward for discussion by the Chairman as agreed at the start of the meeting)*

1. The Chairman welcomed Mr Bob Lane, representative of "No to Lower Thames Crossing East of Gravesend" and Mr Bryan Sweetland, County Councillor for Gravesend Rural, who had been given permission to speak at the meeting by the Chairman.

2. Mr Lane representative of "No to Lower Thames Crossing East of Gravesend" campaign spoke on the petition that asked the Council to withdraw its support for a Lower Thames Crossing East of Gravesend and to support the thousands of Kent residents whose lives would be devastated by this proposal. A new crossing East of Gravesend would not address the problems at Dartford.

3. The Chairman then invited the Cabinet Committee to debate the petition. During debate the following views were expressed and concerns were raised:

- The lifting of the toll at Dartford had not reduced delays and congestion as anticipated.
- A new route was necessary and a status quo was not an option.
- There would always be a collateral cost.
- No viable alternative been put forward the crossing needed to be in Gravesend.
- There would always be people who object to what every option was put forward. This was a better option than adding to Dartford's traffic.
- It was suggested that there was a need to look at getting freight off the roads and onto trains.
- Residents travelling from one borough to another through the tunnel should be provided with a free bus service. These options could be carried out through 106 agreements with five year costings.
- A suggestion was made that the tunnel should be extended to avoid housing.
- There was support verbalised for the petition and did not feel that the case had been made for Option C.
- It was suggested that Option A and the upgrading of the Dartford Tunnel should be addressed in KCC's response to the Consultation.
- There were strategic questions that need to be asked regarding how much infrastructure Kent was willing to accept and what was it doing to the quality of lives of Kent's residents. It was considered that this was a short term solution and that alternatives should be looked into. Option C would have an effect on biodiversity, air quality, land and town scape, noise pollution. It was questioned whether the Kent Environment Strategy had any value.
- A request was made that a Kent Freight/Rail Action Plan to be produced.
- A suggestion was made that a Select Committee or Members Task and Finish Group consider alternative ports other than Dover.
- There was a need to look at what goods were moving on Kent's roads at source.

- This was not nimbyism; there was genuine concern by residents of Gravesend. Option C would do nothing for the Dartford at best it would remove 14% of traffic from the Dartford Crossing.
- It was suggested that the M25 needed to be turned into a true London Orbital Road, that could be achieved with little land grab. The entrance and exit would be on the south side between the M20 and the A2, coming out at North South Ockenden, bypassing the existing Tunnel.
- Highways England needed to look at the suitability of the roads the traffic would be linked to coming out of the tunnel.
- It was suggested that people needed to live in the real world and that looking at more suggested routes that had not been through viability tests or costed would cause further delays that Kent could not afford. Mr Sweetland was given permission to give a point of information. He advised that the option of a long tunnel under Dartford had been costed and that information could be found within the HE consultation papers at Option A14.

4. Mr Balfour said that he had enormous sympathy for those that had signed the petition and empathy for all those that were going to be affected by the proposals if they went ahead. Mr Balfour highlighted that; (i) Kent County Council was not the deciding body but a consultee; (ii) there needed to be an assurance within KCC's response to the consultation that it did not reinvent other things that had been discounted already; (iii) it was correct that KCC listened to the Petitioners because they would be hugely affected, if the proposal went ahead, therefore every possible mitigation should be included in the response, particularly compensation for those going to be affected; and (iv) whilst KCC needed to pay attention to the petition and understand where it was coming from and what it was about, there should also be an appreciation that this was a national product. He reserved further comments for Item C2 "Proposed Response to the Highways England Consultation on proposed route options for a new Lower Thames Crossing" to be considered later on the agenda.

5. Mr Balfour advised that he had attended; a meeting that had been recorded by the BBC to be publicised later in the evening; and a public meeting was held at Gravesend, both of which produced heightened feelings. He considered that HE's comments had not helped residents in the local areas come to terms with what might happen, he urged Members to listen to the debates.

6. Mr Balfour concluded that if the proposals were agreed further debates would take place on the designs for the Crossing.

7. Mr Balfour thanked the Petitioners and Mr Lane.

8. RESOLVED that the petition and the comments by Members on the petition be received.

### **157. Proposed Response to the Highways England Consultation on proposed route options for a new Lower Thames Crossing** (Item C2)

1. The Director of Environment, Planning and Enforcement, Mrs Stewart, introduced a report that sought the Cabinet Members comments on the County Council's proposed response to the Highways England consultation on a proposed

route for a new Lower Thames Crossing. Mrs Stewart stated that the response to the consultation was a work in progress. Consideration would be given to all comments raised at this meeting and those made at the Growth, Economic Development and Communities Cabinet Committee meeting held on 3 March. The consultation was due to close on 24 March, before which, Cabinet would make its final considerations to the final draft of the response at its meeting on 21 March.

2. Members were made aware that the County Council had been working closely with the borough councils affected by the proposals taking account of their concerns within the response.

3. The Transport Strategy Manager, Mr Ratcliffe, advised on the background of the consultation, variations to routes proposed since the first consultation held in 2013 and the rationale of KCC's draft response appended to the report.

4. The Chairman welcomed the Mr Sweetland, Local Member for Gravesend Rural, who had received permission to speak to the meeting.

5. Mr Sweetland highlighted that he had resigned his Cabinet post because he did not agree with the County Council Administration's view that it strongly supported Option C. He highlighted the issues for his decision; (i) A reference in the DfT published document in 2013 by AECOM reference to Option C *"that it is likely that the Dartford Crossing would remain close to capacity and although delays would be reduced incidents could still lead to long delays as they do at present"* Mr Sweetland believed that this was a very big risk which would not be realised until the crossing was built in Gravesham. He stressed the issues of the continued traffic congestion at Dartford's former toll area including; air pollution and associated health problems, the many incidents per week on that route meant there were three miles of traffic. Mr Sweetland highlighted KCC's response to the DfT consultation in 2013 when it agreed Option C included the proviso that a variant was built in; the upgrading of Bluebell Hill. In the current consultation HE had taken the decision not to progress with the variant upgrading of Bluebell Hill. He highlighted the high rates of asthma using a health map from the Dartford Crossing Hospital emergency Unit that showed areas either side of Dartford which he did not want to see in Gravesend. He quoted from a document produced by KCC in 2002 "What Price Growth" and asked for the four tests within the report to be returned; to preserve our; countryside, traditional villages, market towns and environmental heritage. He advised that a meeting on the Dartford Crossing recorded by Radio Kent would be air in the evening. He concluded that HE's consultation was biased; poorly managed, accompanying information difficult to obtain and would result in the likelihood of no growth with gridlock. He thanked the Chairman for allowing him to speak.

6. Mr Balfour considered that the consultation was not about growth in Kent but was about traffic. For the foreseeable future Ramsgate M2 Folkestone A20. It was a fact that Dover was the shortest and cheapest route From Europe to Kent. Traffic was going to increase by 30% over the next 10 years HGVs. Three borough councils enough may look for traffic needs to be looked into. He stated that KCC did not strongly support. There were variant CC would support parts missing from HE eg compensation length of tunnel and environment landscape but heavily constrained. Make mention what's needed to go ahead.

7. Members comments were noted and responses to questions by Members were as follows:

- a) Mr Baldock raised concerns about; the lack of links between the A2/M2 corridor and the A20/M20 corridor and the lack of evidence from Highways England to show that upgrades would be made to the link roads. He considered that it had not been demonstrated that alternative options had been considered. He considered that it would be irresponsible of KCC not to respond to Option A in its response, the costings were included in the consultation.
- b) Mr Baldock stated that he did not support the recommendation.
- c) Dr Eddy highlighted the following on the format of the draft response:
  - That the responses to the questions began with the words “strongly agree” and considered that this needed to be toned down.
  - The opening paragraph should set out issues mentioned further on in the text so that the degree of support for each issue was clear.
  - He noted the issues around the policy objection for bifurcation of the M2/20 were not mentioned until paragraph 1.10 which he considered was too late in the response and should be mentioned in the introductory paragraph. He suggested that we say “our agreement clearly is contingent on other changes to the infrastructure of the roads; M2 and M20 join with the M25 and the A2 and A20 join Dover; and most of that traffic was going through the Port of Dover.
  - He was pleased with the comments in paragraph 7.9.
  - He considered that there was a need to reemphasise in the answer to the question on feedback on the consultation, towards the end of paragraph 9.3, the need for more road improvements to link the two systems together otherwise there would be a single link road to Dover choked with heavy goods vehicles.
  - The question on just in time deliveries would be a major cultural change and needed to be addressed.
- d) Mr MacDowall suggested the following:
  - that KCC’s response should be “subject to upgrades on the M20, A20, A249 and in particular the duelling of the A2; Lydden and Whitfield, a route should be created which moved freight away from Dartford, a built up urban area, to come into the western suburb link and that HE create a tunnel from there through to Essex which would be a direct route for freight and more resilient”.
  - He considered that building a junction at the A226 would not work and would become gridlocked.
  - He considered that if Option C could be built for less than £6 billion there was a possibility that the upgrade of major roads in Kent may be afforded.
  - The response should also include the East London crossings at Belvedere and Silvertown as part of the overall package.
- e) Mr Caller raised the following concerns:
  - The acceptance of the roll on roll off traffic and what he considered a piecemeal sticking plaster approach to a major problem, rather than a long term strategic approach by the government.
  - KCC’s response supporting the government’s approach appeared to be accepting the growth in traffic without comment on the effect on the quality of life for the residents of Kent.

- The many contradictory arguments made by HE within the consultation.
  - He did not accept that the UK could not afford to put in long bore tunnels similar to the link tunnel from Denmark and Sweden.
  - Referring to page 134, he did not accept the need to look at the A226 linkage in more detail and should dismiss this.
  - There were no detailed comments on the road parallel to Castle Lane in Chalk with no suggestion how this would be
  - There appeared to be a total lack of concern for the people of Kent represented in the response.
  - He opposed the draft response in its entirety.
- f) Mr Balfour considered that some of the Members comments were unfair stating that the reason for the report was for Members to put their comments forward.
- g) Mr Whybrow made the following comments:
- He agreed with comments that KCC's response to questions be addressed whether it did or did not "strongly agree" with points raised in the consultation.
  - He agreed with the criticisms of HE consultation process.
  - He considered that the figures detailed in the background information regarding economic growth and job potential lacked credibility.
  - He sought clarification on a question to whether KCC would support the Eastern Southern Link referred to on page 133 paragraph 5.2 which appeared to be unanswered.
- h) Mr Balfour explained that the draft response to the consultation was a working document and comment had been received from the Growth, Environment and Communities Cabinet Committee this committee and then Cabinet before its submission. He stated that KCC could not agree to Option C without the mitigating factors to be fully detailed in the response. Mr Balfour clarified that KCC would not support the Eastern Southern Link and that it would only support the Western Southern Link.
- i) Mr Chittenden made the following comments:
- He was pleased to note other Members comments.
  - The loading of lorries onto trains was essential and supported a review of Kent's Freight Action Plan.
  - It was essential to get passengers off the roads onto modal or bus transport.
  - He was disappointed that the connections onto the M20 and M2 were not being considered at this stage predicting that this would have serious consequences for both routes that already suffered from a serious accident record. He requested that this be brought forward in the response
- j) Mr Sweetland added that without the link or variant between the M20 and M2 eradicated the cost ratios that HE had given in the consultation paper. There needed to be a holistic approach.
- k) Mr Ozog reflected on the rise in traffic since the Queen Elizabeth II Bridge was opened in 1991 and made the following comments:
- Since the toll booths had been removed at the bridge the traffic congestion had worsened.
  - He suggested that there was not room in the Dartford area to build another crossing and believed it had to be a tunnel option.



- Mr Ozog supported Option C.
  - If freight was to go onto rail a new rail network would have to be provided and this would not be feasible.
  - He suggested that the link road A249 should be upgraded.
- l) Mr Bowles made the following points:
- Referring to page 137, paragraph 7.9, he agreed with all of the points and the comments raised by Dr Eddy.
  - He would not consider moving the disbenefits from Essex to the A249 and Medway Services on the M2.
  - He believed that the right option was Option C, although not perfect, he still struggled with recommending the Cabinet Member support this whilst HE was not addressing the improvement of the linking roads.
- m) Mr Brazier addressed the issue of freight on rail and why it had not worked in the past, due to many transfers that would need to be made of the goods from trucks to containers onto rail and the high cost this produced rendering it unaffordable. He reminded Members that freight containers would not be able to be carried by rail through London as the infrastructure was too old.

8. Mr Balfour referred to the A226 as an extra connection He agreed for this issue to be looked at holistically to include all the other road connections. The issue of freight and rail was being looked at. The comments by Member would be taken into account. He agreed that some of the responses to questions should indicate that “we support subject to” highlighting what would make it work. He agreed that as much mitigation as necessary would also be included.

9. Members noted that the final report would be published 5 clear days before the meeting of Cabinet on 21 March and any comments on the final report would be welcomed.

10. Mr Sweetland thanked the Cabinet Committee for allowing him to speak and concluded that Public Health should also respond to the consultation with regarding the links to health risks.

11. RESOLVED that:-

- (a) the responses to comments and questions by Members and the report be noted; and
- (b) the comments by the Local Member for Gravesend Rural, Mr Sweetland, and the Cabinet Committee Members be considered by the drafting officers for inclusion in KCC’s final response to Highways England’s consultation.

**158. Verbal updates**  
(Item A4)

1. The Cabinet Member for Community Services, Mr Hill, advised that he had no verbal update for this meeting.

2. The Cabinet Member for Environment and Transport, Mr Balfour, advised on the following:-

## Country Parks, Environment, Planning & Enforcement

- (a) Property Group recently published statutory notices in respect of five sites; Parkwood, Preston Hill, Bluebell Hill Picnic site, The Larches and Dryhill following a review by the Country Parks team.
- (b) The notices regarding the five sites created a significant public response, therefore the process was stopped. A full consultation would be launched in due course, inviting local communities and stakeholders to come forward with proposals to ensure that the sites remained open to the public and were financially viable. This Cabinet Committee would receive a future report on the outcome of the consultation.

## Safer Roads

- (a) Transport Intelligence: CRASH data recording had now begun at Kent Police. This would streamline data collection and improve accessibility and accuracy.
- (b) Kent and Medway Safety Camera Partnership: The procurement of digital upgrade for existing safety camera equipment had sped up the process for police to report speeding offences at camera locations, reducing the maintenance costs.
- (c) Road Safety: An award winning Speak Up campaign delivery was held in February aimed at passengers of young drivers and a Seatbelts campaign was held in March to highlight the issue of 1:3 fatalities last year due to a seatbelt not being worn.
- (d) Safer Mobility: Following a successful bid to the Department for Transport for funding had been received to deliver child cyclist training in schools until 2020.

## Environment

- (a) ISO14001 success – Following a three day assessment the Council has shown that it continued to meet the international standard for environmental management and delivered improved environmental performance. Kent remained ahead of its target for reducing carbon dioxide emissions which translated into cost savings on energy, fuel and travel.
- (b) Kent Environment Strategy – An implementation plan workshop was held on 25 February with over 70 delegates in attendance from various sectors and organisations providing expert input into the development of activities for delivery of the strategic priorities. Officers were drawing the conclusions together to develop the first draft of the implementation plan which would be consulted on with key stakeholders over the coming months.

## Minerals and Waste Development Plan

- (a) Following the receipt of several further Main Modifications from the Planning Inspectors, that were necessary to ensure the soundness of Kent's Minerals and Waste Local Plan, an eight week public consultation was held which expired on 4 March 2016.
- (b) A total of 25 representations were received. These views would be considered by the Inspector in finalising his report. When he was

satisfied with the Plan, his report would pave the way for the County Council to adopt the Plan. Once adopted the Minerals and Waste Local Plan became the Development Plan against which minerals and waste management planning applications were determined and the allocation criteria for the separate Minerals and Waste Sites Plans. The decision to adopt the Plan would be a matter for Full Council. A report on the Minerals and Waste Development Plan would be submitted to this Cabinet Committee and Cabinet in an advisory capacity.

#### Highway Operations and Programmed Works

- (a) Kent had not experienced severe or extreme weather events so far this year. This had been recognised in half the number of reported potholes per week compared to this time in previous years. The colder night time weather for January and February had seen precautionary gritting runs increasing with a total number of 40 being undertaken.
  - (b) The changes proposed through Service re-design in Highway Operations have been embedded into the organisational structure. Teams had been co-located to improve service outcomes at a number of highway depots. The revised 3 areas of operational delivery were in place.
  - (c) Scheduled cleansing of highway drainage was back on profile and a soakaway cleansing programme had been compiled. Following the service redesign the Drainage team now had a full complement of Staff and were working through the enquiries in a prioritised manner for the remainder of this financial year and preparing works for next year.
  - (d) Mobilisation of the new LED Street Lighting contract was progressing at pace. The first LED lights were due to be installed this week with the full programme commencing in Ashford from Monday 14 March. Whilst officers had some minor concerns around the IT system, these were being addressed and the new contractor was positive that the contract would be successful.
  - (e) The Highway Resurfacing programme 2015/2016 was on track. The Roads and Footway Asset team was working up a programme for 2016/17 that balanced asset management with local needs. Members of the County Council would receive notification in mid-March what works were planned in their respective electoral divisions.
  - (f) A substantial shortfall in the level of capital funding required for 2016/17 realised an £11.5 million gap. This resulted in Highways, Transportation and Public Rights of Way teams being allocated 70% of a reduced amount. An audit assessment would be undertaken to determine risk across all asset areas prior to final budget allocations.
3. Mr Balfour responded to comments and questions by Members as follows:
- (a) A request was made for a Members Working Group on the Air quality in Kent.
  - (b) Mr Balfour agreed to make further enquiries with Southern Water regarding a hole that had opened up on the A249. He advised that a meeting was planned with the main utilities providers and developers to reach an understanding of each other's work schedules.
  - (c) Mr Balfour reassured Members that the LED system was robust with the one central management system.

- (d) Concern was raised regarding the reduction in capital funding for the Highways, Transportation and Public Rights of Way.
  - (e) Mr Balfour and Mr Hill agreed with the suggestion that the Performance Dashboard report be moved up the agenda in future as the Cabinet Committee would be looking at the management of the commissioning of services in the near future.
  - (f) A request was made that the Cabinet Members' verbal updates be made available for other Members of the County Council to read.
4. Resolved that the comments and the responses to questions by Members and the information in the verbal update be noted.

### **159. Fees and Charges for Highways activities 2016/17**

*(Item B1)*

1. The Interim Deputy Director Highways Transportation and Waste, Mr Loosemore, introduced a report on the proposed changes to fees and charges for the 2016/17 financial year for certain highways elements where a charge was made for the provision of services. He advised that no review was undertaken or changes were made for 2015/16. It was proposed to increase fees in line with recent council tax increases, unless fees were not covering reasonable cost where a further increase had been proposed. As there was no increase in 2015/16 the general increase has been at 3.98% reflecting two years council tax increases at 1.99% each year. The effective date for agreed changes to fees and charges, as set out in appendix 1 of the report, was April 2016.

2. Mr Loosemore responded to questions by Members as follows:

- a) Mr Loosemore agreed to discuss; the questions on Third party signing inc. Tourism and the differing charges for emergency road closures and temporary road closures with Mr Baldock outside the meeting.
- b) Members were advised that Road Closures were made by the Traffic Regulation rules and a notice was published in the press.
- c) Mr Loosemore advised that emergency road closures were carried out by notice only which was why the cost of the fee was lower
- d) The access to technical information was cheaper for a three year history of crashes at a location was cheaper than a five year history as this was calculated on the average officer's time, some cases were longer, some were shorter which meant that it was not always the same cost.
- e) Mr Loosemore advised that there were no charges for "A" boards on the pavements. The Pavement License referred to seating facilities with table and chairs on the highway.
- f) Mr Loosemore explained that the Technical data on crashes at a location was for developers and not the general public.
- g) Mr Loosemore agreed to discuss Mr Caller's comments regarding the headings "Traffic Count data" in the table at appendix 1 with him outside the meeting.
- h) Mr Loosemore noted the request by a Member to make the form for a temporary road closure user friendly. Mr Loose added that the general advice regarding community road closure for the queen's 90<sup>th</sup> Birthday celebrations this year was available on KCC's website. There would need

to be signage on the roads regarding the closure and public liability insurance.

3. RESOLVED that:-

(a) the responses to questions by Members be noted; and

(b) the Cabinet Committee endorsed the recommendations to the Cabinet Member for Environment and Transport on the proposed amendments to fees and charges for 2016/17 as attached at appendix 1 and 2 of the report.

**160. West and Mid Kent Dry Recyclables Processing Contract**

*(Item B2)*

1. The Head of Waste Management Services, Mr Beaver, introduced a report that explained that the current contract for the processing of dry recycling would expire in June 2016. As the current contractor, Viridor Management Limited did not wish to extend the contract due the significant changes in the global commodity process; KCC was due to go out to Tender. KCC had engaged with four potential suppliers that had a progressive and constructive working relationship with KCC. It was proposed to split the contract into two lots based on the collection arrangements of the relevant Waste Collection Authorities. This was due to the cost of recycling glass being significantly higher than residual mixed dry recyclates.

2. Mr Beaver and Mrs Cooper agreed to follow up on comments made on possible problems at the Allington Energy from Waste (EfW) Incinerator with Mr Bowles outside the meeting.

3. RESOLVED that the Cabinet Committee endorsed the decision to be made by the Cabinet Member of 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 services performance and being commercially beneficial to KCC as set out in appendix A of the report.

**161. Growth, Environment and Transport Directorate Business Plan 2016-17**

*(Item C6)*

*(This item was brought forward for discussion by the Chairman as agreed at the start of the meeting)*

1. The Corporate Director for Growth, Environment and Transport, Mrs Cooper, introduced a report that outlined the early draft Growth, Environment and Transport Directorate Business Plan for 2016-17 as set out in Appendix 1 of the report which would be used to help shape and inform the final version of the Directorate Business Plan to be published on line in April 2016. Mrs Cooper highlighted key sections of the draft, including a commissioning timetable to guide the Commissioning Advisory Board and Cabinet Committees going forward as to which commissions they would like to look at, a section listing internal and external services which indicates when internal services would be reviewed, cross-cutting priorities for customers,

commissioning and communities, and the divisional priorities. Mrs Cooper drew Members' attention to GET's Plan on a Page, which has been designed to show the relationship between our strategic outcomes, Cabinet Member priorities and how they flow down into the business plan. Members noted that the Performance Indicators were to be developed further for the final business plan.

2. Mrs Cooper and Ms Phillips noted comments and responded to questions by Members as follows:

- (a) Following a request, Mrs Cooper agreed to the commissioning activity tables, on pages 178 to 186, being reproduced at A3 size in future reports.
- (b) Some Members commented in favour of the new commissioning activity table on pages 178-186 of the report and some were finding it difficult to understand. Mrs Cooper advised that there had been a lot of discussion about ways to simplify the format. Mr Hill added that he felt this format reflected Cabinet Members' priorities better than before.
- (c) Ms Phillips advised that the final version of the Growth, Environment and Transport Business Plan 2016/2017 would be available in April on KCC's website.

3. RESOLVED that the responses to questions by Members and the final Directorate Business Plan 2016/2017 would be published online in April 2016 be noted.

## **162. Community Warden Service Transformation update** *(Item C5)*

*(This item was brought forward for discussion by the Chairman as agreed at the start of the meeting)*

1. The Cabinet Member for Community Services, Mr Hill, introduced a report that provided an update on the transformation of the Community Warden Service following the public consultation in November 2014 and budget reduction of £700k in 2015/16 and outlined the development of a Volunteer Support Warden pilot scheme.

2. Mr Hill explained that following the consultation 70 uniformed community wardens had been retained preserving as much community based frontline delivery resource as possible. It also prompted proposals for a volunteer wardens scheme. The volunteers would complement and support the Community Wardens Service rather than replace them. This was carried out in conjunction with Kent Police and Kent Association of Local Councils (KALC).

3. The Director of Environment, Planning and Enforcement, Mrs Stewart, advised that this was a new way of working and the service would continue to evolve with an intelligence led approach. This work would be carried out working closely with Parish and district councils to understand the priorities for their areas and shape the Community Warden Service with them in a challenging budget climate.

4. The Head of Public Protection, Mr Overbeke, explained in detail the report regarding the realignment of the service to produce the 50% savings whilst

continuing to provide a robust service on the ground. He then spoke on the pilot scheme for voluntary warden developed in partnership with KALC. A maximum of 12 Parish Councils were selected to be involved to keep the pilot manageable. A recruitment campaign was held for three months and 18 people responded in the specific areas. Following interviews eight individuals were selected who would be deployed across five parish and two town council areas following their training in March 2016. A structure review would be undertaken on the pilot in the next six months. A decision would be made on whether to expand of the scheme and if so any financial contribution required from participating parishes enabling the parish to decide if it wished to be part of a full Scheme in April 2017.

5. Mr Hill, Mrs Stewart and Mr Overbeke responded to questions by Member as follows:

- (a) Mr Overbeke advised that the financial savings target of £700k had been achieved.
- (b) All the posts within the scheme had been filled.
- (c) Concerns were raised regarding the parish councils setting their precept before November. This left a narrow timeframe for the Parishes to decide to proceed with the scheme. Mr Hill agreed that it was a narrow timeframe. The purpose of the pilot was to tease out some of the difficulties. He confirmed that for the scheme to work the Volunteer would need sufficient support and advice from a regular Community Warden.
- (d) A report would be submitted to a future meeting of this Cabinet Committee on the outcome of the Pilot.
- (e) A robust approach would be taken with regards recruitment as the volunteers would be wearing a uniform and badge and would undertake training similar to that of the Community Wardens.
- (f) Mr Hill said that he had many letter and article of appreciation about the work of the Community Wardens. Mrs Stewart advised that there was work being undertaken regarding communications and branding of the Community Wardens service. Work would also be carried out with local parishes to identify where possible volunteers may be identified for the service.
- (g) Comments were made that the Community Warden Scheme was of great benefit to the community and support for the local councillors.
- (h) Mr Hill stressed that this was a suitable role for volunteers as they would be good at helping people, offering advice, assistance; and signposting. Mr Hill said that he had fought hard following the advice of experts to keep 70 Community Wardens, that being the lowest number to offer robust cover across the county. The volunteer presence would offer more resilience to the resource.
- (i) Mr Caller was pleased to receive the reassurances given by Mr Hill and that a detailed report would be submitted to a future meeting and requested that the report included what qualified an area receiving a volunteer the support the current Warden in the area and how outside bodies/local authorities could contribute to the costs.

6. RESOLVED that:-

- (a) the responses to comments and questions by Members be noted; and

- (b) a detailed report be submitted to a future meeting of this Cabinet Committee on the outcome of the Volunteer Support Wardens pilot scheme and consideration be given to that report being produced district by district be agreed.
- (c) the transformation of the Community Wardens Service following the public consultation and the savings contribution made to the Medium Term Financial Plan as set out in the report be noted.

**163. West and Mid Kent District. A274 & A20 junctions with Willington Street, construction of dedicated directional lanes**  
(Item B3)

1. The Deputy Director Highways Transport and Waste, Mr Read, introduced the report on the improvement scheme to widen the Willington Street Junction. The overall estimated scheme cost was £1.8 million. The allocation from the Local Growth Fund was £1.3 million. The remaining £500k was available from Section 106 Local Developer contributions. The Scheme information had been submitted to Government, to confirm the £1.3 million Local Growth Fund allocation to the Willington Street Junction improvement Scheme as recommended by the South East Local Enterprise Partnership Accountability Board.

2. Mr Read noted comments and responded to questions by Members as follows:-

- a) This was a very welcomed report. This area was notoriously congested with traffic and any widening of this road was welcomed.
- b) Mr Chittenden advised that this was one of many items from the Integrated Plan which had been agreed by Maidstone Borough Council and the Joint Transport Board. He considered this the only sensible route South of Maidstone.

3. Resolved that:-

- (a) the comments and responses to questions by Members be noted; and
- (b) the Cabinet Committee endorsed the proposed decision to be taken by the Cabinet Member for Environment & Transport to:
  - i) approve 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 ;
  - iii) give approval to enter into Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and



- iv) 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.

#### **164. KCC Bus Funding Review - Proceed to Public Consultation on Proposed Service Changes**

*(Item B4)*

1. The Cabinet Member for Environment and Transport, Mr Balfour, introduced a report that sought the Cabinet Committees endorsement for a consultation to take place on a range of measures required to reduce KCC expenditure on supported bus services as set out in Appendix A of the report. A further report would be submitted to this Cabinet Committee detailing the responses of the consultation and any necessary proposals to a future meeting.
2. Mr Balfour praised the work of the Head of Public Transport, Mr Lightowler and his Team to achieve the savings and reduce the impact on those that use the bus services.
3. Mr Balfour and Mr Lightowler noted comments and responded to questions by Members as follows:
  - a) A comment was that the consultation did not allow for the consultee to be against the issue in their answers.
  - b) Mr Baldock advised that there had been a noticeable impact on the residents in his electoral area. Mr Lightowler said that there had been minimal impact on users of the bus services. If there were a lot of complaints the Corporate Director would have seen them.
  - c) Mr Chittenden commented that when services were cut there must be an effect on people who use the service and he hoped that the bus routes least used were those affected. He praised the timely bus services in this electoral area and considered that there was still a need to reduce the number of cars on the road.
  - d) A comment was made that the figures within the report and appendix did not tally and needed to be revised. Mr Lightowler agreed to address the figures in the report and appendix. He explained that the Operators Grant portion of full duty was 25 pence per litre. The Department for Transport (DfT) paid a fixed sum. The officers recalculated the figures and found that this generated a surplus of £250,000. Members noted that there was an agreement that as long as the surplus could be reinvested into public transport this would be signed off by the DfT.
  - e) Mr Balfour advised that most other Local Authorities had ceased to provide supported bus services. KCC's aim was to ensure the revisions to the existing service allowed it to operate commercially.
  - f) Mr Lightowler advised that he had worked hard on the EQIA whether deprivation was considered would have depended on the data that came back on the usage and deprivation may not have been as high. He referred to Stage Coach in Folkestone having a strong commercial network.
  - g) Agreement was given to a request for a report on "Supported bus services" being submitted to a future meeting of the Cabinet Committee outside of the consultation.

4. RESOLVED that:-

- (a) the comments and questions by Members be noted; and
- (b) the Cabinet Committee endorsed the decision to be taken by 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 set out in Appendix A of the report.

**165. Low Carbon across the South East Project**  
*(Item B5)*

1. The Sustainable Business Programme Manager and Head of Sustainable Business and Communities, Mrs McKenzie, introduced a report that sought approval for the delivery of the Low Carbon across South East (LOCASE) project funded via European Regional Development Funds. She advised that the project's value was £18 million and was an accessible business support programme across the SELEP area, providing grants to small businesses.

2. Mrs McKenzie responded to questions by Members as follows:-

- a) Mrs McKenzie advised that the usage of water did not within this funding. She gave examples of how the funding could be used by a business eg a feasibility study, an audit, marketing, relocation etc to increase its efficiency in low carbon.
- b) Mrs McKenzie was able to forward a list of companies to Members that had received support in the last round of funding. She explained that her Team provided generic advice and had procured a framework of suppliers to give to businesses.
- c) There would be a strict criteria followed before funding a business. The businesses were assessed by the Sustainable Business Team then by the Funding Panel.
- d) Mrs McKenzie explained that as part of the proposal for EU funding, KCC had agreed to contribute £134,377 in-kind match funding over three years of the project. She was able to provide figures from the last round to Members outside the meeting. Mrs McKenzie's advised that her Team, over the three years, would bring in £18 million which was good value for money.
- e) It was agreed that a report and appendix headed "European Funding Update" submitted to the Growth, Economic Development and Communities Cabinet Committee on 3 March 2016 be forwarded to Members. This report indicated that, based on the projects already approved and others in the course of being evaluated, over £45 million in EU funding was likely to have been secured by Kent by the end of the first quarter of 2016 in support of its priorities.
- f) Members were assured that no funding would be forwarded to the successful businesses that applied for funding until the EU grant funding was banked and receipts from the businesses were received.
- g) Mrs McKenzie concluded that the funding was secured until 2020 regardless of the outcome of the European Referendum.

3. RESOLVED that:-

- (a) the responses to questions by Members be noted; and
- (b) the Cabinet Committee endorsed the decision to be taken by the Cabinet Member for Environment and Transport on the proposed decision to approve the delivery of the Low Carbon across the South East as detailed in appendix A of the report.

**166. Kent County Council Highways, Transportation & Waste Soft Landscape Works - Service Review 2018/19**  
(Item C3)

1. The Chairman of the Task and Finish Group, Mr Pearman, introduced a report that set out the work undertaken by the Member Task and Finish Group set up to review the options for the future commissioning of the soft landscape works service.

2. Mr Pearman thanked the Members of the Task and Finish Group; Mr Caller, Mr Whybrow, Mr Chittenden, Mr Baldock and Mr Brazier, for all their work on this matter. He advised that the Group concluded that their preferred approach was Option 3 Devolve to Local Councils.

3. Mr Diplock explained that a series of workshops would be set up to consider devolution of the service to local councils and determine the level of interest. This work would be carried out in conjunction with the Kent Associations of Local Councils.

4. Mr Balfour also thanked the Task and Finish Group and considered that the local authority should be heavily involved in this.

5. Mr Pearman, Mr Balfour and Mr Diplock responded points raised by Members as follows:

- a) Some Members applauded the recommendation by the Task and Finish Group.
- b) A comment was made that borough councils also had to make financial savings and there may be issues with devolving the soft landscape works service in the future.

6. RESOLVED that responses to questions by Members; and support be given to the recommendation by the Task and Finish Group set out in the report be noted.

**167. Kent County Council Response to Maidstone Borough Council Regulation 19 Local Plan Publication: Integrated Transport Strategy**  
(Item C4)

1. The Cabinet Member for Environment and Transport, Mr Balfour, introduced a report that explained the work undertaken to date with Maidstone Borough Council (MBC) in seeking to agree a realistic and deliverable Integrated Transport Strategy (ITS), as part of the Maidstone Local Plan. He reported that the draft Integrated

Transport Strategy produced by MBC; and to which a response was necessary, did not reflect KCC's position.

2. Mr Balfour believed that work could still be done jointly between MBC and KCC to ensure that an improved document was produced in the future and therefore work continued to be undertaken to remedy the problems highlighted in the report and to secure a robust Local Plan for Maidstone Borough Council.

3. The Head of Highway Transport, Mr Read, reported that MBC were undertaking a regulation 19 consultation on their draft Local Plan which included the draft integrated transport strategy to which Mr Balfour had referred in his introduction. He informed members that the ITS had been produced by MBC unilaterally, despite the fact that it should be a jointly produced document and that as a result it did not reflect KCC's position. Furthermore, it did not reflect the position of the local Joint Transportation Board as agreed at its meeting in December 2015. Therefore it would be necessary to voice an objection to the document at this stage, and for the reasons set out, on account of the unacceptably severe impact on the highway network.

4. He continued; KCC had been working with MBC on the draft document for 5 years during which time the number of proposed new houses had risen from 10,000 to 18,560 and this had caused concern for KCC that the impact on the highway network would be unacceptably severe. National planning guidance required the local highways authority, KCC, to produce evidence where it was believed that the impact of a plan or proposal on traffic congestion would be severe and in this case this was evidenced by the traffic modelling work jointly commissioned by KCC and MBC.

5. The JTB had considered this evidence in July 2015, which estimated that without mitigating measures traffic delays in the town would rise by 40% as a result of the impact of the Local Plan. Mr Read stressed that the Strategy put forward by MBC did not include measures to successfully mitigate the impact of over 18k houses. In addition, the modelling work had found that the most severe impacts would occur at the south and south-east approaches to the town and that a relief road connecting the A274 to the A20, around the villages of Leeds and Langley, was shown to be the best way of mitigating these identified pressures. The JTB agreed that MBC and KCC should work towards an interim housing strategy to 2022 including lower housing numbers and pursue the provision of the relief road as described.

6. Despite representations reflecting the concerns and recommendations of KCC and the JTB as detailed in paragraph 5. MBC did not address the matters within the local plan and went further to produce a unilateral ITS. As such neither document reflected KCC concerns regarding additional housing in these areas, nor the view that work toward an LLRR should be undertaken. It also included what KCC believed were unrealistic proposals for bus services on the main radial routes, and a walking and cycling strategy not agreed in consultation with KCC.

7. For the reasons set out Mr Read recommended that the committee endorse the intention to object to the draft strategy at this stage prior to the Examination in Public but he stressed that officers and members would continue to encourage MBC to work jointly toward an interim strategy that included reduced housing numbers and a commitment to an LLRR.

8. Mr Balfour and Mr Read responded to comments and questions by Members as follows:

- a) Mr Chittenden, expressed concern regarding the contents of the report and comments made by Mr Read. He read out a statement that included evidence of successful joint working between the two authorities and named Highway Improvement Options projects that had been agreed and progressed, and included the LLRR in this list as a project fully supported by both KCC and MBC. He also defended the housing allocation numbers within the plan, and said that they had been based on government guidelines. He welcomed Mr Balfour's comments that discussions continued to take place with MBC but confirmed that he did not support the recommendations set out in the report and urged members to instead, support the plan in order that it could meet government deadlines and avoid the government taking over the process; a possibility that MBC had been alerted to.
- b) Mr Balfour thanked Mr Chittenden for his comments but he expressed concern that the matters to which he had referred had been discussed and resolved many times over at various meetings such as the Maidstone JTB. He believed now that the way forward must be to recognise that at present the Local Plan and ITS that KCC was responding to would not be achieved without severe congestion of the highways system.
- c) Mr Read advised that the Maidstone Borough Council's Integrated Transport Strategy, prepared with KCC's logo on it although it had not been subject of KCC approval, would not mitigate the impact of 18,560k new houses in the borough until 2031 and that it was his professional duty to advise members present that that was unacceptable.
- d) Mr Bowles stated that Members should take the professional advice of officers and rely on it when making their judgements. He expressed concern that this would delay the approval of Maidstone's Local Plan, leaving them open to speculative development, but felt that this consequence was unavoidable.
- e) Mr Baldock expressed concern that the meeting had not heard from MBC officers as well as those from KCC and stated that he disliked the process by which Local Plans were agreed in general, which should, he felt, avoid interference from parties other than the Borough Council. As a result he could not support recommendations, such as those contained within the report for consideration, which would cause considerable difficulty for MBC. In response Mr Balfour stressed that this was not interference by the County Council but a professional response to a problem. Members of the Cabinet Committee were being asked to comment on the issues to be included in the response by KCC to MBC's draft Integrated Transport Strategy. Mr Read commented; and stressed that it was a legal duty of KCC as the Local Highways Authority to comment and give advice on the draft Integrated Transport Strategy and that the one before them for consideration had no evidence to support the conclusions within it.
- f) Mr Brazier highlighted all of the services and facilities that the County Council was responsible for provided within the boroughs and that as such the County Council needed to be involved in the Local Plan building process; without a joint approach there would be no local plan agreed and the matter

would be decided by government or the courts which was not in the interests of the County.

- g) Mr Chittenden spoke again to reiterate in response to comments from Mr Read that MBC had only just received the modelling to which he had referred. He also explained that the government, and not MBC, had over time increased the proposed new housing allocation to over 18k and the only way this could have been avoided would have been through the modelling being available, which it was not. He stated that if the ITS was not submitted the number of proposed new houses could rise again. He was aware of options that were being discussed with officers and councillors of KCC and MBC to find a way forward and supported those but could not support the recommendations within the report. In conclusion he refuted allegations that the process had been political and assured members that the submission of the plan as drafted had cross-party support.
- h) The Corporate Director of GET spoke to the item; she reiterated that the modelling had been commissioned jointly by MBC and KCC and that each of the scenarios had been agreed by the JTB and that as soon as the evidence had become available to support concerns regarding severity KCC had voiced concerns and made objections. She was concerned that MBC had now unilaterally procured another highway consultant to question the results of the jointly procured work, all of which involved public expenditure. She assured members that no party to the process wished to derail the process or the plan. It was important that MBC saw that the objections to the plan as drafted were properly considered by the appropriate members of the council but that ultimately it would be officers who would have to defend the Plan and ITS at the enquiry in public and that this was not possible at this time. It was, she argued, unfortunate that what had been perceived as an agreed way forward; a pause to 2020 and work toward an LLRR, had not been reflected in the plan but assured members that despite the difficulties and objections reported to them today, both parties wanted a successful local plan to emerge.
- i) Mr Caller urged members and officers of both KCC and MBC to move quickly to address the situation so that the ultimate, and negative, consequence of MBC losing control of the process did not come to fruition.

9. RESOLVED that:-

- (a) the comments and responses to questions by Members be noted; and

By 9 votes to 2 with 1 abstention that:

- (b) the Cabinet Committee endorsed the proposed KCC response to the Regulation 19 consultation on the draft Integrated Transport Strategy (ITS) that: the level of development would have a severe impact particularly on key transport routes in South and South East Maidstone which would 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.”*

#### **168. Work Programme 2016**

*(Item C7)*

RESOLVED that the Work Programme 2016 be noted.

#### **169. Risk Management: Growth, Environment and Transport**

*(Item D1)*

1. The Corporate Risk Manager, Mr Scrivener, introduced an annual report that contained strategic or cross cutting risks that potentially affect several functions across Growth, Environment and Transport directorate. There were currently six directorate risks featured on the GET risk register none of which were rated “High”. The Corporate Director for Growth, Environment and Transport was also designated as the Lead for two corporate risks relating to CRR3 and CRR4.
2. RESOLVED that the directorate risk register and relevant corporate risks outlined in appendices 1 and 2 be noted

#### **170. Performance Dashboard**

*(Item D2)*

1. The Business Intelligence Manager – Performance, Mr Fitzgerald, introduced a report on performance against targets for the Key Performances Indicators including this year’s Directorate Business Plan. He highlighted that Highways and Transport had met all of its targets and Waste Landfill was also doing very well and although Kent Scientific Services had a good year it had not reached the income it had received in 2015.
2. Mr Balfour advised that the Public Rights Of Way red indicator, on page 242 of the report, was due to a systems failure that had taken some time to correct.
3. RESOLVED that the report be noted.

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From: Matthew Balfour, Cabinet Member for Environment and Transport  
Paul Carter, Leader and 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 – 4 May 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 the 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 this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the fourth report for the 2015/16 financial year.

**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 February or March estimates.
- 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 for the year to date is ahead of target for indicators for Highways & Transportation, with one indicator, potholes repaired within timescale behind target for the month due to organisational restructuring at Amey (TMC). The consequence through the contract is the forfeiture of financial sum that is linked to the value of their monthly application for payment, which should ensure that the issues are resolved in a timely fashion. Relatively mild weather has resulted in fewer potholes being reported than expected, and fewer streetlights have been repaired due to staffing issues within Amey (TMC) and the agreement not to repair lights where planned LED conversion work is due within 3 months.
- 2.7. For Waste Management, the headline indicator for overall diversion of waste from landfill continues to exceed target with Kent currently achieving on a monthly basis that 2020 EU target of no more than 5% of waste going to landfill. The county recycling rate remains behind target and last year's performance, with contamination of recycled domestic waste remaining an issue that requires continual focus from all partners within the Kent Resource Partnership. The recycling rate at Household Waste Recycling Centres (HWRCs) has not declined as much as expected and is above target and not far behind last year. Tonnage collected is above budgeted levels
- 2.8. For Environment, Planning and Enforcement, Country Parks are performing ahead of target for income generated and volunteer hours and CO2 emissions from KCC estate (excluding schools) is also ahead of target. Trading Standards has significantly exceeded its target for removing dangerous and hazardous goods from the market, and has also exceeded its target on the number of rogue traders disrupted.
- 2.9. The indicator measuring businesses provided advice by Trading Standards is slightly behind target. This target is in part reactive, relying on businesses contacting us to achieve the target figure, and also focuses on contact, not on the individual businesses. A more appropriate target, the individual businesses assisted for business growth and development by Trading Standards, will be measured in 2016/17, thereby measuring the actual number of businesses assisted.
- 2.10. Public Rights of Way (PROW) fault resolution is the one red indicator. Although the PROW service uses a rigorous system of prioritisation to ensure that available resource is targeted to effectively and efficiently as possible to address the highest priority faults, thereby managing the risks associated with such faults, the reporting of faults outstrips the resource available to resolve them. This is being mitigated by allocation of lower priority issues to volunteers to address. Additionally, Internal Audit has recently been engaged to explore further ways in which the service can better manage the programme of works required.

### **3. Recommendation:**

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

### **4. Background Documents**

The 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 February/March 2016**

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**Produced by Strategic Business Development and Intelligence**

**Publication Date: 13<sup>th</sup> April 2016**

## 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)	AMBER	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)	AMBER	AMBER

Service Area	Director	Cabinet Member
Highways & Transportation	Roger Wilkin	Matthew Balfour

Results up to February 2016

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)	87%	AMBER	↑	94%	GREEN	90%	80%	94%
HT02	Faults reported by the public completed in 28 calendar days	95%	GREEN	↓	93%	GREEN	90%	80%	88%
HT03	Streetlights repaired in 28 calendar days	91%	GREEN	↓	94%	GREEN	90%	80%	88%
HT04	Customer satisfaction with service delivery (100 Call Back)	77%	GREEN	↓	86%	GREEN	75%	60%	84%
HT05	Resident satisfaction with Highways schemes	76%	GREEN	↓	83%	GREEN	75%	60%	75%

HT01 – Pothole repair timeliness was behind target for the month mainly due to organisational re-structure by the contractor that has led to a short-term lack of resource. Amey are working to resolve this and we continue to monitor the situation carefully and have raised the issue at the highest level in their organisation - Amey forfeit a financial sum that is linked to the value of their monthly application for payment when they fail to meet required standards. Year to date performance remains above target and in line with last year.

Service Area	Director	Cabinet Member
Highways & Transportation	Roger Wilkin	Matthew Balfour

Results up to February 2016

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)	9,033	<b>Below</b>	14,070	10,410	12,060
HT02d	Routine faults reported by the public completed	50,140	Yes	61,160	45,220	53,336
HT03d	Streetlights repaired	14,567	<b>Below</b>	25,120	18,580	19,404
HT07	Number of new enquiries requiring further action	90,791	Yes	104,000	85,000	102,666
HT08	Work in Progress	7,776	Yes	10,000	7,000	9,121

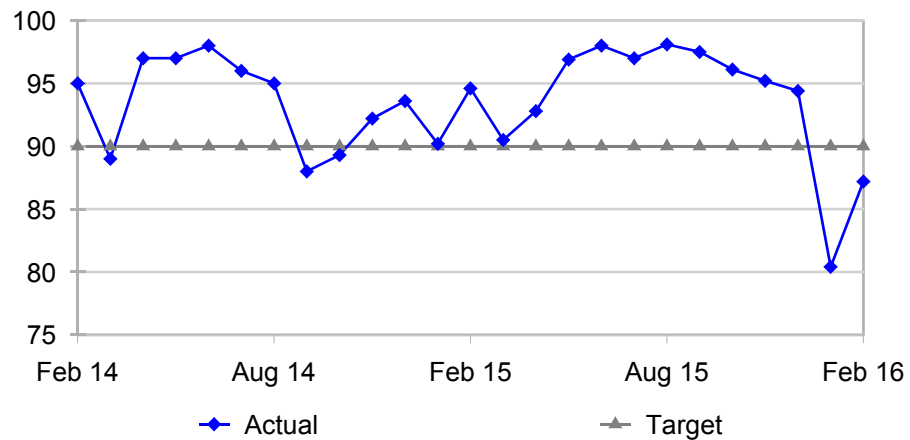
Page 36

HT01d – Fortunately the relatively mild weather has meant fewer enquiries and defects requiring pothole repairs have been received.

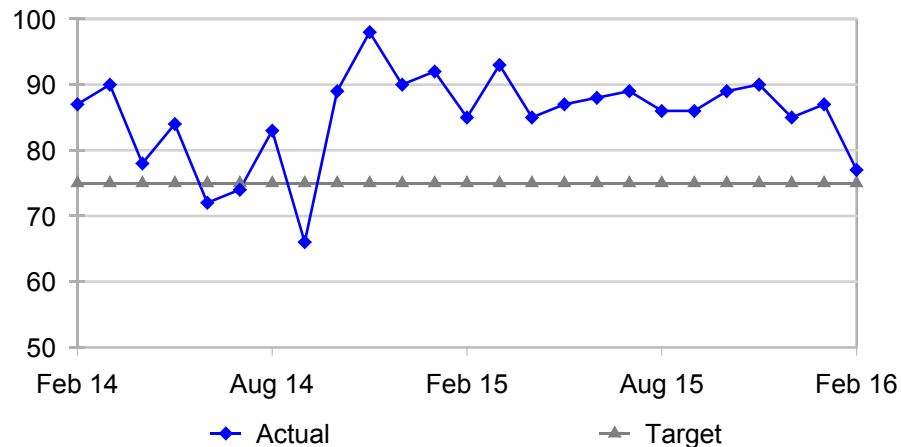
HT03d – Fewer repairs have been undertaken and we have slight backlog due to specialist crews leaving Amey (TMC) and taking up jobs in a more buoyant employment market. Amey (TMC) is working hard to find replacement resource and catch up on the back log. In addition the LED programme has begun and we are not repairing lights that are due to be converted and this approach has been communicated to customers who are generally understanding of this approach.



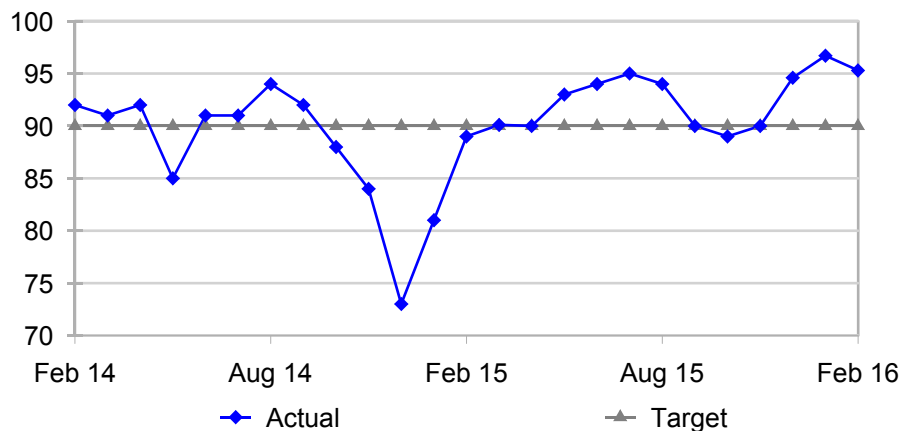
HT01 - Percentage of potholes repaired in 28 calendar days



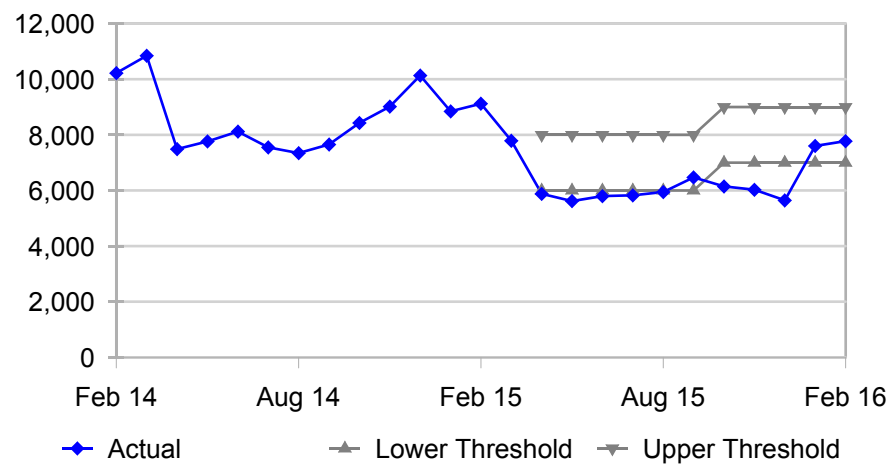
HT04 - Customer satisfaction with service delivery (100 Call Back)



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 estimates for the rolling 12 months to March 2016.

Ref	Performance Indicators	Latest Quarter	RAG	DOT	Previous Quarter	Target	Floor	Previous Year
WM01	Municipal waste recycled and composted	46.6%	AMBER	↓	46.7%	49.9%	44.5%	48.4%
WM02	Municipal waste converted to energy	47.7%	GREEN	↑	45.2%	41.7%	36.7%	40.7%
01+02	Municipal waste diverted from landfill	94.3%	GREEN	↑	92.0%	91.6%	86.2%	89.1%
WM03	Waste recycled and composted at HWRCs	70.0%	GREEN	↑	69.4%	68.5%	66.5%	70.6%

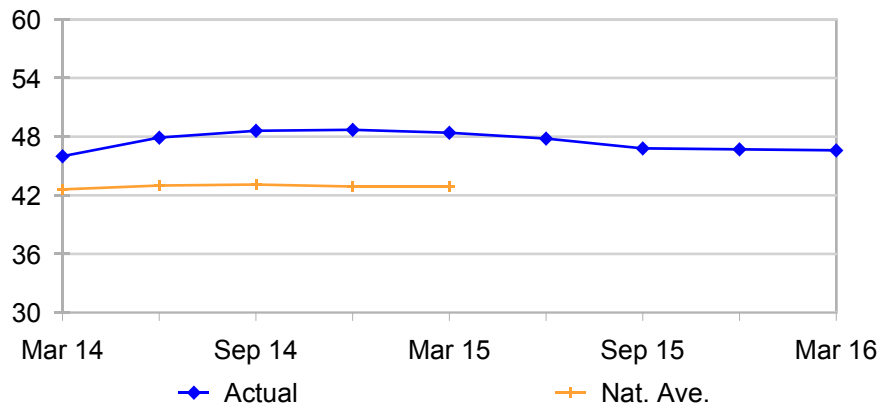
For waste diverted from landfill the latest 12 month rolling figure of 94.3% is close to the EU 2020 target of 95%. In recent months this target level has been exceeded.

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.

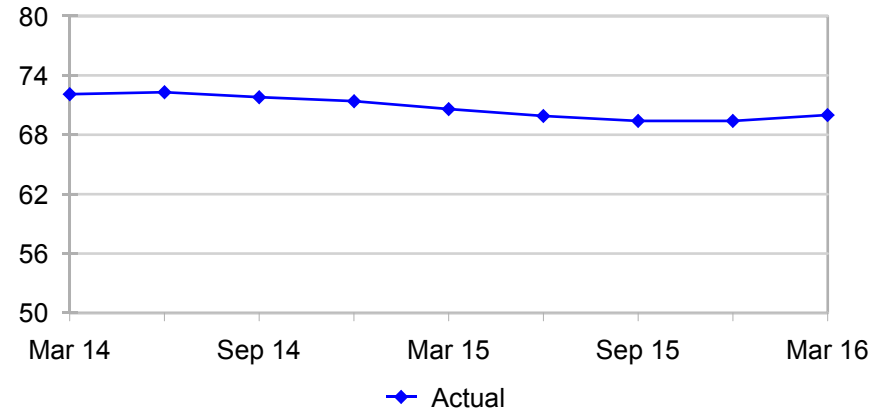
Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Previous Year
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	537,800	Yes	540,000	510,000	540,900
WM06	Waste tonnage collected at HWRCs	179,400	Above	175,000	155,000	172,000
05+06	Total waste tonnage collected	717,200	Above	705,000	675,000	713,900

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.

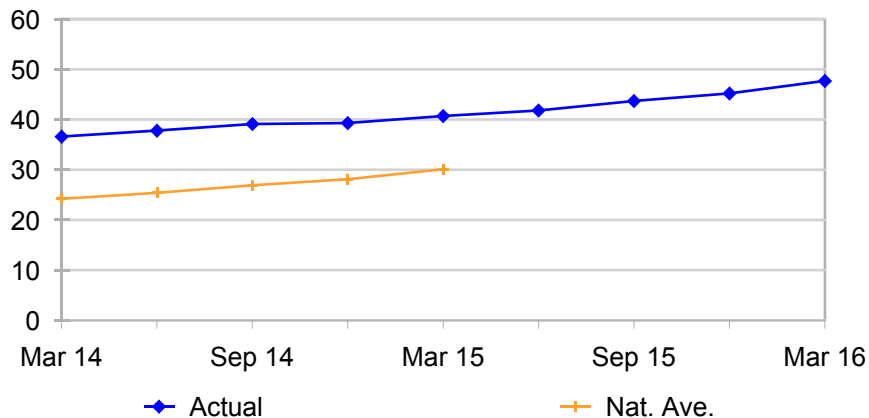
**WM01 - Percentage of municipal waste recycled and composted (Rolling 12 months)**



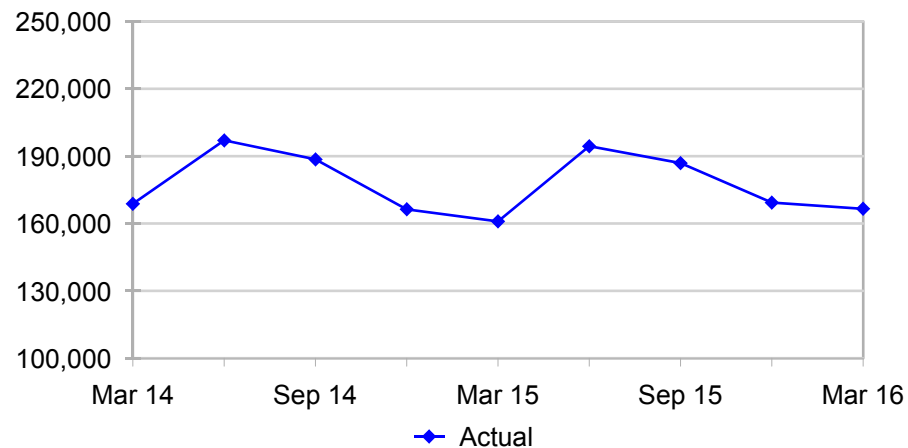
**WM03 - Percentage of waste recycled and composted at HWRCs (Rolling 12 months)**



**WM02 - Percentage of municipal waste converted to energy (Rolling 12 months)**



**WM05+06 - Total waste tonnage collected (Quarterly totals)**



Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Matthew Balfour

Results are up to February 2016.

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)	66.4	GREEN	↓	1,065.4	GREEN	960	939	934
EPE08	Country Parks - Volunteer hours	970	GREEN	↓	10,623	GREEN	10,034	8,211	13,049

Ref	Performance Indicator	Latest Month	RAG	DOT	Target	Floor	Previous Year
EPE05	PROW – median number of days to resolve faults (rolling 12 months)	97	RED	↓	60	90	54

EPE05 – Due to previous problems with the online fault reporting system the rolling 12 month performance position remains behind target. With the system now fixed improvements in performance should follow. Low priority actions are being allocated to volunteers who address these.

Results below are for the rolling 12 months to December 15.

Ref	Performance Indicator	Latest Quarter	RAG	DOT	Target	Floor	Previous Year
EPE13	CO2 emissions from KCC estate (excluding schools) in tonnes	45,628	GREEN	↑	48,173	49,459	48,251

Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Hill

Results are up to February 2016.

Ref	Performance Indicators	Year to Date	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
EPE02	Trading Standards - Rogue traders disrupted	33	GREEN	28	19	29
EPE03	Trading Standards – Dangerous / hazardous products removed from market	225,218	GREEN	9,166	5,500	241,245
EPE04	Trading Standards - Businesses provided with advice/support	1,153	AMBER	1,375	779	1,535

EPE04 – This indicator depends largely on businesses contacting the service, and is to some extent outside the control of the service.

Division	Interim Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Paul Carter

Results are up to February 2016.

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)	55.9	AMBER	601.1	AMBER	632.5	568.7	596.4

EPE06 – Estimate for the year-end is for the target to be exceeded, taking into account all outstanding invoices due for payment this financial year.

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From: **Matthew Balfour - Cabinet Member for Environment & Transport**

**Barbara Cooper – Corporate Director Growth, Environment & Transport**

To: **Environment & Transport Cabinet Committee – 4 May 2016**

Decision No: 16/00029

Subject: **A226 London Road/A206 St Clements Way, Greenhithe – Junction Improvement and Construction of New Bus Lanes**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** Swanscombe and Greenhithe & Dartford East

**Summary:** This report is seeking approval to take the highway improvement for the A226 London Road/A206 St Clements Way through the next stages of development and delivery including authority to progress statutory approvals and to enter into funding and construction contracts.

**Recommendation:**

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 as indicated on the proposed decision sheet attached at Appendix A.

- i) give approval to the feasibility design for A226 London Road/A206 St Clements Way, Greenhithe Improvement Scheme for development control and land charge disclosures shown in principle on Drawing No. 4300384/000/05 Rev B.
- ii) give approval to progress to a detail design stage, the A226 London Road/A206 St Clements Way Improvement Scheme shown as a feasibility design on Drawing No. 4300384/000/05 Rev B, including such work as drainage and environmental mitigation.
- iii) give approval to progress all statutory approvals and consents required for the scheme shown in principle on Drawing No. 4300384/000/05 Rev B.
- iv) give approval to carry out public engagement for the scheme shown in principle on Drawing No. 4300384/000/05 Rev B.

- v) give approval to enter into Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement.
- vi) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Commissioning Board to the recommended procurement strategy.
- vii) give approval for any further decisions required to allow the scheme to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

## **1. Introduction**

- 1.1 The A226 London Road and A206 St Clements Way roundabout junction is located on a key strategic route between Dartford and Gravesend and also provides access to the Bluewater and Crossways retail/commercial developments and links to the Dartford Crossing. St Clements Way also forms a key part of the Fastrack bus service and provides direct access to Greenhithe Station. See Appendix B (Feasibility design – Drawing No. 4300384/000/05 Rev B.)
- 1.2 The purpose of the scheme is to reduce traffic congestion, particularly during peak hours and to improve overall journey time reliability. This will be achieved by increasing the capacity of the St Clements Way/London Road roundabout. The provision of new bus lanes in each direction on St Clements Way will also improve existing bus journey times and assist the planned expansion of the Fastrack bus service. The area can also become congested when there is an incident at the Dartford crossing or during busy shopping periods at Bluewater but it is unrealistic to try to provide additional capacity for the junction to cater for the likely volumes of traffic during these events.
- 1.3 The site is very constrained by residential and commercial buildings and this has limited the footprint of the scheme to existing highway land or land which is under KCC's ownership or control. This includes a strip of land that has been secured through a Section 106 agreement for the adjacent development of St Clements Lakes to the southwest of the London Road roundabout and an area of land that has been retained by KCC from the original construction of St Clements Way located to the west of St Clements Way.
- 1.4 The improvements will include an enlarged roundabout at the existing A226 London Road/A206 St Clements Way junction and a new bus lane in each direction between the London Road and Crossways Boulevard roundabouts.

## **2. Financial Implications**

- 2.1 The overall estimated cost is £8.5m. The allocation from the Single Local Growth Fund is £4.2m. A major scheme business case is required to be submitted to the South East Local Enterprise Partnership (SELEP) for approval



before the funding can be released. This is planned for submission to SELEP during 2016. The remaining £4.3m is to be provided by the Kent Thameside Strategic Transport Programme (STIP) funding allocation, which is derived from developers S106 contributions and HCA funding.

- 2.2 Costs associated with developing the scheme are included within the estimate and will be covered by the STIP funding as the Local Growth Funding is not currently allocated to be released until 2018.

### **3. Policy Framework**

- 3.1 The scheme supports KCC's Strategic Statement objectives by reducing congestion and improving the highway infrastructure to provide more reliable journey times and improved public transport links and accessibility, to support Kent business growth and encourage economic activity to benefit the local and wider communities.

### **4. The Report**

- 4.1 A preliminary traffic assessment of the junction was undertaken in 2015, using new traffic data collected during 2015. The existing operation of the roundabout junction was assessed using ARCADY to provide baseline figures as a measure against the different layout options that were tested.

- 4.2 The traffic assessment highlighted that although the existing junction currently operates just within theoretical capacity, observations are that the junction suffers from regular congestion and delays during peak hour periods. Modelling confirms that additional capacity at the junction is required when forecast traffic demand and growth is taken into account.

- 4.3 A feasibility study into different junctions options was undertaken, and options considered included the following:

- Option A - Enlarged standard circular roundabout
- Option B - Fully signalised junction
- Option C - Enlarged oval shaped roundabout
- Option D - Signalised oval shaped roundabout

An earlier design option that had been considered by KCC in 2003 was the provision of a low headroom underpass for cars only. This was looked at as part of this assessment but was not considered viable due to the presence of a high water table, the length of underpass required would exceed the space available, construction costs and buildability issues.

- 4.4 The findings of the feasibility study showed that Option C - the enlarged oval roundabout gave the best results in achieving the increased capacity required to deal with current congestion issues and allow for future growth. Although predicted to be over capacity in 2035 this option presents the best overall balance for an improvement within a very constrained site and it is hoped that by 2035 other highway improvements in the area will have come forward to

alleviate future pressure on the junction. See Appendix C (Indicative Layout – Option C).

- 4.5 The scheme can be built within the existing highway curtilage or on land that is owned/controlled by KCC and so does not require any land acquisition to deliver the scheme. It is unlikely that planning will be required and the scheme can be delivered as Permitted Development, although this will need to be determined by the KCC's planning team when an outline scheme has been developed. It is therefore unlikely that any statutory approvals or consents will be required but it is included in the decision recommendation as a contingency safeguard.
- 4.6 As part of the feasibility design and initial data acquisition, a topographical survey was carried out, existing drainage infrastructure records were obtained, and engineering and cost consultants provided input into the design and cost estimates.
- 4.7 Both St Clements Way and London Road are key utility corridors and identifying the impacts of the scheme and any required diversions will be an important aspect of the scheme cost and programme. Early engagement with the utility companies is planned as part of the next stage of the design to mitigate this risk.
- 4.8 Once the outline design is sufficiently developed it is proposed to hold an engagement exercise with key stakeholders, the local community and general public to allow the scheme to be refined and the design to be confirmed, prior to moving onto the detailed design and procurement stages.
- 4.9 Delivery of the scheme will be dependent on completing the detailed design of the scheme and procuring a contractor through a competitive tender process under European procurement rules. The current project estimate includes a risk and inflation allowance but a more robust estimate will be prepared as part of the outline design, where it will be possible to provide a more accurate assessment of the project risks.
- 4.10 On the basis of the Single Local Growth funding being confirmed, design and procurement proceeding satisfactorily a start of construction in early 2019 is anticipated.
- 4.11 An initial equalities impact assessment has been carried out for the scheme. This has identified the need to further consider the provisions for the elderly and those with disabilities associated with the positioning of controlled crossing facilities. This will be addressed as part of the scheme development. In addition those travellers who regularly use or rely exclusively on public transport should experience more reliable journey times by the proposed improvements at the London Road roundabout and the introduction of additional bus lanes.
- 4.12 It is anticipated that the surplus land retained by KCC following the original construction of St Clements Way can be sold following the completion of this scheme.

4.13 Following the overarching decisions related to the recommendations in this report being requested from the Cabinet Member, any further decisions required to allow the scheme to proceed through to delivery will be taken by the Corporate Director for Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

## 5. Conclusions

5.1 This is an important scheme to help reduce congestion at the St Clements Way/London Road junction in Dartford to support housing development, job creation and general economic activity. The announcement of Single Local Growth funding, combined with the STIP funding that will allow the scheme to proceed is very welcome news. On the basis of the funding agreements being confirmed and design and procurement proceeding satisfactorily, a construction start date in 2019 is anticipated.

## 6. Recommendation(s)

### Recommendation(s):

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 as indicated on the proposed decision sheet attached at appendix A.

i) give approval to the feasibility design for A226 London Road/A206 St Clements Way, Greenhithe Improvement Scheme for development control and land charge disclosures shown in principle on Drawing No. 4300384/000/05 Rev B.

ii) give approval to progress to a detail design stage, the A226 London Road/A206 St Clements Way Improvement Scheme shown as a feasibility design on Drawing No. 4300384/000/05 Rev B, including such work as drainage and environmental mitigation.

iii) give approval to progress all statutory approvals and consents required for the scheme shown in principle on Drawing No. 4300384/000/05 Rev B.

iv) give approval to carry out public engagement for the scheme shown in principle on Drawing No. 4300384/000/05 Rev B.

v) give approval to enter into Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement.

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

vii) give approval for any further decisions required to allow the scheme to proceed through to delivery to be taken by the Corporate Director of Growth,

Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

## 7. Appendices

- Appendix A – Proposed Record of Decision
- Appendix B – Feasibility Design Drawing No. 4300384/000/05 Rev B
- Appendix C - Indicative Layout – Option C

## 8. Contact details

Report Author

- Barry Stiff, Project Manager, Major Projects
- 03000 419377
- [barry.stiff@kent.gov.uk](mailto:barry.stiff@kent.gov.uk)

Relevant Director:

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

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

### DECISION TO BE TAKEN BY:

Mr Matthew Balfour, Cabinet Member for Environment & Transport

### DECISION NO:

16/00029

### For publication

### Subject: A226 London Road/A206 St Clements Way, Greenhithe – Improvement Scheme

#### Decision:

As Cabinet Member for Environment & Transport I agree to:

- i. give approval to the feasibility design for A226 London Road/A206 St Clements Way, Greenhithe Improvement Scheme for development control and land charge disclosures shown in principle on Drawing No. 4300384/000/05 Rev B.
- ii. give approval to progress to a detail design stage, the A226 London Road/A206 St Clements Way Improvement Scheme shown as a feasibility design on Drawing No. 4300384/000/05 Rev B, including such work as drainage and environmental mitigation.
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- v. give approval to enter into Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement.
- vi. give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Commissioning Board to the recommended procurement strategy.
- vii. give approval for any further decisions required to allow the scheme to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

#### Reason(s) for decision:

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

#### Cabinet Committee recommendations and other consultation:

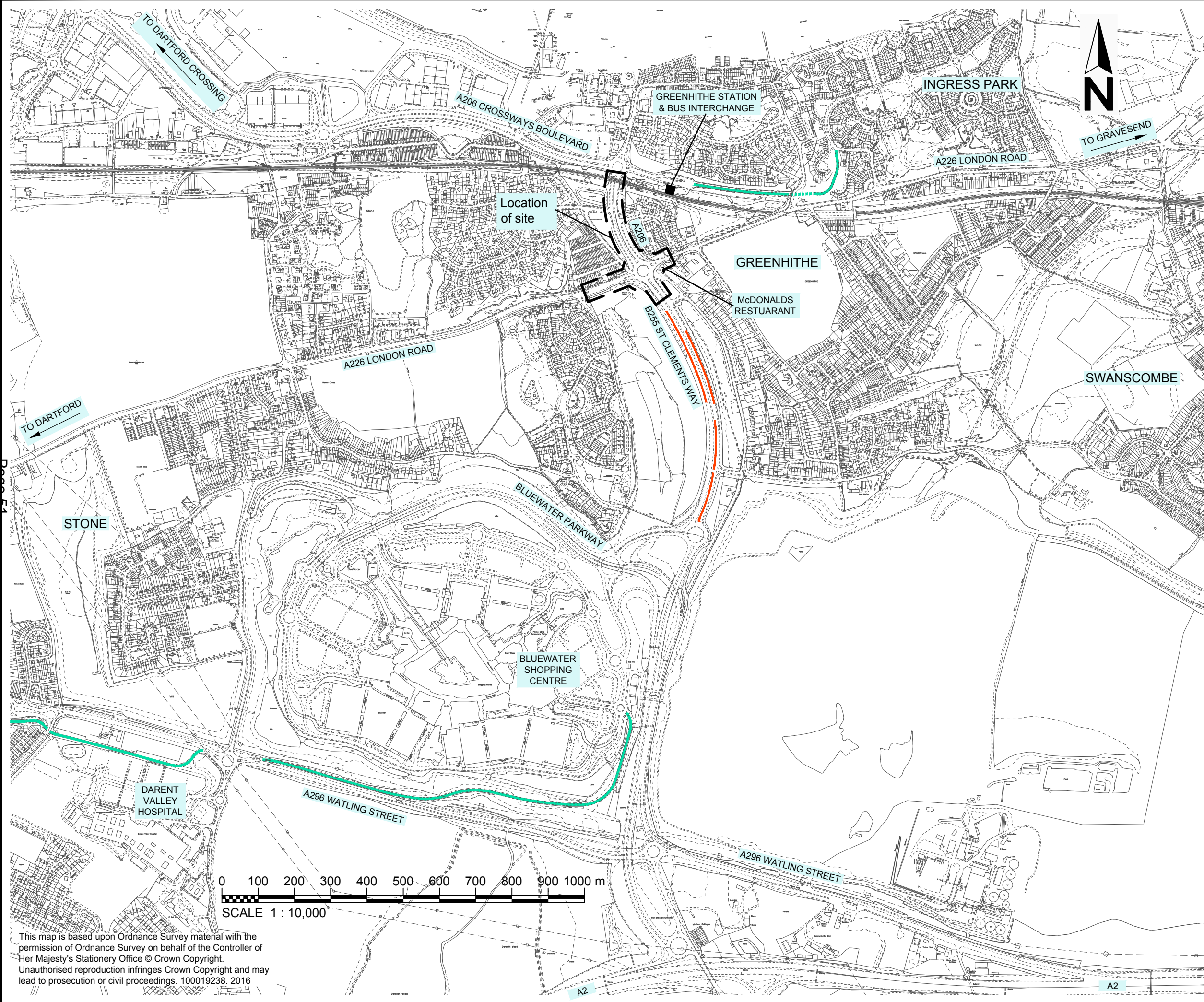
#### Any alternatives considered:

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

.....  
signed

.....  
date





**KEY:**  
----- Fastrack busway  
——— Dedicated Bus lane

Rev	Revision details	Chkd	Appd	Date
Drawn: JR				Preliminary
Design: -				For comment
Chkd: RJHF				For tender
Appd: RJHF				For construction
Date: 19.02.2016				As constructed
				Other



Project Name  
**A226 LONDON ROAD /  
 ST CLEMENTS WAY,  
 GREENHITHE**

Drawing Title  
**AREA OF INTEREST**

Original Drg Size : A3 Dimensions : -  
 Scale : 1:10,000 Copyright © Amey

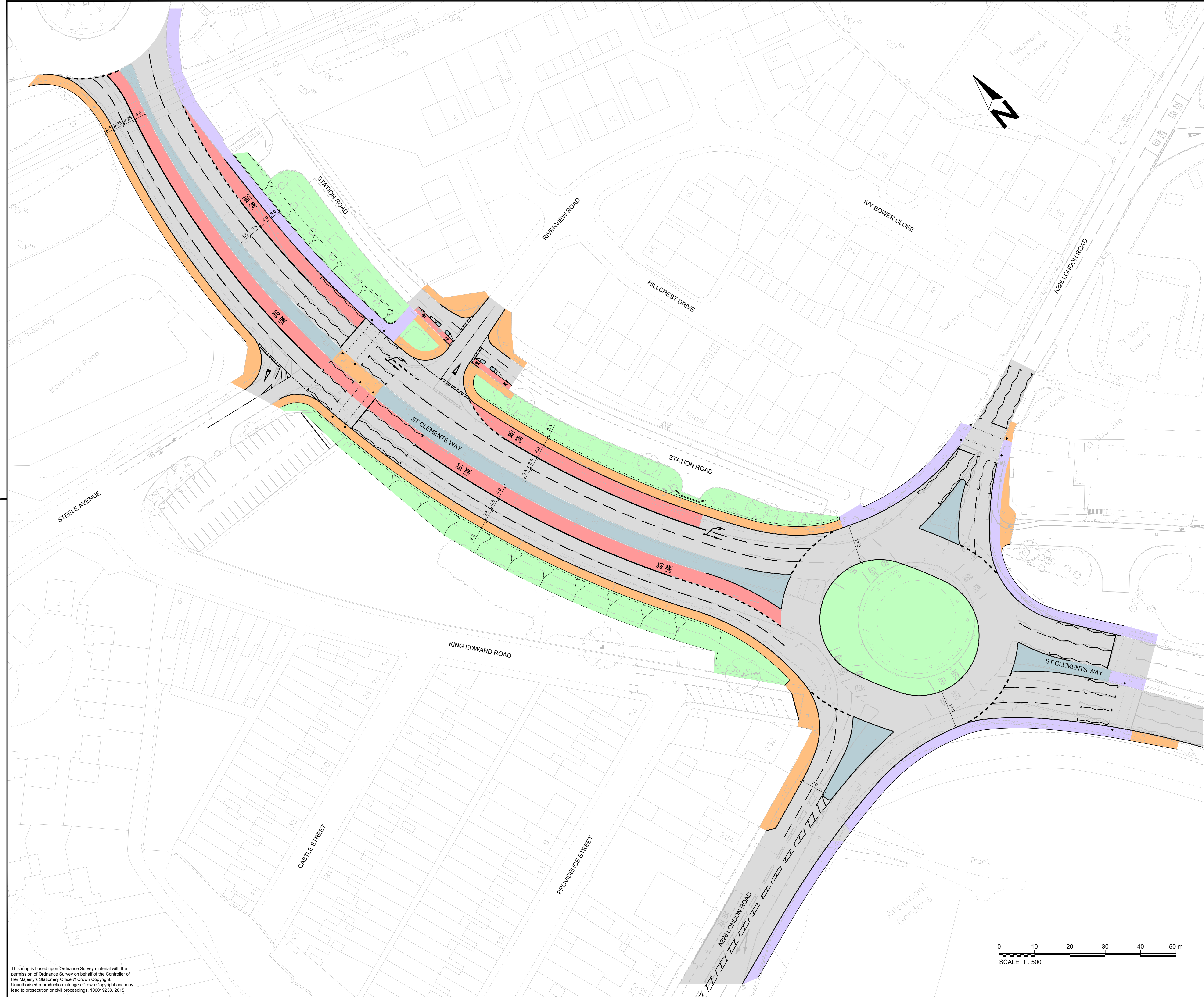
Drawing No  
**4300384/000/12** Rev  
**0**

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**KEY**

- Carriageway Improvement
- Verge / Earthworks / Landscaping
- Footway
- Shared Footway/Cycleway
- Non Pedestrian Island / Hard Landscaping
- Bus lane / cycle lane

B	ICD at circulatory reduced to remove land take. Approaches adjusted to suit. London Road West exit extended.	RBF	RJHF	21.01.16
A	Shading & Key added.	RBF	RJHF	09.12.15
Rev	Revision details	Chkd	Appd	Date
Drawn:	JR			Preliminary <input checked="" type="checkbox"/>
Design:	-			For comment <input type="checkbox"/>
Chkd:	JAP			For tender <input type="checkbox"/>
Appd:	RJHF			For construction <input type="checkbox"/>
Date:	23.11.2015			As constructed <input type="checkbox"/>
				Other <input type="checkbox"/>



Project Name  
**A226 LONDON ROAD /  
 ST CLEMENTS WAY, GREENHITHE**

Drawing Title  
**JUNCTION OPTIONS  
 INDICATIVE LAYOUT  
 OPTION C**

Original Drawing Size : A1	Dimensions : Metres
Scale : 1:500	Copyright © Amey

Drawing No <b>4300384/000/05</b>	Rev <b>B</b>
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From: Peter Sass, Head of Democratic Services

To: Environment and Transport Cabinet Committee – 4 May 2016

Subject: Young Persons Travel Pass - Petition Scheme Debate

Classification: Unrestricted

Summary: Details of petition received which will be the subject of a debate in accordance with the County Council's Petition Scheme.

## **For Decision**

---

### **1. Introduction**

(1) In accordance with the Petition Scheme agreed at the County Council on 13 September 2012, any petition on a County Council matter that has more than 2,500 signatures will trigger a debate at the appropriate Cabinet Committee.

(2) The process for the debate on each petition is that the Lead Petitioner(s) will be invited to speak to the petition for up to 5 minutes. There will then be a debate of up to 35 minutes (with each Member speaking for up to 3 minutes) before the Cabinet Member for Environment and Transport is invited to respond for a maximum of 5 minutes at the end of the debate to advise the Cabinet Committee how he intends to respond to the petitioners' concerns.

(3) As the subject matter of this petition relates to a matter that is the responsibility of the Council's Executive, the Cabinet Committee may decide whether to make a recommendation to the Cabinet Member for Environment and Transport to inform the decision-making process.

### **2. Petition – Young Persons Travel Pass**

(1) Kent County Council has received a petition that says the following:

"I have set up this petition on behalf of all of the parents across Kent whose children use the Young Persons Travel Pass and have to use the bus to get to school. I ask the council to reconsider their decision to review the increase to the price of the pass. In recent years the price of the pass has increased from £100 to £200, followed by a further increase to £250. A total increase of 150%! This has caused extreme hardship for many families all across Kent whom work extremely hard in an already tough economy. Many of these children go to their most suitable school for them and every child deserves the best education that they can achieve. Many of the children sacrifice extremely early mornings and late evenings, tackling an incompetent, unreliable failing bus service for their right to a high standard of education. The budget is unfairly distributed with the last rise only applicable to those already paying the higher amount whilst the subsidised passes remain unaffected. It was recently confirmed by a local member of parliament that there were no imminent plans to increase the pass

further. I ask the council, on behalf of myself and every other member of the community signing this petition to reconsider their plans for the increase.

(2) The petition has attracted 3,025 signatures from people who live, work or study in Kent and therefore has triggered a debate at this Cabinet Committee.

(3) A statement from the Lead Petitioner is attached (**Appendix A**) and Ms Nicola Hibbard will not be attending the meeting and speaking to the petition.

(4) A response from Kent County Council's the Public Transport Team is also attached (**Appendix B**).

### **3. Recommendation**

The Cabinet Committee is invited to consider whether to make any recommendations to the Cabinet Member for Environment and Transport in relation to the action taken by the petitioners.

#### **Report Author**

**Christine Singh**

**Democratic Services Officer**

**Tel: 03000 416687**

**Email: [chirstine.singh@kent.gov.uk](mailto:chirstine.singh@kent.gov.uk)**

#### **Lead officer**

**Peter Sass**

**Head of Democratic Services**

**Tel: 03000 416647**

**Email: [peter.sass@kent.gov.uk](mailto:peter.sass@kent.gov.uk)**

Background Documents: None

I write to formally present my petition regarding the proposed increases to the Young Persons Travel Pass which ran for a period from 24/01/2016 to 10/03/2016. In this short time I raised support of 3,245 signatures.

I have been pleased to learn that KCC have worked extremely hard to secure savings due by service changes and hope this will ensure no increases to the cost of the pass.

Families, whom care profusely about the standard of their children's education, are being financial crippled. Parents cannot endure more increases. With lack of payment flexibility, plus time constraints, many were left with no alternative last year, but to place the cost onto credit cards which added to their financial hardship.

I previously included the document DoE's 'Home to School travel transport guide' specifically page9 regarding children attending their 'most suitable school'. Many children attend their nearest Grammar School for an education most suitable for them. Others attend the nearest School that offer the Grammar Stream. Many children attend a school further away due to their local school 'failing'. Do you feel these children should not be penalised for wanting a better education?

Parents confirm they have no alternative but to drive their children to school. Traffic to these routes will become more congested, thus resulting in an increase of incidents which will also strain KCC resources.

Parents are dissatisfied with the service they receive from bus companies. Services are often late, cramped, or nonexistent! It is appalling that the cost of a children's ticket is not applicable during peak times.

Parents feel that the third child discount is dormant applying to very few families. If this included the 16+ travel pass or amended to a second child then perhaps this would offer some validity.

I appreciate 'this is already a benefit, subsidised by the council' and whilst I remain empathic regarding budget issues, every child deserves the right to their most suitable education without discrimination.

Fundamentally, every young person deserves an **equal** right to their most suitable education. With the last increase only applicable to the working parent; a child from a working family paying the higher amount should not be denied the opportunity of a placement in comparison to a child from a heavily subsidised family. Current costs are already regrettably implicating parent's school choices.

The children suffering are our future work force and deserve the best possible start in life. Our country claims to offer excellent standards of education but are not delivering their promises with a large proportion of 'failing schools', nor helping working parents in a Government where 'working is supposed to pay'. Many parents elected the current Government due to their shared opinions that those in work should not be penalised in comparison to those who do not.

I implore you to read the comments on the petition to enlighten you.

On behalf of myself and the other 3,244 exasperated parents, I look forward to your comments and a positive outcome for all.

Yours sincerely

Nicola Hibbard

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## **Environment and Transport Cabinet Committee – 4 May 2016**

### **Petition – Stop the Increases to the Young Person’s Travel Pass**

#### **Briefing note from Kent County Council’s Public Transport Department**

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Kent County Council’s Public Transport Department has considered the issues raised in the petition “Stop the Increases to the Young Person’s Travel Pass” and provides the following responses to support discussions at the Environment and Transport Cabinet Committee meeting on 4 May 2016:

#### **Petition Text:**

I have set up this petition on behalf of all of the parents across Kent whose children use the young person's travel pass and have to use the bus to get to school.

I ask the council to reconsider their decision to review the increase to the price of the pass. In recent years the price of the pass has increased from £100 to £200, followed by a further increase to £250. A total increase of 150%!

This has caused extreme hardship for many families all across Kent whom work extremely hard in an already tough economy. Many of these children go to their most suitable school for them and every child deserves the best education that they can achieve. Many of the children sacrifice extremely early mornings and late evenings, tackling an incompetent, unreliable failing bus service for their right to a high standard of education.

The budget is unfairly distributed with the last rise only applicable to those already paying the higher amount whilst the subsidised passes remain unaffected. It was recently confirmed by a local member of parliament that there were no imminent plans to increase the pass further. I ask the council, on behalf of myself and every other member of the community signing this petition to reconsider their plans for the increase.

#### **Response:**

The Young Persons Travel Pass (YPTP) is a discretionary concessionary travel product, aimed at students in the year 7-11 age group. The product is discretionary, in that national transport policy places no requirement on transport co-ordinating authorities to provide concessionary travel for under 16’s. It is for each transport co-ordinating authority, of which Kent is one, to determine if they have the funds and desire to provide such a concession.

From 2009 to 2014, Kent provided the Freedom Pass for year 7 to 11 students, which provided discounted travel at all times, including weekends. Given the continuing reductions in funding to Kent, the cost of the scheme was prohibitive and not sustainable in future years given funding forecasts. The decision was therefore taken to replace the scheme with a scheme, target

On 1 June 2015, a paper was presented to Cabinet, requesting a Cabinet decision to address the budgetary challenges facing the YPTP. The paper requested the following decisions;

- A reduction in subsidy of £50 to the YPTP full cost pass, raising the price to the user by £50 for September 2015.
- To maintain the price of low income YPTP at £100.
- To maintain the current arrangement for carers and those in local authority care of a free pass.
- On an annual basis, the cost of the standard pass will increase in line with operator fare increases and will be capped at 5% of the gross cost of the scheme divided by the number of standard passes in circulation.
- To maintain all current YPTP terms and conditions for users.

These were approved by Cabinet.

Accordingly on the 15 June 2015, the YPTP full cost pass price rose from £200 to £250 for the 2015/16 academic year and the price of low income passes remained the same. All other YPTP conditions were retained as is, except that Cabinet, in approving these decisions asked Public Transport to implement a system for families with more than two pass holders, to introduce a process where the additional passes were free.

Authority is in place to enable the cost of the YPTP to the user to be raised in line with expected operator fare increases, capped at 5% of the gross cost of the scheme.

It is the belief of KCC Public Transport that in the coming financial year 2016/17, that bus operators will raise commercial bus fares by an average of 3% and that this increase in fares will impact on YPTP, as the re-imbursment of pass travel costs are linked to operator fares. On this basis, Public Transport has recommended that the cost of the standard YPTP pass should rise by £20, from £250 to £270 per annum. No change is proposed for the reduced cost pass, which will remain at £100 per pass.

This would be an increase of 3%, based on the gross cost of the scheme.

This recommendation has been accepted by the Cabinet Member for Transport and Environment and will take effect from the 2016/17 academic year (therefore applications for YPTP received for 2016/17).

Public Transport understand that any rise in the cost of bus travel is unwelcome and hence they have limited the increase in pass cost, to purely cover the anticipated increase in scheme costs attributable to operator fare increases.

The increase is focused on the standard pass, as 85% of all passes issued of this type. Only 5 % of passes are those issued to families on low income and the remainder are issued free of charge for those in care or carers. Therefore increasing the cost of the standard pass is the only way to generate the revenue to meet the anticipated increase in scheme costs.



However it should be noted that the YPTP still provides excellent value for money travel, for those using the bus for travel to school. Assuming a student attends every academic day, then the YPTP provides bus travel for £1.42 per day or £0.71 per single trip. When compared to the commercial bus fares charged this is a major discount and a discount that is provided through subsidy from Kent County Council.

The increase in the cost of the YPTP is purely to provide the necessary income to cover anticipated operator fare increases. With an increase in cost, the level of subsidy per pass from Kent County Council will continue to be in the range £220-£240 per pass

It should also be noted that the cost of the pass can be split into two convenient parts and there is the ability to pay for the pass through a credit card.

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From: Matthew Balfour Cabinet Member for Transportation and Environment

Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 4 May 2016

**Subject: Members Highways Grant**

Classification: Unrestricted

Past Pathway of Paper: Cabinet in 2014

Future Pathway of Paper:

Electoral Division: All

**Summary:** This paper reviews the cost effectiveness of the Highway element of the Combined Member Fund since the amalgamation of Member Grants, and makes recommendations to deliver a simpler highways scheme. It proposes a single point of contact and a way to identify opportunities where other funding may be available through better methods of delivery, whilst keeping County Members firmly in control of the process.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways, Transportation and Waste on the recommendations included in this report.

**Recommendation A:** District Managers take the lead in working with County Members to identify highway projects under the Combined Members Grant. District Managers will provide support in identifying priorities within the context of the wider area, maximising wider community benefits and ensuring that good solutions are identified which can deliver the desired outcomes.

This support would be part of the core duties of the District Managers who are already funded and therefore the site visit / advice cost would be scrapped. As providing District support to County Members is a core function of the District Manager role, there is less opportunity for the staff to be moved to other duties providing a more reliable longer term contact.

**Recommendation B:** An annual list of schemes is compiled to demonstrate wider community benefit and good outcomes in terms of the identified community need for each District. This list can be compiled from all areas of Highways, Transportation and Waste and be recommended to the County Member for consideration.

The County Member can work with the District Manager to identify schemes which they may be interested in full or partially funding. Additional schemes of their own can also be added and jointly prioritised.

The programme of works will be communicated through the District Manager at the Joint Transportation Board for each District.

Members do reserve the right not to fund highway schemes through their Combined Members Grant.

**Recommendation C:** District Managers can advise Members how they can continue to support schemes which are related to the highway but are not generally within the core duties of the Highway Authority, through a contribution to 3<sup>rd</sup> parties such as Borough / District Councils, Parish Councils and residents groups. These applications will go through the Community Grant process and delivery organised locally. It is proposed that a list of scheme types which cannot be delivered through Community or Highway routes is compiled to advise County Members.

**Recommendation D:** For 2016/2017 highway schemes delivered through the Schemes Delivery Team, the works cost will include a 15% fee to cover officer costs.

Some works may attract an upfront fee such as traffic surveys, this will be advised to the County Member as required.

A £500 up front fee is required for more than two scheme applications so that a bespoke quote can be obtained for scheme design.

## **1. Introduction**

1.1 A paper was presented to the Environment, Highways and Waste Cabinet Committee in January 2014, finalising proposals to amalgamate the existing Member discretionary funds into a Combined Fund of £25k per Member which can be spent on both community and highway projects. The Combined Member Grant has been in operation for nearly 2 years. This paper looks to identify amendments to promote additional efficiency and savings in the highways element of the scheme through improved performance.

1.2 These recommendations do not constitute any formal changes to the Combined Members Grant and only affect the delivery model for highway projects. The governance, regulation and core principles of the combined schemes and previous decisions remain in place.

## **2. 2014/2015 Combined Member Grant Highway Projects**

### **2.1 Applications**

In 2014/15 under the new Combined Member Grant, 326 highway project applications were received.

- 57 of those applications were cancelled by the County Member (17%)

- 60 applications were Fixed Price schemes from the fixed price menu (18%)

The remaining schemes were:

- 14% Applications for trees
- 14% Applications for parking
- 8% Signing schemes
- 7% Pedestrian Crossing schemes
- 6% Bus services
- 6% Speed limit changes
- 4% Interactive signs
- 4% Footpath schemes
- 4% surfacing schemes

Of the 326 Highway applications only 116 (36%) specifically targeted road safety or accessibility concerns. 44 applications (14%) specifically targeted street, environmental and aesthetical improvements.

## 2.2 Performance of the Scheme

In 2014, the average time taken to hand over a scheme for delivery from the date of the initial application was 23 weeks.

The average turnaround by scheme type in 2014 was:

<b>Scheme Type</b>	<b>Average Turnaround (weeks)</b>	<b>Comments</b>
Bollards	24 weeks	Often requests are for bespoke bollards which need to be ordered specially.
Drainage	6 weeks	
Dropped Kerbs	18 weeks	
Footway	8 weeks	
Gang hire	27 weeks	Often planned for a specific time of year.
Interactive signs	29 weeks	
Investigation	34 weeks	This may include investigation of various options including design, consultation and costings for each option.
Large Scheme	37 weeks	
Lining	10 weeks	
Other	10 weeks	
Parking	29 weeks	This function is normally carried out by the District or Borough Councils and is often subject to objections which take a long time to resolve.

<b>Scheme Type</b>	<b>Average Turnaround (weeks)</b>	<b>Comments</b>
PROW	26 weeks	
Salt bins	9 weeks	
Signs	21 weeks	
Small Schemes	27 weeks	
Speed limits	27 weeks	Including the Traffic Regulation Order process.
Streetscene improvements	15 weeks	
Surfacing	21 weeks	
Trees	20 weeks	
Other vegetation	9 weeks	

### 2.3 **Cost Effectiveness**

The average scheme spend per application was £1,655.

In 2014/15, £497,231 was spent on works costs and £198,051 was spent on fees and other charges (such as traffic surveys and other investigations).

For highways schemes delivered through the Combined Members Grant, every £1 spent on staff costs delivers £3 of works on the ground. This compares to £7 works on the ground for programmed schemes.

In 2014/15 £600k remained uncommitted at the end of the financial year.

### 3.0 **Proposed Changes**

#### **Delivery of the Combined Member Grant Highways Element**

- 3.1 The current Combined Member Grant Team (Former Member Highway Fund) is not funded. Therefore, the amalgamation of the fund in April 2014 meant that a fee would need to be added to each application to cover in-house staff costs. In order to ensure that demand for the service does not exceed the available resources, additional fees apply in the event of a Member submitting more than 2 applications, if they are not from the fixed price list.
- 3.2 Feedback from County Members has highlighted that the fee structure is generally disliked, especially the fee for a “one-off” site visits of £150.
- 3.3 Members generally welcome advice from area officers in terms of ideas for schemes, especially understanding the likely community benefits and ensuring the delivery of robust schemes which deliver the desired outcomes. Feedback suggests that County Members would welcome changes which may reduce the cost of general advice in identifying and prioritising schemes for delivery through the Combined Members Grant.
- 3.4 The current scheme is led through an engineering delivery team who are broadly area based and whilst skilled in scheme delivery and outcomes, are not always best placed to advise on priorities within an area or advising on

other disciplines within highways such as maintenance, resurfacing, drainage, street lighting etc. Due to the various demands on the current team, internal changes can be common, which is also unpopular with Members.

#### **Recommendation A**

**District Managers take the lead in working with County Members to identify highway projects under the Combined Members Grant. District Managers will provide support in identifying priorities within the context of the wider area, maximising wider community benefits and ensuring that good solutions are identified which can deliver the desired outcomes.**

**This support would be part of the core duties of the District Managers who are already funded and therefore the site visit / advice cost would be scrapped. As providing District support to County Members is a core function of the District Manager role, there is less opportunity for the staff to be moved to other duties providing a more reliable longer term contact.**

#### **Annual List of Suggested Highway Schemes**

- 3.5 With a high number of schemes delivered in 2014/2015 aimed at streetscape improvements and aesthetics, the use of the Combined Members Grant to deliver schemes that work towards the strategic ambitions and aims of Kent County Council Highways, Transportation and Waste has not been realised.
- 3.6 The aim of the original scheme launched in 2009 was to fund schemes which address local issues and concerns, but do not meet the criteria for funding from core HT&W budgets. Highways, Transportation and Waste receives nearly 400 requests each month, generally in response to perceived safety issues. It is well published that road casualties increased in Kent in 2014 to 2015. In order to meet the medium term aims of improving outcomes and increasing opportunities, it is important that County Member Grant funded highway schemes can deliver these aims, gaining maximum benefit on the ground for every penny spent.
- 3.7 Schemes are unable to be efficiently programmed due to their ad hoc nature. Therefore, unplanned peaks in workload results in staff often experiencing pressure in terms of delivering schemes to the expectations of the County Members. Staff retention has been a huge challenge, which has resulted in a number of staff changes. If staff resources can be more accurately planned, this can deliver cost efficiency savings as we do not need to fund additional support for the team.
- 3.8 The peak in work also places a pressure on our contractor to deliver a higher volume of schemes. This reduces reliability in terms of advising the County Members and their residents of likely delivery dates and can effect quality.

## **Recommendation B**

**An annual list of schemes is compiled to demonstrate wider community benefit and good outcomes in terms of the identified community need for each District. This list can be compiled from all areas of Highways, Transportation and Waste and be recommended to the County Member for consideration.**

**The County Member can work with the District Manager to identify schemes which they may be interested in full or partially funding. Additional schemes of their own can also be added and jointly prioritised.**

**The programme of works will be communicated through the District Manager at the Joint Transportation Board for each District.**

**Members do reserve the right not to fund highway schemes through their Combined Members Grant.**

### **Non-Core Highway Activities**

- 3.9 Since the launch of the Member Highway Fund scheme in 2009, the scope of highway schemes delivered through the team has varied considerably. As Members have delivered their core schemes there has been an increasing demand to deliver more streetscape improvements, soft landscaping and resident parking strategies.
- 3.10 These schemes generally sit outside the core activities of a Highway Authority, which means that they do not always fit the skillset of the delivery team.
- 3.11 In particular, parking schemes can be controversial locally, which often results in lots of additional work in terms of responding to objections, scheme redesigns to incorporate comments. Such schemes can ultimately be presented to Joint Transportation Boards for approval, at significant cost to the Member in terms of fees.
- 3.12 There is a possibility that this type of work can be carried out more cheaply locally by local contractors organised by community groups such as Parish Councils, or through Borough or District Council.



## **Recommendation C**

**District Managers can advise Members how they can continue to support schemes which are related to the highway but are not generally within the core duties of the Highway Authority, through a contribution to 3<sup>rd</sup> parties such as Borough / District Councils, Parish Councils and residents groups. These applications will go through the Community Grant process and delivery organised locally. It is proposed that a list of scheme types which cannot be delivered through Community or Highway routes is compiled to advise County Members.**

### **Fees for Scheme Design**

- 3.13 The Cabinet Member for Highways, Transportation and Waste has explored with Officers the issue of the officer costs for scheme works under the Combined Members Grant. A majority of Highways teams will be able to undertake works with no fee element, these include:
- Highway Operations (Maintenance)
  - Drainage
  - Streetlighting
  - Footway and Carriageway works - Resurfacing
  - Soft Landscaping works
- 3.14 As the budgets have been set for 2016/2017 and there is no funding scope to remove fee costs from the delivery of highway improvement schemes through the Schemes Delivery Team, this will be explored further for 2017/2018 operation of the grant.
- 3.15 The fees include design for schemes within the pre-approved list of the Members handbook, which will be revised in May to reflect current prices and delivery times. These schemes generally include speed limits, controlled pedestrian crossings, traffic calming schemes etc.
- 3.16 It is recognised that the fee structure implemented in 2014, after agreement from the Environment, Highways and Waste Cabinet Committee, has led to confusion about costs for scheme delivery.

The recommendations agreed in 2014 included:

- a) Members could submit an unlimited number of schemes (within their budget) from a new fixed price list of small works where Members simply picked the item and paid a one off charge for implementation,
- b) For larger more complex schemes, Members would have their first two schemes designed in house and pay an upfront fee for the investigation, design and costing of a project,
- c) For their third and subsequent scheme applications additional fees would be charged as additional resources from our consultants would be required to design the scheme.

- d) A cancellation fee of £300 was introduced if Members cancelled a scheme after design work had begun but the scheme was cancelled before implementation.
- 3.17 In order to make this simpler for schemes delivered in 2016/2017, it is proposed that the fee element is included as a percentage on the works cost.
- 3.18 There will still be a need for Members to pay up front costs for items such as traffic counts, which are required to progress a scheme design. This will be advised by Scheme Engineers as required.
- 3.19 Should County Members require more than two schemes to be designed, any further schemes will be subject to an up-front cost of £500 for us to obtain a quote from our consultants.

#### **Recommendation D**

**For 2016/2017 highway schemes delivered through the Schemes Delivery Team, the works cost will include a 15% fee to cover officer costs.**

**Some works may attract an upfront fee such as traffic surveys, this will be advised to the County Member as required.**

**A £500 up front fee is required for more than two scheme applications so that a bespoke quote can be obtained for scheme design.**

#### **4. Background Documents**

4.1 None.

#### **5. Contact details**

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From: Barbara Cooper, Corporate Director for Growth, Environment and Transport

Roger Wilkin, Director of Highways, Transportation & Waste

To: Environment & Transport Cabinet Committee – 4 May 2016

Subject: Draft Active Travel Strategy - Consultation

Non-Key Decision

Classification: **Unrestricted**

**Past Pathway of Paper:** Environment and Transport Cabinet Committee – 21 July 2015

**Future Pathway of Paper:** Environment and Transport Cabinet Committee – date TBC

**Electoral Division:** Countywide

**Summary:**

The Kent Active Travel Strategy aims to make active travel an attractive and realistic choice for short journeys made by Kent residents and visitors. By developing and promoting accessible, safer and well-planned active travel opportunities, the strategy will help to establish Kent as a pioneering county for active travel.

In Kent, almost half of adults fail to meet recommended levels of physical activity required for good health, and one third of Kent's children are overweight or obese by the time they leave primary school.

Objectives and measures to increase active travel will have positive outcomes across all KCC directorates including improved health, reduced traffic congestion and reduced pollution.

This report outlines the progress to date of the draft report following introduction of the project to the Environment and Transport Cabinet Committee meeting on 21 July 2015. The Project Group now plan to go out to public consultation on this draft and approval for this is sought from the Cabinet Member.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to agree that the draft Active Travel Strategy go out for public consultation as attached at appendix A

**1. Introduction**

1.1 Active travel (specifically choosing journeys by bicycle and on foot instead of by car wherever possible) can reduce congestion, improve the environment and

improve the air we breathe. It can improve our health and can increase levels of physical activity in school-aged children leading to improved attainment. It is crucial to establish healthy habits in young people in order for them to be sustained in later life.

- 1.2 In Kent, almost half of adults fail to meet recommended levels of physical activity required for good health, and one third of Kent's children are overweight or obese by the time they leave Primary School. One in three adults in Kent is at high risk of developing a disease condition through a lack of physical activity. Evidence suggests that objectives and measures to increase active travel will help deliver positive outcomes across all KCC directorates.

## **2. The Active Travel Strategy**

- 2.1 In the Growth Environment and Transport Business Plan (2016-2017), the Strategy accords with cross-cutting directorate priorities 4 and 5, and divisional priority B1: to contribute to the delivery of the growth and infrastructure outcomes, create successful bids to secure funding; facilitate partnerships between transport providers; delivery of the Kent Environment Strategy; and specifically to contribute to Public Health by facilitating and promoting active travel.
- 2.2 It is proposed that the draft Active Travel Strategy go out for consultation and subsequently be adopted as County Council strategy. The strategy will be cost-neutral and provide strategic guidance in order to maximise investment in projects.

### **Progress to date**

- 2.3 The Active Travel Strategy Project Group comprises representatives of relevant KCC departments including Highways, Public Health and Countryside, Leisure & Sport and is chaired by Clive Pearman; Barbara Cooper is the Vice Chair. The Project Group ensures an integrated approach that will help to prioritise investment, and promotes innovative resourcing of both infrastructure and promotional activity. The Project Group meets regularly as required and smaller Task and Finish Groups are set up to deliver actions.
- 2.4 To support the development of the Active Travel Strategy (ATS) for Kent, two engagement events were held to discuss the development of the strategy with partners and stakeholders. A Task & Finish group was tasked by the main Project Group with delivering this engagement process.
- 2.5 Over 70 representatives of external stakeholder organisations were involved in the workshops which sought to
  - Explore interest in active travel from a range of different stakeholder groups;
  - Provide an opportunity to think about issues relating to the infrastructure required to promote active travel interventions;
  - Seek ideas about how KCC can support behaviour change that encourages more cycling and walking for short journeys across the county;

- Allow participants to shape thinking at an early stage and influence detailed work going forward.
- 2.6 The two main points that came out of all discussions at workshops and in follow-up discussions with stakeholder organisations and Kent residents were that:
- Kent needs joined-up pedestrian and cycle routes that people actually want to use
  - Effective and widespread promotion of active travel opportunities is needed.
- 2.7 Further information on the engagement workshops can be found in Annexe 3 of the Draft ATS.
- 2.8 Following the engagement workshops a Members Task and Finish Authoring Group was put together to deliver a draft ATS. This group met twice and consisted of 4 Members across the political parties, officers, and was chaired by Clive Pearman. The attached draft ATS is the product of these meetings.
- 2.9 Officers attended Kent Youth County Council Transport Campaign Group on 20<sup>th</sup> March 2016 and held a facilitated discussion on active travel. The three main points raised from the discussion were
- Infrastructure - Separated cycle lanes away from roads
  - Infrastructure – Maintenance of routes
  - Behaviour – promotion on how to use shared footpaths

The group also agreed to share the consultation and respond once the consultation goes live.

### **Consultation**

- 2.10 The Project Group would now like approval to go out to public consultation to engage with stakeholders and to further develop the Strategy.
- 2.11 An 8 week consultation is planned following approval from the Cabinet member. The consultation will be promoted through KCC digital and social media platforms, through the Libraries service and by directly contacting a number of key organisations for a response. These will include Kent County Council staff, the Kent Youth County Council, and all attendees of the stakeholder engagement workshops. Kent County Council's business intelligence team will assist with analysing the responses.

### **Next Steps**

- 2.12 Following consultation, the Strategy will be finalised and presented to the Environment and Transport Cabinet Committee for discussion and comment.
- 2.13 The Strategy will act as a commissioning framework to deliver the agreed outcomes and will be supported by an implementation plan to deliver, through partnership working, the objectives outlined within. The Active Travel Strategy will complement existing adopted strategies and will inform development of future strategies in the field of transport, health and sustainability.

2.14 The Strategy is planned to be adopted by Kent County Council.

### **3. Financial Implications**

- 3.1 The Strategy will be developed as a cost-neutral document and require no additional investment from Kent County Council budgets. The strategy will act as a commissioning framework to provide strategic guidance on where existing programmes of work can deliver higher returns and maximise existing investment in projects
- 3.2 Furthermore, the Strategy will be used to support bids for external income, including anticipated Government funding through the Infrastructure Act (2015) which specifically provides for investment in walking and cycling.

### **4. Legal implications**

- 4.1 None.

### **5. Equalities implications**

- 5.1 An EqIA has been carried out and is appended to this report. Emerging issues included that any measures to promote active travel should address the gender gap in rates of cycle commuting and that active travel infrastructure should be accessible to all user groups, including older people and disabled people.

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

- 6.1 The strategy has been written with input across directorates through the Project Group, as outlined above.
- 6.2 The Strategy delivers against objectives in the Public Health Outcomes Framework, specifically indicators 2.13i (proportion of adults achieving at least 150 minutes of physical activity per week), 2.13ii (proportion of adults classified as inactive) and 1.16 (utilisation of outdoor space for exercise or health reasons).
- 6.3 Schools, Early Years Settings and Children's Centres have responsibilities to promote the health and wellbeing of children and young people. The Strategy will support their efforts. Both Kent's Joint Health and Wellbeing Strategy, and the KCC Health Inequalities Action Plan, 'Mind the Gap' also highlight the importance of the early years of a child's life, and most crucially that health prevention through increasing levels of physical activity at this age will deliver long-term benefits for all family members, and improve a child's readiness for school.

### **7. Governance**

- 7.1 The main delegations via the Officer Scheme of Delegation are to the Safer Mobility Team Leader (Highways, Transportation and Waste) and the Physical Activity Programme Manager (Public Health) who will be the lead officers

seeking to ensure that all such steps as are necessary to implement the decision are undertaken.

## 8. Conclusions

- 8.1 Increasing the number of journeys made by active modes of travel will have benefits for the residents and visitors to Kent. In order to maximise those benefits a strategy is required to give direction to all parts of the system.
- 8.2 Approval is therefore sought to consult on the draft Active Travel Strategy as outlined above.

## 9. Recommendation(s):

- 9.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to agree that the draft Active Travel Strategy go out for public consultation as attached at appendix A

## 10. Background Documents

- 10.1 The following documents are included as background:
- Draft Active Travel Strategy
  - Equality Impact Assessment

## 11. Contact details

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

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

**DECISION NO:**

**16/00023**

**For publication**

**Key decision\***

*Affects more than 2 Electoral Divisions*

**Subject: Title of Decision: Active Travel Strategy**

**Decision:**

As Cabinet Member for Environment and Transport I agree to approve a public consultation for the draft Active Travel Strategy.

**Reason(s) for decision:**

To further engage with stakeholders and to further develop the strategy prior to its subsequent adoption as County Council Strategy

**Cabinet Committee recommendations and other consultation:**

Cabinet Committee were made aware of the Active Travel Strategy development at its meeting on 21 July.

Two engagement events have been held involving over 70 representatives of external stakeholder organisations. Following these events, a Member Task and Finish Authoring Group was established to deliver a draft Active Travel Strategy for wider consultation

**Any alternatives considered:**

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

.....  
signed

.....  
date

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# **Active Travel Strategy**

**Kent County Council**

**2016- 2021**

DRAFT V7.0 to Environment & Transport Cabinet Committee

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## Foreword

Active Travel – journeys made using physically active means of transport – can bring many benefits to health and wellbeing, the economy and the climate. Kent faces a number of challenges in coming years, and declining levels of physical activity and an increase in traffic on the roads are two that will have a major impact on the life of residents in the county. This Strategy sets out Kent County Council’s vision for making cycling and walking the preferred option for residents taking short journeys, or as part of longer journeys that include public transport.

Kent already has a number of cycling and walking routes across the county, from those with international and historical significance to the local routes that provide a connection between Kent residents and local shops, parks and services. These include the picturesque North Downs Way, Greensands Way, the historic Crab & Winkle trail, the Viking Coastal Trail and the Saxon Shore Way, the national cycle routes connecting the UK to the continent, and the miles of cycle lanes and pedestrian routes that provide a vital transport network for local journeys.

This Active Travel Strategy proposes how we will build on these assets, maximise use of the existing network, and address the challenges we face in increasing walking and cycling in a population with a growing reliance on cars. A range of infrastructure and behaviour change projects will contribute towards achieving success, and an implementation plan will follow this Active Travel Strategy to deliver the ambitions and objectives outlined within.

This Strategy also sets a direction for partnership working across the county, as public sector spending cuts mean that this Strategy needs to maximise current investment, deliver value for money and realise benefits across a range of partners.

The development of this Active Travel Strategy has been informed by engagement with stakeholders, communities and the Kent Youth County Council, and by following recommendations set down by health bodies, charities, government departments and a range of other sources. It has also been guided by cross-party elected members of Kent County Council. I am grateful to all those who have helped to inform the content of this Strategy.

[Clive Pearman]

## Introduction

Kent County Council's (KCC) Active Travel Strategy aims to make active travel an attractive and realistic choice for short journeys in Kent. By developing and promoting accessible, safer and well-planned active travel opportunities, this Strategy will help to establish Kent as a pioneering county for active travel.

*Active Travel means walking or cycling as a means of transport; in order to get to a particular destination such as work, the shops or to visit friends. It does not cover walking and cycling done purely for pleasure, for health reasons, or simply walking the dog<sup>1</sup>.*

Active travel can be for complete journeys or parts of a journey, and more people in the community making more active travel journeys can lead to a range of positive individual and shared outcomes. These include improved health, reduced traffic congestion, reduced pollution and financial savings to the individual.

In the current climate of reduced budgets, this strategy will provide a basis on which KCC will be able to prioritise internal resources, influence how new communities are developed and to support bids for external funding for a range of active travel measures. It will also support local initiatives to promote active travel within the county<sup>2</sup>.

## Benefits of Active Travel

Being more physically active can benefit everyone and can lower the chances of developing diabetes, heart disease and other preventable conditions<sup>3</sup>. Active travel gives people an opportunity to be physically active as part of their daily routine and incorporating physical activity into everyday tasks reduces the need to find extra time or money for exercise. It can also make it cheaper to travel by saving on fuel, vehicle running costs and parking charges.

Making shorter journeys using active travel helps to reduce the number of vehicles on the road and improve air quality. It can also be quicker, as in urban areas journey times are often shorter when walking or cycling as users can take advantage of routes not accessible to motor vehicles.

Investment in active travel can also deliver economic benefits; in a time of restricted public spending active travel is affordable and delivers value for money in achieving health, transport and wider policy objectives.

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<sup>1</sup> Welsh Government (2014) Active Travel: Walking and Cycling [www.gov.uk/government/statistics/active-travel-financial-year-ending-march-2015](http://www.gov.uk/government/statistics/active-travel-financial-year-ending-march-2015)

<sup>2</sup> **Annex 1 Policy Context** provides further details

<sup>3</sup>

**Annexe 2 Evidence** provides further details.

## **Barriers to Active Travel**

Feedback from Kent residents and organisations<sup>4</sup> shows that the main reasons for not making short journeys using active travel are a lack of suitable routes between homes and community services, workplaces or schools, and not enough promotion of existing routes. Other issues include a lack of facilities such as lockers and secure parking, obstacles in cycle lanes and in footways, and feelings of safety when walking and cycling. Another barrier to active travel is the convenience of using a car, especially to carry heavy or bulky loads, and the need to make linked trips such as a school drop-off on the way to work. As part of this Strategy, KCC will work to overcome these barriers to ensure that active travel is easy, safer and more accessible in Kent.

## **Our Ambition**

Our overarching ambition of this Active Travel Strategy is to:

### ***Make active travel an attractive and realistic choice for short journeys in Kent***

Delivering on this ambition will lead to more people walking and cycling, contributing to the following outcomes:

- Improved health through an increase in physical activity
- Reduced congestion on the highway network by providing better travel choices
- Safer active travel.

These outcomes will be realised by delivering the following actions:

#### **Action 1: Integrate active travel into planning**

This Strategy will influence commissioning decisions and ensure walking and cycling are prioritised in future planning processes. In addition, the Strategy will encourage integration of all types of transport as part of the strategic road network. This will be led by current commissioning guidance and best practice, existing KCC policies and strategies, and key partners' policies and strategies with a commitment to encouraging active travel.

#### **Action 2: Provide and maintain appropriate routes for active travel**

Kent needs fit-for-purpose active travel routes that people want to use. Kent's existing cycling and walking routes have developed over time as resources have allowed. They are not always continuous or direct, and may not serve important community services, which means that some people who would like to walk or cycle are unable to do so. There is a need to provide facilities such as pedestrian crossings along routes and secure cycle storage at destinations. It is also important that these routes are well maintained.

#### **Action 3: Support active travel in the community**

There is a need to encourage and promote active travel in our community. People need the skills, confidence, information and, most importantly, the motivation to make active travel their preferred choice. Initiatives needed to support this change include pedestrian and cycle training, road safety campaigns, projects to encourage walking and cycling to schools and work, and promotion of available routes.

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<sup>4</sup> **Annexe 3 Engagement Workshops** provides further details

## **Delivering the actions**

### **Integrate active travel into planning**

- Inform the development and application of the County Council's transport policies through the Local Transport Plan
- Support district and borough councils to ensure that active travel is used to deliver sustainable growth and development through local plans and in determining planning applications
- Use the principles and ambitions of KCC's Active Travel Strategy to influence partner policies and strategies
- Work with developers to ensure active travel routes are a priority, both within developments and linking sites to other services, community facilities and transport hubs
- Work with developers to secure sufficient areas within developments for green spaces and attractive routes and environments that encourage active travel
- Work with strategic transport providers to deliver infrastructure that supports active travel.

### **Provide and maintain appropriate routes for active travel**

- Give appropriate consideration to active travel when designing new routes and maintaining highway assets
- Maintain the public highway, Public Rights of Way (PRoW), and active travel resources such as signage to enable safe and effective active travel
- Work in partnership with key organisations both within and neighbouring Kent to identify and prioritise new active travel routes and any maintenance issues on the existing active travel network
- Ensure that active travel improvements to the highway and PRoW network are made in places where there is an evidenced need and where they are supported by local demand and resource
- Make reasonable adjustments to active travel route design to maximise the inclusivity and accessibility to all users
- Support improvements to the local environment in and around schools, hospitals and other public buildings to provide opportunities to cycle or walk all year-round, including appropriate surfacing, cycle storage and lockers
- Evaluate funding for active travel infrastructure and maintenance and proactively seek additional funding
- Support Kent's Casualty Reduction Strategy in delivering key routes to address road safety issues for vulnerable road users.

### **Support active travel in the community**

- In schools, further and higher education:
  - support initiatives including School Travel Plans and other active travel programmes
  - support training for pedestrians and cyclists and support the development of independent travel training programmes.
- In workplaces:
  - support businesses in developing active travel plans and provide information to support active travel in the workplace
  - develop active travel provision within KCC to enable active travel by council staff; KCC should lead by example.
- In health services:
  - work with health professionals to promote active travel and provide support to increase levels of active travel
  - develop methods of including information on active travel in all physical activity advice given by health professionals

- integrate walking and cycling for travel purposes into public health services and commissioning processes.
- In communities:
  - develop and maintain recreational routes as a means of introducing people to active travel<sup>5</sup>.
  - support road safety initiatives for all road users, especially the most vulnerable such as cyclists and pedestrians
  - promote locally-based programmes to encourage walking and cycling, and integrate active travel as part of longer journeys involving public transport.

## Funding

Active travel initiatives are funded from a number of different sources and budgets with priorities set within the Local Transport Plan for Kent and other corporate strategies. Government funding allocated to KCC has decreased and is likely to continue to do so as government budgets are also under pressure. However, it is anticipated that opportunities will arise. Previously KCC has been successful with bids for specific Government grants such as to the Local Sustainable Transport Fund, through which grants have been made to schools and businesses. Recent announcements of further funding allocations and opportunities, as outlined in the National Cycling and Walking Investment Strategy<sup>6</sup>, will support the delivery of this Strategy. These funding streams include Bikeability; the Access Fund; the Local Growth Fund and the Integrated Transport Block. This Strategy will also support the proposed development of Ebbsfleet as an NHS Healthy New Town.

This Active Travel Strategy will be key in supporting the sourcing of external funding to promote active travel in Kent as well as seeking active travel network improvements through building development funding.

KCC seeks to support active travel by funding and delivering Independent Travel Training support. This support helps both young people and adults with disabilities to gain confidence in traveling independently, so that they can access college, work and other activities.

This strategy will also provide KCC with a platform to engage with partners and extend and support public/private partnerships that aim to promote and support active travel initiatives and investment. Working in partnership will be vital to the success of this Strategy.

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<sup>5</sup>

**Annexe 2 Evidence** provides further details.

<sup>6</sup> [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/512895/cycling-and-walking-investment-strategy.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512895/cycling-and-walking-investment-strategy.pdf)



## Annexe 1 Policy Context

Policy/Strategy/Guidance	Owner	Summary	Link	Dates
<b>KCC</b>				
Increasing Opportunities, Improving Outcomes.	KCC	KCC's strategic statement 2015-2020	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/increasing-opportunities-improving-outcomes">http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/increasing-opportunities-improving-outcomes</a>	2015-2020
Growth, Environment and Transport (GET) Business Plan	KCC - Growth, Environment and Transport	The key priorities for GET for the year ahead	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans">http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans</a>	2015-2016
Social Care, Health and Wellbeing (SCHW) Business Plan	KCC – Social Care, Health and Wellbeing	The key priorities ahead for SCHW for the year ahead	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans">http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans</a>	2015-2016
Mind the Gap	KCC Public Health	Kent's Health Inequalities Action Plan	<a href="http://www.kent.gov.uk/social-care-and-health/health/health-and-public-health-policies">http://www.kent.gov.uk/social-care-and-health/health/health-and-public-health-policies</a>	2012-2015
Joint Health and Wellbeing Strategy	Kent Health and Wellbeing Board	Kent's strategy for improving health care services in Kent.	<a href="http://www.kent.gov.uk/social-care-and-health/health/health-and-public-health-policies/joint-health-and-wellbeing-strategy">http://www.kent.gov.uk/social-care-and-health/health/health-and-public-health-policies/joint-health-and-wellbeing-strategy</a>	2014-2017
Kent Environment Strategy and Implementation Plan	KCC – Growth Environment and Transport	A strategy for environment, health and economy.	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/kent-environment-strategy">http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/kent-environment-strategy</a>	2016
Home to School Transport Policy	KCC - Education	Kent's obligations to deliver Home to School Transport to children living in Kent	<a href="http://www.kent.gov.uk/_data/assets/pdf_file/0019/19009/Home-to-school-transport-guidance-booklet.pdf">http://www.kent.gov.uk/_data/assets/pdf_file/0019/19009/Home-to-school-transport-guidance-booklet.pdf</a>	2016/2016
16 – 19 Transport Policy	KCC – Highways,	A policy that allows schools, colleges	<a href="http://www.kent.gov.uk/about-the-">http://www.kent.gov.uk/about-the-</a>	2015-2016

	Transportation and Waste	and training providers to secure a 16+ travel card for their students to use on all registered public service bus routes in Kent.	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/post-16-transport-policies">council/strategies-and-policies/transport-and-highways-policies/post-16-transport-policies</a>	
Development and Infrastructure - Creating Quality Places	KCC – Growth, Environment and Transport	A framework by which KCC, along with partners, will deliver necessary community infrastructure.	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/regeneration-policies/development-and-infrastructure">http://www.kent.gov.uk/about-the-council/strategies-and-policies/regeneration-policies/development-and-infrastructure</a>	
Kent Design Guide	KCC – Growth, Environment and Transport	The guide aims to encourage well considered schemes that create developments where people really want to live, work and enjoy life.	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/regeneration-policies/kent-design-guide">http://www.kent.gov.uk/about-the-council/strategies-and-policies/regeneration-policies/kent-design-guide</a>	2000
Unlocking Kent's Cultural Potential	KCC – Growth, Environment and Transport	A cultural strategy for Kent that promotes how the county's cultural offer can enhance the lives of people who live in Kent.	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/culture-and-sport-policies/cultural-strategy">http://www.kent.gov.uk/about-the-council/strategies-and-policies/culture-and-sport-policies/cultural-strategy</a>	2010-2015
Local Transport Plan 4	KCC – Highways, Transportation and Waste	Describes how KCC will work towards our transport vision over a 5 year period using government funding.	Will be here - <a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/local-transport-plan">http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/local-transport-plan</a>	2016-2021
Road Casualty Reduction Strategy	KCC - Highways, Transportation and Waste	A strategy for reducing road casualties in Kent.	<a href="http://www.kent.gov.uk/roads-and-travel/road-safety/road-casualty-reduction-strategy">www.kent.gov.uk/roads-and-travel/road-safety/road-casualty-reduction-strategy</a>	2014-2020
Strategic Framework for Sport and Physical Activity in Kent	KCC – Growth, Environment and Transport	A strategy to provide a direction of travel for sport and physical activity in Kent	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/culture-and-sport-policies/framework-for-sport-and-physical-activity">http://www.kent.gov.uk/about-the-council/strategies-and-policies/culture-and-sport-policies/framework-for-sport-and-physical-activity</a>	2012-2022
KCC's Countryside & Coastal Access Improvement Plan	KCC – Growth, Environment and Transport	This plan aims to increase the use and enjoyment of Kent's public rights of way and open green space.	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/countryside-policies-and-reports/countryside-and-coastal-">http://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/countryside-policies-and-reports/countryside-and-coastal-</a>	2013-2017

			<a href="#">access-improvement-plan</a>	
Kent Better Homes - Better homes: localism, aspiration and choice	KCC	This document describes the strategic direction for housing across Kent	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/housing-policies/better-homes">http://www.kent.gov.uk/about-the-council/strategies-and-policies/housing-policies/better-homes</a>	2011
New Ways of Working	KCC (Infrastructure leading investment/refurbishment aspect)	Investment programme to deliver transformed office spaces and facilities to support flexible working (also ow looking at parking and how to reduce demand and costs)	<a href="http://knet/ManagingatKCC/Pages/CS3-Support-for-office-moves.aspx">http://knet/ManagingatKCC/Pages/CS3-Support-for-office-moves.aspx</a>	
<b>Partners</b>				
Local Plans and Transport Strategies	Local district/ borough councils	Each district/borough will develop a local transport plan for their area.	These plans will be available on district/borough websites.	
District Cycle Strategies	District/ borough councils	In partnership with the district councils, KCC has a number of local cycling strategies, which focus on specific local issues.	<a href="http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/cycling-strategies">http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/cycling-strategies</a>	
School Travel Plans	Individual schools	These plans help encourage smarter and sustainable ways to travel when on the journey to and from school	More information can be found here: <a href="http://jambusterstpms.co.uk/x.jsp?ano=1">http://jambusterstpms.co.uk/x.jsp?ano=1</a>	
Business Travel Plans	Individual businesses	The plans encourage more sustainable methods of commuting to work and to meetings.	More information can be found here: <a href="http://www.kent.gov.uk/business/Business-and-the-environment/sustainable-business-transport">http://www.kent.gov.uk/business/Business-and-the-environment/sustainable-business-transport</a>	
Kent Downs AONB Management Plan	Kent Downs AONB	The aim is to ensure that the natural beauty and special character of the landscape and vitality of the communities are recognised, maintained and strengthened well into the future.	<a href="http://www.kentdowns.org.uk/guidance-management-and-advice/management-plan">http://www.kentdowns.org.uk/guidance-management-and-advice/management-plan</a>	2014-2019
South East Local Enterprise Partnership Growth Deal	SELEP	Growth Deals are a £12 billion long-term programme to revitalise local economies.	<a href="http://www.southeastlep.com/growth-deal">http://www.southeastlep.com/growth-deal</a>	2015-221
<b>National Policy</b>				
Securing the Value of Nature;	KNP	This report explains the benefits of	<a href="http://www.kentnature.org.uk/assets/fi">http://www.kentnature.org.uk/assets/fi</a>	2011

the Kent Nature Partnership Action Plan		the value of nature to support the economy, public health and land management.	<a href="#">les/Resources/Securing-the-Value-of-Nature-in-Kent.pdf</a>	
Public Health Outcomes Framework	Department of Health	This document sets out desired outcomes for public health and how they will be measured	<a href="https://www.gov.uk/government/publications/healthy-lives-healthy-people-improving-outcomes-and-supporting-transparency">https://www.gov.uk/government/publications/healthy-lives-healthy-people-improving-outcomes-and-supporting-transparency</a>	2013-2016
Everybody Active, Every Day	Public Health England	An evidence-based approach for national and local action to address the physical inactivity epidemic	<a href="https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life">https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life</a>	2014
Start Active, Stay Active	Department of Health	UK-wide report with guidelines on the volume, duration, frequency and type of physical activity required to achieve general health benefits	<a href="https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers">https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers</a>	2011
NICE Guidance PH41: Walking & Cycling	National Institute of Health & Care Excellence	Public health guidance on increasing walking and cycling as forms of physical activity	<a href="https://www.nice.org.uk/guidance/ph41">https://www.nice.org.uk/guidance/ph41</a>	2012
NICE Guidance PH8: Physical Activity & the Environment	National Institute of Health & Care Excellence	Public health guidance on changes to the built and natural environment to facilitate physical activity	<a href="https://www.nice.org.uk/guidance/ph8">https://www.nice.org.uk/guidance/ph8</a>	2008
NICE Guidance PH13: Physical Activity in the Workplace	National Institute of Health & Care Excellence	Public health guidance on encouraging employees to walk and cycle	<a href="https://www.nice.org.uk/guidance/ph13">https://www.nice.org.uk/guidance/ph13</a>	2008
National Infrastructure Plan	HM Treasury, Infrastructure UK and Infrastructure and Projects Authority	This document shows the government's progress on delivery and sets out its long-term plans for UK infrastructure.	<a href="https://www.gov.uk/government/publications/national-infrastructure-plan-2014">https://www.gov.uk/government/publications/national-infrastructure-plan-2014</a>	2014
Creating Growth, Cutting Carbon	Department for Transport	The government's vision for a sustainable local transport system that supports the economy and reduces carbon emissions.	<a href="https://www.gov.uk/government/publications/creating-growth-cutting-carbon-making-sustainable-local-transport-happen">https://www.gov.uk/government/publications/creating-growth-cutting-carbon-making-sustainable-local-transport-happen</a>	2011
Door to Door Strategy	Department for	Sustainable door-to-door journeys	<a href="https://www.gov.uk/government/publi">https://www.gov.uk/government/publi</a>	2013

	Transport	strategy	<a href="#">cations/door-to-door-strategy</a>	
Cycling and Walking Investment Strategy	Department for Transport	The CWIS will set out a long-term vision for walking and cycling to 2040	<a href="https://www.gov.uk/government/consultations/draft-cycling-and-walking-investment-strategy">https://www.gov.uk/government/consultations/draft-cycling-and-walking-investment-strategy</a>	2016-2040

## Annexe 2 Evidence for the benefits of active travel

### Physical Activity

Evidence for the beneficial effect of increasing levels of physical activity in all parts of the population is robust and well documented<sup>78</sup>. Low levels of physical activity are responsible for 17% of all premature deaths in the UK population, causing diabetes, heart disease and other preventable conditions<sup>9</sup>.

Initiatives to improve levels of physical activity in Kent are needed. 44%<sup>10</sup> of the Kent adult population do not currently meet recommended weekly levels of physical activity<sup>11</sup>. 28%<sup>12</sup> of these people are 'physically inactive', meaning they do little or no physical activity of any kind. The Kent population falls below the UK average for levels of physical activity<sup>13</sup>. 65% of adults in Kent are above a healthy weight, and 33% of children are above a healthy weight by the time they leave primary school<sup>14</sup>.

Active travel gives people an opportunity to be physically active as part of their daily routine, which can contribute to improved health and help to prevent or manage a range of chronic diseases<sup>15,16,17</sup>. The contribution that active travel can make to physical activity and health has also been recognised by Government<sup>18,19</sup>. Using active travel also incorporates physical activity into everyday tasks, which can reduce the need to find extra time or money to exercise specifically for the health benefits.

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<sup>7</sup> World Health Organisation (2010). Global Recommendations on Physical Activity for Health.

[http://www.who.int/dietphysicalactivity/factsheet\\_recommendations/en/](http://www.who.int/dietphysicalactivity/factsheet_recommendations/en/)

<sup>8</sup> Department of Health (2011). Start Active, Stay Active: a report on physical activity from the four home countries' Chief Medical Officers. <https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers>

<sup>9</sup> Lee, I, et al. (2012). Effect of physical inactivity on major non-communicable diseases worldwide: an analysis of burden of disease and life expectancy. *The Lancet*. 380 (9838), 219-229.

[http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(12\)61031-9/abstract](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(12)61031-9/abstract)

<sup>10</sup> Public Health England (2016). Public Health Outcomes Framework. <http://www.phoutcomes.info/public-health-outcomes-framework#gid/1000042/pat/6/ati/102/page/0/par/E12000008/are/E10000016>

<sup>11</sup> Department of Health (2011). Start Active, Stay Active: a report on physical activity from the four home countries' Chief Medical Officers. <https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers>

<sup>12</sup> Public Health England (2016). Public Health Outcomes Framework. <http://www.phoutcomes.info/public-health-outcomes-framework#gid/1000042/pat/6/ati/102/page/0/par/E12000008/are/E10000016>

<sup>13</sup> IBID

<sup>14</sup> IBID

<sup>15</sup> Public Health England (2014). Everybody Active Every Day. <https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life>

<sup>16</sup> Department of Health (2011). Start Active, Stay Active: a report on physical activity from the four home countries' Chief Medical Officers. <https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers>

<sup>17</sup> UK Active (2014). Steps to Solving Inactivity [http://www.ukactive.com/downloads/managed/Steps\\_to\\_Solving\\_Inactivity\\_-\\_Up\\_to\\_date.pdf](http://www.ukactive.com/downloads/managed/Steps_to_Solving_Inactivity_-_Up_to_date.pdf)

<sup>18</sup> Department for Transport (2009) The Physical Fitness Sub-objective, TAG Unit 3.3.12, Transport Appraisal Guidance <http://www.dft.gov.uk/webtag/documents/expert/unit3.3.12.php>

<sup>19</sup> Department for Transport (2011) Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen <http://www.dft.gov.uk/pgr/regional/sustainabletransport/>

It is recognised that recreational routes can assist with modal shift towards active travel for functional journeys. Active travel, in particular walking, has few barriers to participation. Encouragement of walking has been found to be the most effective method for the promotion of physical activity in a sedentary population<sup>20</sup>.

### **Congestion & Air Quality**

Making shorter journeys using active means of travel can contribute to reducing congestion by reducing the number of cars on the road<sup>21</sup>. In urban areas, journey times are often shorter when walking or cycling as users are able to take advantage of paths not accessible to motor vehicles.

5.3% of early deaths in the UK can be attributed to long-term exposure to small particles polluting the air<sup>22</sup>, making air pollution the greatest environmental risk linked to deaths every year.

Reducing the number of cars on the road can also contribute to improved air quality and reduced carbon emissions<sup>23</sup>. In 2012, 21% of UK domestic greenhouse gas emissions were from transport<sup>24</sup>. Road transport is the largest contributor to total transport greenhouse gas emissions, comprising 68% of the total amount produced, including 40% from cars and taxis<sup>25</sup>. Making more journeys using active travel, including part-journeys that use public transport, can make a significant contribution to reducing the levels of emissions from private motor vehicles.

The number of cars on the road has increased year-on-year since 1950<sup>26</sup>, and this trend is projected to continue. Making more journeys using active travel will become of greater importance and convenience in the future.

The number of people walking and cycling has declined in the last 20 years. Fewer than 1 in 10 people walk to work in the South East, with an average journey time of 14 minutes. At average walking speeds, this would mean covering distances of half a mile to one mile. 3 out of every 100 people cycle to work in the South East despite 45% of people over the age of 5 years old owning a bike. Men are more than twice as likely to cycle to work as women, and the average length of journeys by cycle has increased since 1996<sup>27</sup>.

Walking is significantly more popular than cycling as a transport option. 22% of all journeys in the UK in 2013 were made by walking; just 2% were made by cycling. Walking to school or college is currently the main

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<sup>20</sup> Hillsdon, M. (1996) A systematic review of physical activity promotion strategies, British Journal of Sports Medicine, volume 30, number 2, pp. 84-89.

<sup>21</sup> NICE (2012) Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation. PH41. <http://guidance.nice.org.uk/PH41>

<sup>22</sup> Public Health England (2016). Public Health Outcomes Framework. <http://www.phoutcomes.info/public-health-outcomes-framework#gid/1000042/pat/6/ati/102/page/0/par/E12000008/are/E10000016>

<sup>23</sup> NICE (2012) Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation. PH41. <http://guidance.nice.org.uk/PH41>

<sup>24</sup> Department for Transport (2014) Road Transport Statistics 2014 <https://www.gov.uk/government/statistics/transport-statistics-great-britain-2014>

<sup>25</sup> IBID

<sup>26</sup> IBID

<sup>27</sup> Department for Transport (2014) Road Transport Statistics 2014 <https://www.gov.uk/government/statistics/transport-statistics-great-britain-2014>

reason people walk for transport; 22% of journeys made by walking were for the school run whilst just 8% were for commuting to work or business trips<sup>28</sup>.

### **Barriers to Active Travel**

Whilst walking and cycling offer increased health through physical activity, they also present risks through, for example, atmospheric pollution, road crashes and social inequality.

A series of workshops to engage stakeholder organisations in Kent showed that common reasons for not making short journeys using active travel include:

- a lack of joined-up routes that allow people to make functional journeys through active travel;
- a lack of knowledge of opportunities for active travel, including knowing where cycle lanes and paths are;
- car parking, street furniture and building in cycle lanes or pedestrian routes;
- issues with safety on roads, particularly for vulnerable user groups;
- the relative greater comfort of using a car.

Other issues cited as common barriers to active travel include a lack of motivation in individuals and populations, a lack of time due to modern lifestyles, necessity for families to make multi-drop journeys, disability or injury, carrying heavy loads or transporting young children and pets, poor weather especially in winter, and the social trend that with increasing affluence people are able to buy mobility and convenience<sup>29</sup>.

Another key issue is safety. Pedestrians and cyclists suffer the second and third highest casualty rates of all transport types, with 29 and 27 fatalities respectively per billion kilometres travelled<sup>30</sup>. The perceived safety of cars is supported by evidence, with only two fatalities for the same distance travelled. Perceptions of safety for pedestrians and cyclists go beyond road traffic accidents and include travelling alone along unlit or poorly-lit alleyways and through areas with high rates of crime, particularly for vulnerable groups including children or lone females.

### **Active Travel in Kent**

The following statistics have been identified for Kent:

- 10.1% of Kent workers walk to work, this is higher than the national and regional figure of 9.8%<sup>31</sup>
- Only 1.1% of people in Kent cycle to work in comparison to 1.9% in England<sup>32</sup>.

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<sup>28</sup> Department for Transport (2014) Road Transport Statistics 2014

<https://www.gov.uk/government/statistics/transport-statistics-great-britain-2014>

<sup>29</sup> Mackett, R & Brown, B (2011) Transport, Physical Activity and Health: Present knowledge and the way ahead

<https://www.ucl.ac.uk/news/pdf/transportactivityhealth.pdf>

<sup>30</sup> Department for Transport (2014) Road Transport Statistics 2014

<https://www.gov.uk/government/statistics/transport-statistics-great-britain-2014>

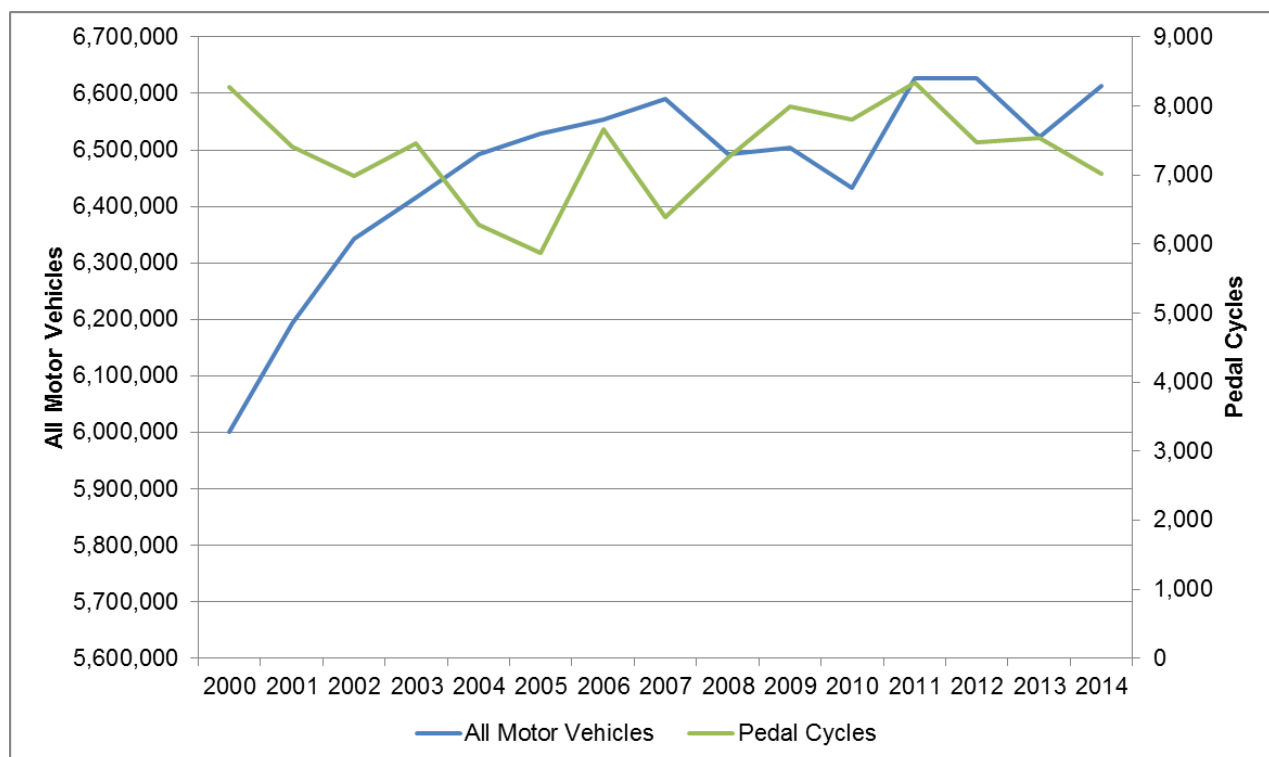
<sup>31</sup> [shareweb.kent.gov.uk/Documents/facts-and-figures/Population-and-Census/2011%20Census/2011-method-of-travel-to-work.pdf](http://shareweb.kent.gov.uk/Documents/facts-and-figures/Population-and-Census/2011%20Census/2011-method-of-travel-to-work.pdf)

<sup>32</sup> <http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tc%3A77-353510>



- In Kent, 14.5% of people in Kent say they cycle more than once per month, which is slightly below the national average<sup>33</sup>
- Pedal cycle KSI casualties have increased in Kent in 2014 to 126% above the 2004-2008 average and collisions involving pedal cycles are now 51% above the 2004 to 2008 baseline<sup>34</sup>.

The Department for Transport carry out annual count surveys across the county<sup>35</sup>, the below figure illustrates trends in cycling and all traffic since 2000 to 2014. Traffic figures at regional and national level are robust and are reported as National Statistics. However, this is not the case for road traffic at a local level. These figures are taken from counters on strategic routes across the county and may not reflect the true numbers of cyclists on the roads.



## Annexe 3 Engagement Workshops

### Summary

A series of events were held to engage with stakeholders and target populations to inform the development of the Active Travel Strategy for Kent. The two main points raised across all discussions were:

1. Kent needs joined-up pedestrian and cycle routes that people actually want to use
2. Effective and widespread promotion of active travel opportunities is necessary

<sup>33</sup> Department for Transport (2014) Road Transport Statistics 2014 [www.gov.uk/government/statistics/transport-statistics-great-britain-2014](http://www.gov.uk/government/statistics/transport-statistics-great-britain-2014)

<sup>34</sup> Kent County Council 2015

<sup>35</sup> [www.dft.gov.uk/traffic-counts/area.php?region=South+East&la=Kent](http://www.dft.gov.uk/traffic-counts/area.php?region=South+East&la=Kent)

To support the development of the Active Travel Strategy for Kent, a series of engagement events were held to discuss the development of the strategy with partners and stakeholders. A Task & Finish group was tasked by the main Project Group with delivering this engagement process. This annexe outlines the engagement process and outcomes.

## **Stakeholder Workshops**

Two pre-consultation engagement workshops were held, split geographically to suit stakeholders from the west and east of the county. Both workshops followed the same format and were intended to:

- Explore interest in active travel from a range of different stakeholder groups;
- Provide an opportunity to think about issues relating to the infrastructure required to promote active travel interventions;
- Seek ideas about how KCC can support behaviour change that encourages more cycling and walking across the county;
- Allow participants to shape thinking at an early stage and influence detailed work going forward.

Over 70 representatives of external stakeholder organisations were involved in the workshops, including representation from:

- Schools/Children and Young People
- Workplaces, businesses and higher education
- Housing associations, community organisations, charities and local authorities
- Transport planning, infrastructure and highways
- NHS, health and social care

## **Workshop Outcomes**

The two main points that came out of all discussions at workshops and in follow-up discussions with stakeholder organisations and Kent residents were that:

1. Kent needs joined-up pedestrian and cycle routes that people actually want to use
2. Effective and widespread promotion of active travel opportunities is needed.

A summary of the discussions from all stakeholders across both workshops is below.

### **General**

- Active travel and road safety legislation would have the biggest impact
- Any strategy requires political support at all levels

### **Infrastructure**

- Kent needs joined-up active travel routes that people actually want to use
- Active travel must be a priority in transport and development planning
- Separated lanes are ideal but unrealistic, there will always be some shared use
- Lack of knowledge of opportunities; need hard signage for routes
- 20mph zones in key areas can promote safety and the perception of safety

### **Behaviour**

- Promote the available infrastructure
- Deliver a positive-messages communications plan to promote active travel routes and opportunities
- Encourage promotion by all partners including through partnerships with housing associations, schools, NHS, workplaces, estate agents, leisure centres, and with transport organisations.
- Understand motivations in specific populations or locations and message appropriately
- Discouraging parking, car use, blocking cycle lanes, building in cycle lanes or pedestrian routes
- Safety on roads and perceptions of safety, particularly in vulnerable road users

### **Further Engagement**

In addition to the stakeholder workshops, sessions were held with local further education college students and Youth County Council members to identify issues specific to young people around driving age. The session highlighted that young people face similar barriers to active travel as the rest of the population, but that promotion and marketing should be specific to that age group.

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

This document is available in other formats, please contact  
Stephanie.holt@Kent.gov.uk or telephone on 03000 412064

**Directorate:** Highways, Transportation and Waste

**Name of project:** Active Travel Strategy

**What is being assessed?** Draft Active Travel Strategy

**Responsible Owner/ Senior Officer:** Stephanie Holt

**Date of Initial Screening** 02/07/15, initial screening repeated 12/02/16 on worked up draft

**Date of Full EqIA:** 15/03/2016

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Comment</b>
2	Stephanie Holt	12/2/16	Reworked initial screening based on detail of draft strategy
3	J Hill	9/03/2016	E & D Comments
4	Katie Ireland	15/03/2016	Revision following E&D Comments
5	Akua Agyepong	1 April 2016	E&D Comments
6	Katie Ireland	5 April 2016	Final for consultation

**Screening Grid**

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favorably than others in Kent? YES/NO If yes how?	Assessment of potential impact <b>HIGH/MEDIUM</b> <b>LOW/NONE</b> UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Page 98	Age Yes – older residents who are less mobile may benefit less from this strategy than others	Medium	Low	Active Travel relies on an individual having the ability to be mobile in their own right	<p>Yes – improved continuous, joined up or direct walking or cycling-designated routes could support older residents reliant on mobility scooters access local services, amenities or friends/family</p> <p>Yes – Adult Cycling Courses will benefit adults aged 18+</p> <p>Yes – creating a safer (and enabling a perception of more attractive/safer) environment in which to walk/cycle will benefit both school aged children and older residents in particular</p> <p>Yes – ensure images, training or signposting introduced to support this strategy have relevance and appeal to the local community, including different age groups</p>

<b>Disability</b>	Yes – not all active travel infrastructure investment will benefit certain disabled communities to the same extent as certain non disabled communities	Medium	Low	Active Travel relies on an individual having the ability to be mobile in their own right	<p>Yes – improved continuous, joined up or direct walking or cycling-designated routes will enable certain disabled communities to more easily access local services, amenities or friends/family</p> <p>Yes – ensure any images, training or signposting introduced to support this strategy have relevance and appeal and are simple and clear to understand to the local community, including disabled groups</p>
<b>Gender</b> Page 99	Yes – evidence suggests that fewer women cycle than men	Medium	Low		Yes – ensure any images, training or signposting introduced to support this strategy have relevance and appeal to women as a targeted group, as well as adults generally
<b>Gender identity</b>	No	None	None	No	No
<b>Race</b>	No	Low	Low		Yes – ensure any images, training or signposting introduced to support this strategy have relevance and appeal to the local community, including where local population data indicates a high proportion of one or more BAME groups
<b>Religion or belief</b>	No	None	None	No	No
<b>Sexual orientation</b>	No	None	None	No	No

<b>Pregnancy and maternity</b>	No	None	None	No	No
<b>Marriage and Civil Partnership</b>	No	None	None	No	No
<b>Carer's responsibilities</b>	No	None	None	No	No



## Part 1: INITIAL SCREENING

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

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

### **Low Risk**

The overall ambition of the Active Travel Strategy is to improve access to walking and cycling routes in Kent, ensuring they are maintained, appropriate and promoted. Whilst some risks have been noted in the initial screening, the overall impact of the Strategy has positive outcomes for the identified groups. Any risks identified above are targeting in the below Action Plan, showing how we intend to reduce any negative impacts.

### **Context**

#### *What is Active Travel?*

Active travel means walking or cycling as a way of getting to a particular destination such as work, the shops or social visits. For the purpose of this draft Active Travel Strategy, it does not include walking and cycling done purely for pleasure or for health.

#### *Why is Kent writing an Active Travel Strategy?*

KCC wants to make active travel a real and viable option for people who are making short journeys in Kent – more information can be found in the Aims and Objectives section below.

In the current economic climate of reducing budgets, a strategy will provide a basis on which KCC will be able to prioritise internal resources, influence how new communities are developed and to support bids for external funding for a range of active travel measures.

#### *What is the policy context behind the Strategy?*

Improving transport is identified in the KCC Strategic Statement 2015-2020 under outcome 2: Kent Communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.

The Strategy will contribute to outcomes in the Kent County Council Strategic Outcomes Framework by improving the health, environment and sustainability opportunities for Kent. This Strategy will also support delivery of the below:

Public Health Outcomes Framework

- Indicator 2.13i - Percentage of physically active and inactive adults - active adults
- Indicator 2.13ii - Percentage of physically active and inactive adults - inactive adults

#### NICE Commissioning Guidance

- PH8 – Physical Activity and the Environment
- PH41 – Physical Activity – Walking and Cycling

Growth without Gridlock - Launched in December 2010, Growth without gridlock is KCCs transport delivery plan. The plan sets out our priorities for the county and our offer to government to deliver them. It also identifies new ways to raise revenue in response to reduced government funding. Through delivering the plan we aim to create new jobs, new opportunities for businesses and boost economic growth in Kent.

Road Casualty Reduction Strategy for Kent (2014-2020) – Launched in 2014 this Strategy outlines Kent’s priorities with regards to Road Safety.

#### *What are the benefits of active travel?*

- Improve health and can contribute to lower chances of some health conditions
- It can be cheaper to travel actively by saving money on fuel/vehicle running costs/parking charges
- Reduces the number of vehicles on the road
- Can contribute to improved air quality
- Can be quicker – journey times can be reduced as active travel can take advantage of routes not accessible to motor vehicles.

#### *What are the barriers to active travel?*

- A lack of suitable routes for journeys between homes and community services, workplaces or schools; a lack of facilities such as showers, lockers and secure parking; and obstacles in cycle lanes and in footways.
- A lack of knowledge of available active travel routes.
- Individual issues such as not having the time or motivation to choose active travel, the ease of using a car, the need to carry heavy or bulky loads and the need to make ‘linked’ trips, such as a school drop off on the way to work.
- Safety: including pedestrians and cyclists being involved in collisions, and perceptions of safety and security.
- Reduced local authority budgets making it challenging to implement active travel measures

### **Aims and Objectives**

Our overarching ambition of this Active Travel Strategy is to make active travel an attractive and realistic choice for short journeys in Kent.

This ambition is supported by the following outcomes:

- More people making active travel journeys
- Improved population health through an increase in physical activity
- Reduced congestion on the highway network by providing better travel choices
- Improved safety of the active travel network.

These outcomes will be realised by delivering the following actions:

*Action 1: Integrate active travel into planning*

This Strategy will influence commissioning decisions and ensure walking and cycling are prioritised in future planning processes. In addition, the Strategy will encourage integration of all types of transport as part of the strategic road network. This will be led by current commissioning guidance and best practice, existing KCC policies and strategies, and key partners' policies and strategies with a commitment to encouraging active travel.

*Action 2: Provide and maintain appropriate routes for active travel*

Kent needs fit-for-purpose active travel routes that people want to use. Kent's existing cycling and walking routes have developed over time as resources have allowed. They are not always continuous or direct, and may not serve important community services, which means that some people who would like to walk or cycle are unable to do so. There is a need to provide facilities such as pedestrian crossings along routes and secure cycle storage at destinations. It is also important that these routes are well maintained.

*Action 3: Support active travel in the community*

There is a need to encourage and promote active travel in our community. People need the skills, confidence, information and, most importantly, the motivation to make active travel their preferred choice. Initiatives needed to support this change include pedestrian and cycle training, road safety campaigns, projects to encourage walking and cycling to schools and businesses, and promotion of available routes.

**Beneficiaries**

Increasing the number of journeys made by active modes of travel will have benefits for the residents and visitors to Kent – see the above benefits to Active Travel.

**Information and Data**

By 2050, the NHS cost attributable to obesity and overweight will be £9.7billion and the total costs will be £49.9 billion. The direct costs of illness as an outcome of physical inactivity to the NHS are quoted to be as much as £1.0 billion per annum, while costs to the whole economy are estimated at £20 billion per annum.

Over 26% of adults in Kent are classed as physically inactive and at a high risk of developing disease conditions as a result of their sedentary lifestyle. Over 43% fail to meet recommended levels of activity required to maintain good health. 21% of children in Kent are above a healthy weight when starting primary school, increasing to 33% by the time they leave.

Robust evidence has highlighted how active travel, specifically journeys made by cycle and on foot, can contribute to a wide range of outcomes. Active travel gives people an opportunity to be physically active as part of their daily routine, which will contribute to improved health as well as preventing or managing a range of chronic diseases. It can also contribute to improve air quality, reduced congestion and reduced carbon emissions through reducing the number of cars on the road. Kent currently has no strategic policy to meet these objectives through increasing active travel.

### **Involvement and Engagement**

The consultation and engagement process commenced with two half day workshops held on the 1<sup>st</sup> and 7<sup>th</sup> October 2015 which involved over 70 key stakeholders and representative groups. Additional engagement was also held with the West Kent Health and Wellbeing Board, a workshop with 20 Mid Kent College Students on 7<sup>th</sup> January 2016, and a facilitated discussion at Kent Youth County Council on 20<sup>th</sup> March 2016.

Invitations to the pre engagement workshops were sent to groups including Guide Dogs, District Access Groups, CILK, and KAB. The feedback specifically regarding access issues were that:

- Infrastructure needs to be appropriate for all user types, e.g. tactile paving for visual impairment
- Any signage should take into account all user types including visually impaired

This was included in the summary of the workshops and considered when drafting the Strategy.

A 12 week public consultation is planned commencing in May 2016, in parallel with the public consultation on the Local Transport Plan 4 which the Active Travel Strategy sits under.

#### *What is the consultation asking?*

The consultation is asking Kent residents to read the proposed Strategy and to provide feedback on the content, including views on our proposed aims and objectives (above) \_ and whether we have missed anything which is important to the respondent. The consultation will also ask about the respondents current level of active travel activity as well as the standard EqIA About You questions so that we can ensure that we have responses from a diverse range of the County. A mid consultation review will take place to identify if there are any groups which we have not had responses from, and efforts will be made to

consult with them.

*When will it be reported on?*

The consultation will begin following Environment and Transport Cabinet Committee approval on the 4<sup>th</sup> May. It will run from 18<sup>th</sup> May to the 10<sup>th</sup> August 2016.

There will be a mid-consultation review meeting of the Active Travel Strategy Project Group which will analyse the responses so far and identify if there are any gaps in the profiles of the responses received compared to those that we wish to target (i.e. those identified in the screening grid above). Where any gaps are identified, efforts will be made to engage with these groups.

Following the close of the consultation, responses will be reviewed and reported on at an Active Travel Strategy Project Group meeting. The responses will be used to amend the Strategy where appropriate, and a final version of the Strategy will then be submitted to Environment and Transport Cabinet Committee for adoption. .

**Potential Impact:**

Some of those within specific protected characteristics groups (older persons, and disabled) may potentially find it difficult or impossible to partake in active travel at all, and will therefore benefit less from this strategy than others. However the draft strategy also seeks outcomes that will benefit and potentially grow the numbers of elderly and people with a disability that can become more confident, informed and able to actively travel. This will therefore improve their access to key services and employment, as well as their local community.

**Adverse Impact:**

There do not appear to be any adverse implications of implementing an Active Travel Strategy. This was supported by the preliminary consultation feedback.

**Positive Impact:**

The strategy and outcomes have the potential to have a significant positive impact provided Interventions and measures are inclusive and are tailored to where they can have most benefit. The positive impacts with regards to equality and diversity are:

- Increased take up in identified groups
- Routes which are accessible/have improved access
- Opportunity for all to be more physically active
- Improvements in air quality that benefit the whole population

**JUDGEMENT**

**Option 1 – Screening Sufficient**

**NO**

**Option 2 – Internal Action Required**                      **YES**

**Option 3 – Full Impact Assessment**                      **Yes**

A full impact assessment is required as the draft Active Travel Strategy is going out to consultation.

**Action Plan**

The draft Strategy has had two engagement workshops and will have a 12 week consultation. This EqIA will be reviewed for the fourth time and updated in response to the consultation feedback.

**Monitoring and Review**

It is intended that the Strategy will include an Action Plan which will be a live piece of work and updated annually. That Action Plan will similarly be Equality Impact Assessed, and implementation adjusted accordingly.

**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: Stephanie Holt

Job Title: Head of Countryside, Leisure and Sport

Date: 12/02/16

**DMT Member**

Signed:

Name:

Job Title:

Date:

Please forward a final signed electronic copy to the Equality Team by emailing

[diversityinfo@kent.gov.uk](mailto:diversityinfo@kent.gov.uk)

## Equality Impact Assessment Action Plan

Protected characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	Older residents who are less mobile may benefit less from this strategy than others	Ensure consultation engages with this group to hear feedback	Potential to identify where we can help deliver active travel that supports older residents	Active Travel Group	In line with writing of implementation plan	To be determined
		Improved continuous, joined up or direct walking or cycling-designated routes could support older residents reliant on mobility scooters access local services, amenities or friends/family	Increased usage of active travel	Active Travel Group	In line with writing of implementation plan	To be determined
		Adult Cycling Courses will benefit adults aged 18+	Growth in number of Kent adult residents regularly cycling in Kent	Safer Mobility Team Leader	Ongoing	To be determined
	Safety perceptions across the age groups	Creating a safer (and enabling a perception of more attractive/safer) environment in which to walk/cycle will benefit both school aged children and older residents in particular	Increased usage of active travel	Active Travel Group	To be determined	To be determined
	Promotional material may not reflect all age groups	Ensuring images, training or signposting introduced to support this strategy have relevance and appeal to the local community, including different age groups	Increase in diversity of promotional material	Active Travel Group	To be determined	To be determined

Disability	Active Travel relies on an individual having the ability to be mobile in their own right.	Ensure consultation engages with this group to hear feedback	Potential to identify where we can help deliver active travel that supports disability	Active Travel Group	In line with writing of implementation plan	To be determined
	Residents with a disability may benefit less from this strategy than others	Improving continuous, joined up or direct walking or cycling-designated routes will enable certain disabled communities to more easily access local services, amenities or friends/family	Increased usage of active travel	Active Travel Group	In line with writing of implementation plan	To be determined
	Promotional material may not reflect diversity	Ensuring any images, training or signposting introduced to support this strategy have relevance and appeal to the local community, including disabled groups	Increase in diversity of promotional material	Active Travel Group	To be determined	To be determined
Gender	Evidence suggests that fewer women cycle than men	Ensure consultation engages with this group to hear feedback	Potential to identify where we can help deliver active travel that supports gender specific issues	Active Travel Group	In line with writing of implementation plan	To be determined
	Promotional material may not reflect gender diversity	Ensuring any images, training or signposting introduced to support this strategy have relevance and appeal to women as a targeted group, as well as adults generally	Increase in diversity of promotional material	Active Travel Group	To be determined	To be determined



Race	Promotional material may not reflect diversity	Ensuring any images, training or signposting introduced to support this strategy have relevance and appeal across a diverse population	Increase in diversity of promotional material	Active Travel Group	To be determined	To be determined
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From: Matthew Balfour, Cabinet Member for Environment & Transport  
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee – 4 May 2016**

Subject: **LED Street Light Conversion Project Update**

Date: **4 May 2016**

Classification: **Unrestricted**

Electoral Division: **All**

**Summary:**

Following the award of the Street Lighting Term Services Contract to Bouygues E & S Infrastructure UK Ltd, this paper provides an update of the project. Following a three month mobilisation period, works commenced on the 14 March 2016 in the Borough of Ashford.

**Recommendation:**

Members are asked to consider and note the report.

**1. Background**

- 1.1 Kent County Council is one of the largest lighting authorities in the UK and has 118,000 street lights and some 25,000 lit signs and bollards
- 1.2 The Authority awarded a 15 year contract to Bouygues E & S Infrastructure UK Ltd where all of its street lights will be converted to Light Emitting Diode (LED) products. Additionally a Central Management System (CMS) will be provided and this will enable complete management of street lighting including dimming, switch on/off, fault reporting, metering, etc.
- 1.3 This conversion works will reduce energy and Carbon Reduction Commitment (CRC) costs by 65% and significantly reduce maintenance costs. The conversion works will cost around £40m and deliver a significant savings annually up to £5.2m.
- 1.4 On the 12 February 2016, it was endorsed by the Environment and Transport Cabinet Committee to return to 'Optimised' All Night Lighting. This decision was taken by the Cabinet Member for Environment and Transport on the 4 March 2016 (16/00018).
- 1.5 This paper provides an update on the project and outlines the next steps.

## 2 Mobilisation Period

- 2.1 The contract was awarded on the 14 December 2015 following a successful procurement process.
- 2.2 The mobilisation period was scheduled to take three months to complete. Working with Bouygues during this period the following tasks were completed:
  - Programming of the residential phase of the works
  - Product approval of the lanterns to be used within the residential phase
  - Project team recruitment
  - Configuration of ICT systems
  - Setting up of advance works information

## 3 Programme

- 3.1 The phasing of the programme was a complex matter, with the stipulation that the contractor could only work within three districts at the same time. This would minimise disruption and centralise their operations to allow them to respond to any faults quickly, maximise their installation output and reduce carbon emissions by not driving all over the county.
- 3.2 The contractors appointed for this work are experts within the industry and have taken into consideration a number of factors when programming this work that including the number, type, age and location of assets
- 3.3 The residential programme is to be completed within 14 months and has been scheduled as follows:
  - Phase 1 – **Ashford/Shepway/Dover**
    - March to June 2016
  - Phase 2 – **Gravesham/Dartford/Sevenoaks**
    - June to September 2016
  - Phase 3 – **Maidstone/Tonbridge & Malling/Tunbridge Wells**
    - August to November 2016
  - Phase 4 – **Swale/Canterbury/Thanet**
    - October 2016 to May 2017
- 3.4 It is expected that these dates may change throughout the programme. Any changes will be communicated to stakeholders.
- 3.5 The second part of the project will see LED conversions to the main routes and town centres. This will be completed within 25 months and a programme for this is currently being developed and will be communicated once agreed.

## 4. Progress

- 4.1 Work commenced in rural areas within the Borough of Ashford on the 14 March 2016. 3,629 lanterns have been converted by 22 April.
- 4.2 The default profile of the lanterns is to operate all night. The Authority is working with Bouygues to scope out the 'Optimised' All Night Lighting policy. This will

include analysing the assets on a street by street level, as each road has its own design specification which will enable different optimal illumination levels.

- 4.3 Once this has been completed, each individual street will revert to the new profile once the lanterns have been converted to LED and commissioned to the CMS.
- 4.4 The first member briefing for County Members representing areas in the Ashford/Shepway/Dover districts was held in March 2016. A member briefing for all the other phases will take place prior to the work commencing in these areas.
- 4.5 The Authority has published the anticipated programme on [www.kent.gov.uk/streetlights](http://www.kent.gov.uk/streetlights). This will be updated as the programme moves from a district to district, and, should there be any changes that affect the published dates. Following the award of the contract there have been a number of press releases which have been reported via the KCC Media Hub and reports in the local media.
- 4.6 Working with Bouygues, a number of streets have been assessed to determine their suitability to film the difference between the old style lanterns and new LED's. In addition to this, the Authority will film what the works will entail for an individual street light. These will be completed in May and uploaded to the website to show residents the benefits of the technology and what the work entails.

## **5. Conclusion**

- 5.1 Good progress has been made so far, with the conversion working through the Borough of Ashford.
- 5.2 There have been minimal enquiries with regards to the work completed, but these will continually be monitored to learn from these lessons and work towards a fit right, first time approach.
- 5.3 Further updates will be reported at future Cabinet Committee in due course.

## **6. Recommendation**

- 6.1 Members are asked to consider and note the report.

## **7. Contact details**

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Lead Director:

Roger Wilkin – Director of Highways, Transportation and Waste

03000413479

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From: Matthew Balfour, Cabinet Member for Environment and Transport  
 Clive Pearman, Deputy Cabinet Member for Environment and Transport  
 Roger Wilkin, Director Highways, Transportation and Waste

To: Environment and Transport Cabinet Committee – 4 May 2016

Subject: Waste Strategy for Kent County Council

Classification: **Unrestricted**

Past Pathway of Paper: Environment and Transport Cabinet Committee 16 September 2015

Future Pathway of Paper: Environment & Transport Cabinet Committee January 2017

Electoral Division: Whole of Kent

**Summary:**

As the Waste Disposal Authority, KCC requires a Waste Strategy to underpin future service design, ensuring intelligent and coordinated delivery which meets financial, environmental and customer needs.

**Recommendation:**

The Environment and Transport Cabinet Committee is asked to consider and make comments to the Cabinet Member for Environment and Transport on the draft waste disposal strategy, and to endorse a consultation process on the strategy in summer 2016.

**1. Introduction**

- 1.1 Kent County Council's (KCC) Waste Management operates in a two-tier system. KCC is the statutory Waste Disposal Authority<sup>1</sup> (WDA), responsible for the receipt and onward processing/disposal of household waste which is collected by the district and borough councils as the Waste Collection Authorities (WCAs). KCC also has statutory responsibility to provide a Household Waste Recycling Centre (HWRC) service to residents. KCC's annual revenue expenditure to meet these responsibilities is c. £65m.
- 1.2 With continued budget pressures forecast, increasing waste volumes of 22% by 2031 and fluctuations in market value for recyclable materials, local authorities must consider innovative ways to deliver services. A new waste strategy for KCC as the WDA will provide clear direction with regard to priority outcomes set against financial, corporate, environmental and legislative drivers. It should be noted that the statutory and discretionary services provided by a WCA are not within scope of this strategy, however this WDA strategy will dovetail with the

<sup>1</sup> As defined in legislation: <http://www.legislation.gov.uk/ukpga/1990/43/contents>

statutory Kent Joint Municipal Waste Management Strategy (KJMWMS)<sup>2</sup> which sets out how waste should be managed across the County.

- 1.3 The draft strategy (Appendix A) presents the overall 'Ambition' for KCC up to 2035, it details a series of priorities and supporting objectives that will help to reach this ambition. This strategy does not attempt to set out the detail of how the ambition, priorities and objectives will be achieved. Subject to approval of the strategy an analytical and data led implementation plan and subsequent business case will be developed. At this stage, needs will be assessed and further public consultation will be undertaken where required.
- 1.4 A high level Evidence Base document (Appendix B) has been developed to provide background information to support the development of the strategy. This sets out the current waste management position, drivers for change in detail and some early forecasting models. It is strongly advised the Evidence Base document is read prior to the strategy.
- 1.5 A consultation will be undertaken in summer 2016 which will seek views on the Ambition, Priorities and Objectives, with results and the final strategy presented to this Cabinet Committee in January 2017, prior to a full implementation plan being prepared and consulted upon as appropriate.

## **2. Financial Implications**

- 2.1 Costs associated with strategy development were met within existing budgets. The costs associated with the consultation have also been budgeted for within existing budgets.
- 2.2 The development of the strategy will not illicit any savings. However, if approved at Cabinet Committee in January 2017, the delivery of this strategy will find efficiencies, savings and income allowing the service to develop and evolve; it also recognises that in order to reach our ambition, the cost to deliver the strategy could be high and in some instances require significant capital investment and/ or the accessing of key funding.

## **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 The Kent Joint Municipal Waste Management Strategy has three key policy statements that support the Waste Regulations – these apply directly to this proposed strategy;

Policy 8 - The Kent Resource Partnership (KRP) 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 KRP 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.

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<sup>2</sup> The KJMWMS is the strategy for the Kent Resource Partnership, a partnership The Kent Resource Partnership (KRP) is a partnership of the 13 local authorities in Kent: [www.kent.gov.uk/krp](http://www.kent.gov.uk/krp)



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. Strategy development**

- 4.1 A small cross party Member Task and Finish Group (Appendix C) was established to support an officer strategy steering group, which in turn was accountable to the Growth Environment and Transport Officer Portfolio Board and ultimately through to this Cabinet Committee.
- 4.2 The Member Task and Finish Group helped guide the strategy development and considered the ambition, priorities and objectives. Terms of reference were agreed by the Group and minutes were taken at each meeting.
- 4.3 A District Development Workshop was held with officers across the 12 district/ borough councils and Members which attend the Kent Resource Partnership Member Board, to ensure the vital views of the WCAs were included with the strategy development.
- 4.4 A waste consultancy company was appointed to contribute to the development of the strategy, to help facilitate discussion and thinking, and to provide additional capacity and bring an independent perspective.

#### **5. The Waste Management Service**

- 5.1 As the WDA, KCC has a responsibility to provide a HWRC service to residents. We currently have 18 HWRCs across Kent. The HWRCs are for the disposal of household waste only and accept a wide range of materials. The HWRCs do not accept trade waste. There are a host of policies currently in operation across the HWRCs; some for health and safety reasons and some designed to prevent trade waste brought into HWRCs illegally.
- 5.2 Co-located at six of the HWRCs are Transfer Stations which are used to deposit and bulk loading of waste materials collected and delivered by the District and Borough Councils of Kent. There are also 2 Transfer Stations of use at Allington (operated by Kent Enviropower) and Hersden (operated by Ling Group).
- 5.3 KCC is also responsible for the ongoing monitoring of 19 closed landfill sites around the county to ensure environmental compliance.
- 5.4 KCC is part of the Kent Resource Partnership (KRP) together with the 12 Kent district/ borough councils which reflects the relationship between both tiers of Waste Authority. As a partnership, the KRP look at how waste management can be improved in Kent. KCC is committed to joint working through the partnership and to the KJMWMS.
- 5.5 KCC commissions numerous contracts with recycling outlets to ensure reuse, recycling and composting activities are achieved in accordance with the waste hierarchy. Waste that is not reused, recycled or composted is treated at the Allington Waste to Energy facility near Maidstone. A very small percentage of waste goes to landfill, although this percentage is set to decrease further due to

new ways to recycle these items being procured by the County and its contractors.

- 5.6 Waste services are influenced primarily by legislation, targets and requirements that are passed down from the European Union and transposed in to national law, policies and strategies. The European Commission (EC) published proposals in December 2015 that would change the European Waste Framework Directive 2008 that is transposed into UK law. Extensive debate, and changes, are expected in the European Parliament, with the Council of Ministers within Member States over the next two years before a new Directive can be expected. In terms of the UK, the additional issue of the EU Referendum is another factor.
- 5.7 By 2031, the population in Kent is projected to increase by 18% (from 2015), resulting in a projected increase of 22% of waste. Whilst there is currently capacity across the HWRC network to accommodate present waste tonnages this capacity is currently displaced e.g. there is more than sufficient capacity at some HWRCs whilst others are operating at capacity. As such there are some significant pressures on a number of our HWRCs. Furthermore, KCC does not own the freehold of a number of the HWRCs. Leases with third parties in some areas are very costly taking into account financial pressures, it is a very real possibility that KCC may not be able to sustain such costs.

## 6. The Draft Strategy

- 6.1 The Strategy is intended to be a short, easy to read, succinct document. The Ambition and Priorities proposed for consultation are;

**Ambition:** ‘Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving landfill’

**Priority 1:** Working Together: We will work together with our key partners on projects to deliver our ambition.

**Priority 2:** Innovation and Change: The services we design and provide will be resilient through accommodating change and growth.

**Priority 3:** HWRC Service Delivery: We will provide a value for money service

**Priority 4:** Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.

**Priority 5:** Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service.

**Priority 6:** The Environment: We will deliver services which consider impacts on or from the environment and climate change.

- 6.2 There is also a set of objectives underneath each priority, which can be viewed in the Strategy document attached (Appendix A).

## **7. The proposed consultation**

- 7.1 The proposed engagement programme will take place in two stages.
- 7.2 Stage 1; will seek views on the Ambition, Priorities and Objectives of the Strategy. This consultation will seek to engage primarily with key partners and stakeholders, however will be publically available should residents wish to comment.
- 7.3 Key proposed consultees in Stage 1 include; Kent WCAs, Parish Councils, HWRC Providers (current), the market (potential providers), internal KCC groups and service teams as appropriate, local businesses (regarding trade waste), neighbouring Local Authorities (including Medway Council), other WDAs, Environment Agency, Kent Fire and Rescue Service, Kent Police. Consultees will be engaged with via focus groups, workshops, meetings and electronically, with all documents being available online.
- 7.4 The Stage 1 consultation will take place for twelve weeks during the summer 2016.
- 7.5 Following the Stage 1 consultation, a full analysis report will be produced by KCC Waste Management Officers. The analysis and recommended changes to the Strategy will then be brought to Cabinet Committee in January 2017, before a final decision is taken by the Cabinet Member for Environment and Transport to approve the strategy and commence the implementation phase.
- 7.6 Stage 2; Where major changes to services are proposed as part of the implementation phase, a full public consultation will be undertaken and subsequent Member decision(s) will be required.
- 7.7 Stage 2 consultees will include; all stakeholders and partners and the public. The consultation will take place in 2017.

## **8. Legal implications**

- 8.1 There are statutory obligations required of a Waste Disposal Authority which must be met and therefore the strategy itself and any subsequent interventions to deliver the strategy must be compliant. KCC Legal has supported the strategy development and will be engaged as part of the strategy delivery.

## **9. Equalities implications**

- 9.1 An Equality Impact Assessment (EqIA) (Appendix D) has been completed to ensure consideration is given to the impact of the strategy and the approach to consultation. This initial assessment indicates that any impact on users could be reasonably mitigated. Further and subsequent EqIAs will be conducted to understand positive and negative impacts upon customers when the implementation plan to deliver the strategy is produced and consulted upon, as required.

## **10. Other corporate implications**

- 10.1 The Waste Strategy (and subsequent implementation plan, if approved) will embed the principles and objectives of the following corporate and partnership strategies:

- Kent Joint Municipal Waste Management Strategy
- KCC's Increasing Opportunities, Improving Outcomes: Corporate Strategic Statement 2015-20;
- KCC Commissioning Framework;
- Kent Environment Strategy;
- KCC Minerals and Waste Local Plan 2013 - 2030;
- KCC's Growth & Infrastructure Framework
- KCC's Customer Service Policy 2015-17;
- Relevant waste legislation;

**11. Recommendation:**

The Environment and Transport Cabinet Committee is asked to consider and make comments to the Cabinet Member for Environment and Transport on the draft waste disposal strategy, and to endorse a consultation process on the strategy in summer 2016.

**12. Background Documents**

Appendix A: Draft Waste Disposal Authority Strategy  
 Appendix B: Waste Disposal Authority Strategy Evidence Base  
 Appendix C: Member Task and Finish Group Core Membership  
 Appendix D: Equality Impact Assessment

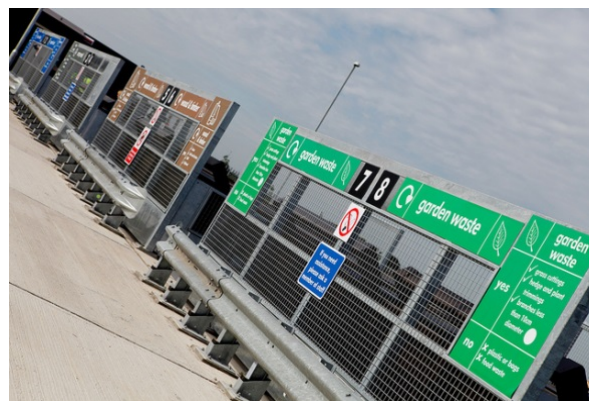
**13. Contact details**

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# Kent County Council Waste Management Waste Disposal Strategy 2017-2035



**Note: It is advised the accompanying Evidence Base document is read prior to this Strategy.**

**This is not the final designed document.**

***“Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving zero landfill.”***

## **Introduction**

Kent County Council (KCC) Waste Management operates in a two-tier system - as a statutory Waste Disposal Authority (WDA) for the receipt (via a network of 8 Waste Transfer Stations (WTS)) and onward processing/ disposal of Kent's household waste collected by the district and borough councils as the Waste Collection Authorities (WCA). In addition, KCC has the statutory responsibility to provide a Household Waste Recycling Centre (HWRC) service to residents, of which we currently have 18 in Kent. The HWRCs are for the disposal of household waste only and accept a wide range of materials. The HWRCs do not accept trade waste.

As the WDA, KCC is also responsible for the ongoing monitoring of a number of closed landfill sites around the county to ensure environmental compliance.

With sustained budget savings required across the public sector, coupled with a projected increase in waste, fluctuations in market value for recyclate, and limited local processors, it is important that we deliver even better services to the Kent taxpayer a waste disposal strategy for KCC Waste Management is needed to protect service delivery and will be achieved through;

- Identifying further saving efficiencies
- Building greater flexibility to deal with and react to changes with regards to quantity, composition and quality of waste streams and in line with economic and housing growth.
- Identifying risks to local supply chains and service provision
- Making a significant contribution to the broader Outcomes Framework of the Council
- Ensuring KCC meets its environmental compliance and public protection functions.
- Helping future proof service delivery for customers including Waste Collection Authorities (WCAs - district/ borough councils), providing equitable access to customer service for Kent residents and compliance with the Equality Act 2010.
- Equipping KCC to succeed in contributing to meeting local and national targets.
- Maximising synergies between internal and external partners.

This can only be achieved by working in partnership with our residents, local businesses and all 12 district and borough councils.

As part of the Kent Resource Partnership (KRP<sup>1</sup>), KCC is committed to joint working, including to the Kent Joint Municipal Waste Management Strategy (KJMWMS). As part of our commitment, we are investing in the development of this **new WDA Strategy for KCC**, which will inform major parts of the KJMWMS itself. Our aim is to provide a clear pathway to achieve the Partnership's desired outcomes set against financial, legal, corporate and government drivers.

### **Approach to Strategy Development**

This Strategy presents the overall 'Ambition' for Kent County Council as the Waste Disposal Authority up to 2035, and a series of priorities and supporting objectives that will help us to reach our ambition. This Strategy does not attempt to set out in detail how the ambition, priorities and objectives will be achieved but following approval of the strategy an analytical and data led implementation plan and subsequent business cases will do this, with needs assessment and further public consultation undertaken, as required.

A high level **Evidence Base** document has been developed to provide background information to support the development of this strategy which sets out in detail the current waste management position, drivers for change and some early forecasting models.

The Strategy makes reference to a number of technical waste terms and acronyms. A glossary is located on page 11, which should be referred to when reading this document.

### **Key Drivers**

There are a number of drivers which require KCC to look differently at how the service is provided. These are summarised below.

#### ***Population and Housing***

It is forecast that an average of 7,800 houses will be built every year in Kent until 2031. This will result in a population growth of 22% over 20 years (from 2011) and 18% growth from 2015<sup>2</sup>.

Waste tonnage produced per dwelling has been declining for some years but now appears to be more stable and may increase in the future as there is a strong link between economic growth and the amount of waste produced<sup>3</sup>.

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<sup>1</sup> The Kent Resource Partnership (KRP) is a partnership of the 13 local authorities in Kent. These are Kent County Council and the 12 District/Borough/City councils of: Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge & Malling and Tunbridge Wells. As a group we look at how we can improve waste management in Kent.

<sup>2</sup> Source: KCC Housing Lead Population Forecast October 2015

<sup>3</sup> <http://www.wrap.org.uk/sites/files/wrap/Decoupling%20of%20Waste%20and%20Economic%20Indicators.pdf>

The projected figures for the years 2021 and 2031 are shown in Table 1 below. These projections suggest an increase of 22% in household waste between 2015 and 2031.

**Table 6: Dwelling and population projections<sup>4</sup>**

	2015	2021	2031
<b>Dwellings</b>	649,900	703,900	789,900
<b>Population</b>	1,522,700	1,632,000	1,795,600
<b>Waste Tonnage</b>	710,900	770, 270	864,200

### ***Doing more with less***

Councils are facing significant budget pressures resulting in the need to do things differently and do more with less. Delivery of this strategy has the potential to find efficiencies, savings and income allowing the service to develop and evolve. However, it is also recognised that to reach our ambition, the cost to deliver the strategy could be high and in some instances require significant capital investment and/ or the accessing of key funding. It is unknown what this cost might be at present but is likely to be significant should the strategy and subsequent action plans be adopted.

### **Market provision**

The waste collection and disposal market is becoming increasingly commercially volatile. In particular suppliers are finding it challenging to meet contract requirements, whilst becoming increasingly reluctant to take up new opportunities in the current waste market. This will require KCC to identify these market risks to local supply chains and service provision to plan accordingly.

### ***Current performance***

Table 2 below shows the countywide performance for Kent in 2014/15 (note: may be able to include 15/16 figures prior to consultation) for the management of household waste in Kent:

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<sup>4</sup> The table above assumes that waste tonnage produced by household/dwelling remains the same between 2015 and 2031. There is a closer link between household numbers and waste arisings than population.



**Table 2**

2014-15	% of waste
Waste Recycled or composted	48.4
Waste sent to make energy	40.7
Waste to landfill	10.9*

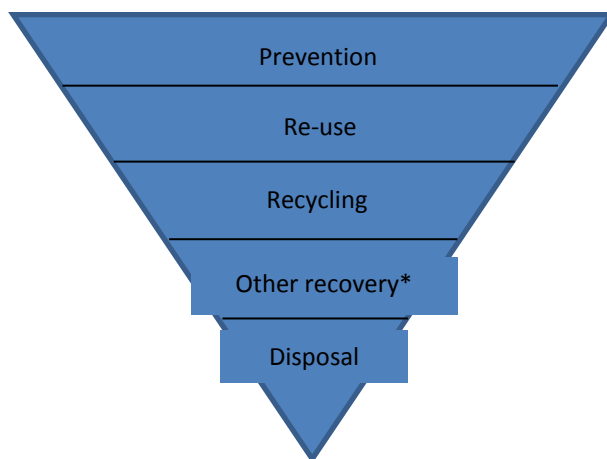
\*The percentage sent to landfill has decreased even further during the months of 2015/16, on occasion achieving 5% and projected to decrease further still due to a new contract for dealing with waste materials that would have previously been sent to landfill.

Furthermore, in 2014/15 we achieved a 70.5% recycling and composting rate across our HWRCs.

**Legislation and performance targets**

Waste services are influenced primarily by legislation, targets and requirements that are passed down from the European Union and transposed in to national law, policies and strategies. Details of key legislation can be found in the Evidence Base document.

The European Union's approach to waste management is based on the "waste hierarchy". The hierarchy ranks waste management options according to what is best for the environment. It gives top priority to preventing waste in the first place. When waste is created, it gives priority to preparing it for re-use, then recycling, then recovery, and last of all disposal (e.g. landfill).



\*Other recovery includes the burning of waste under controlled conditions to produce steam that is used to generate electricity.

**Waste Framework Directive:**

The principal legislation affecting waste management to come out of Europe over the last few years is the revised Waste Framework Directive (Directive 2008/98/EC on waste). The Directive sets the basic concepts and definitions related to waste management, such as definitions of waste, recycling, recovery. The Directive includes two new recycling and recovery targets to be achieved by 2020:

- 50% preparing for re-use and recycling of certain waste materials from households and other origins similar to households; and,
- 70% preparing for re-use, recycling and other recovery of construction and demolition waste.

#### European Directive on the Landfill of Waste:

The European Directive 1999/31/EC on the Landfill of Waste (Landfill Directive) has the aim to reduce reliance on landfill as a disposal option. The Directive sets targets for the diversion of Biodegradable Municipal Waste (BMW);

- By 2020 reduce the biodegradable waste landfilled to 35% of that produced in 1995

#### Future Legislation:

There are new waste legislation proposals coming from Europe that may impact the longer term waste management services within the County and will clearly be dependent on the outcomes of the EU referendum which at the time of writing is unknown. The proposals are to amend a number of current Directives. This forms part of a Circular Economy Package; the aim of which is to help turn Europe into a circular economy<sup>5</sup>, boost recycling, secure access to raw materials and create jobs and economic growth. It did so by setting ambitious targets and adding key provisions on the instruments to achieve and to monitor them. The proposal was presented as part of the circular economy package.

The key elements of the proposals to this strategy are:

- A common EU target for recycling 65% of municipal waste<sup>6</sup> by 2030;
- A common EU target for recycling 75% of packaging waste by 2030;
- A binding landfill target to reduce landfill to maximum of 10% of all waste by 2030;

If adopted, these new targets could have significant impact upon KCC as the WDA; whilst the target amount sent to landfill is more than achievable (indeed, we already meet the 2030 target), the amount of waste we currently send for burning for energy recovery would need to be reduced substantially to 30% and more waste sent for recycling or composting. Specific targets are not included in this Waste Disposal Strategy but will be included as part of the refresh of the KJMWMS due to be undertaken in 2017.

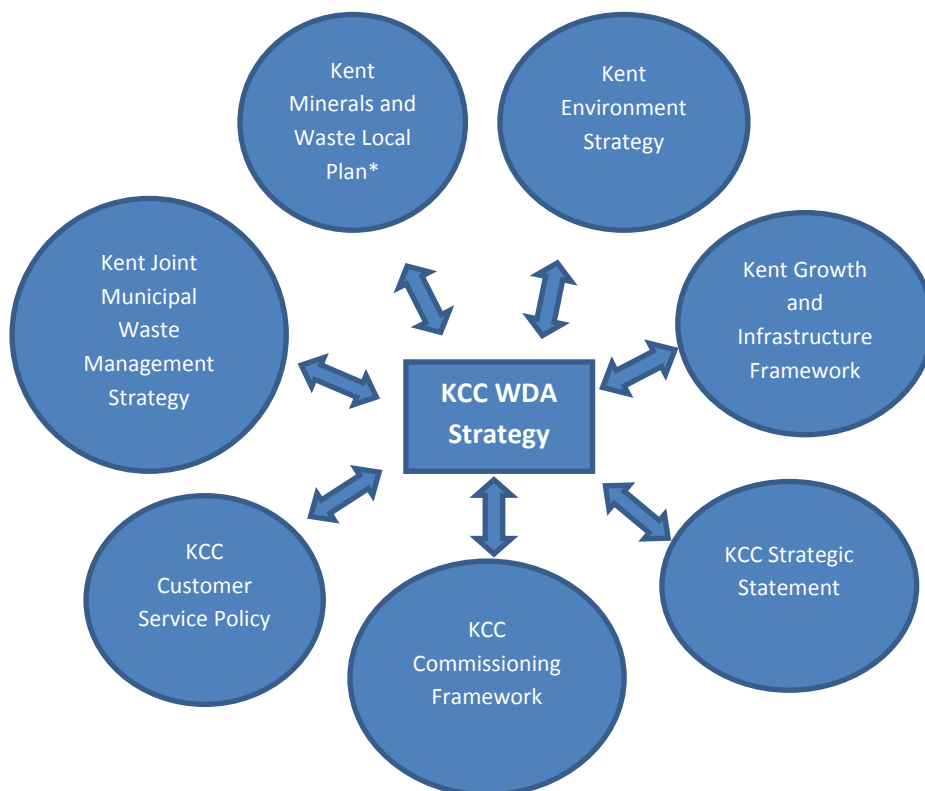
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<sup>5</sup> 'A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life'. Definition from WRAP (Waste Resources Action Programme).

<sup>6</sup>Municipal Waste is defined as mixed waste and separately collected waste from households, mixed waste and separately collected waste from other sources that is comparable to household waste in nature, composition and quantity and market cleansing waste and waste from street cleaning services, including street sweepings, the content of litter containers, waste from park and garden maintenance

## Interdependent Documents

The KCC WDA Strategy will link to a number of other documents which are discussed in more detail in the Evidence Base Document. These are illustrated below as follows;



*\*The Kent Minerals and Waste Local Plan is a separate strategy document produced by KCC as the Waste Planning Authority. It provides an overarching strategy and planning policies for the management of all waste streams, not just household waste.*

### **KCC's Strategic Statement**

KCC wants to be an outcome-focussed organisation and as such has developed a strategic statement 'Increasing Opportunities, Improving Outcomes'. The strategic outcomes are;

- Children and young people in Kent get the best start in life
- Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.
- Older and vulnerable residents are safe and supported with choices to live independently.

The key Supporting Outcome from the statement relating to the provision of the Waste Management service in KCC is “Kent’s physical and natural environment is protected, enhanced and enjoyed by residents and visitors”. The WDA strategy should help to reach this corporate outcome.

## **Ambition**

***“Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving zero landfill.”***

## **Priorities and supporting-objectives**

### **1. Working Together: We will work together with our key partners on projects to deliver our ambition.**

Work as part of the KRP, to deliver high quality and best value services for Kent residents.

Work with the companies that manage our HWRCs and final waste disposal sites to deliver high quality services, embracing innovation and keeping the customer at the heart of the service.

Work with Kent Parish Councils, Town Councils and other community groups to share information with residents, and gather their views and opinions.

Work closely and share ideas with other Waste Disposal Authorities (WDAs) to understand where opportunities may exist to work together to improve services for everyone.

Embrace opportunities to work with other organisations where their innovative thinking could have a positive impact on our service.

### **2. Innovation and Change: The services we design and provide will be resilient through accommodating change and growth.**

#### ***Waste Disposal Sites:***

Ensure we have the capacity needed to deal with Kent’s household waste, with final disposal points located where the evidence shows they need to be.

Household Waste Recycling Centres will be located where the evidence shows they need to be.

Use technologies to ensure waste materials are recycled and reused in the most efficient and effective way.

#### ***Trade Waste:***

Stop trade waste from illegally entering our HWRCs.

Where there is the need and demand, ensure a trade waste disposal service is provided for small businesses in Kent.

#### ***Out of county HWRC use:***

Investigate the use of our HWRCs by people who do not live in Kent, and where our residents are using HWRCs outside of the county (including Medway\*). This will help us to understand the impact on our service and opportunities for change.

\*Medway Council operates as a Unitary Authority and therefore does not sit within the KCC Area.

### **3. HWRC Service Delivery: We will provide a value for money service.**

#### ***Material Acceptance:***

Work as part of the KRP to encourage residents to use the most effective means of disposal for different waste materials; whether it is through kerbside collections or the HWRCs.

#### ***Access and availability:***

HWRCs will be open when the evidence shows they need to be.

#### ***Charging:***

Household Waste will be accepted free of charge\*. Charges may be made for non-household waste where lawful and appropriate to do so.

\*subject to current legislation

### **4. Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.**

#### ***Customer Service and Feedback:***

Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.

#### ***Skills of workforce:***

Ensure that the HWRC workforce are local and skilled to do the best possible job.

#### ***Equalities:***

Ensure that all residents are able to access our HWRCs and receive a high level of service.

#### ***Communicating with our customers:***

Provide information to customers to explain what happens to their waste and the impacts of not recycling, to help understanding and increase recycling.

Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.

**5. Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service.**

Use high quality data from within KCC and from our providers to inform our approach to procurement. We will tell potential providers what our end goal is, allowing them to suggest how we reach it.

Work with our KCC procurement team to provide support to organisations to help them to understand how our procurement processes work, so that they are more equipped to bid for work.

Engage with waste companies at the earliest opportunity to understand views, challenges, innovation and key market drivers to provide us with the information we need to make the best decisions about how to deliver our services.

Commission, design and deliver services with our partners including the district and borough councils to achieve the greatest savings, innovations and value for money for the Kent taxpayer.

Maximise community benefits from the services we commission where possible.

Share commercial risks and rewards with our contractors where appropriate.

Ensure the contracts or agreements we have in place, deliver what they set out to do, through ongoing monitoring and evaluation and through positive relationship building.

**6. The Environment: We will deliver services which consider impacts on or from the environment and climate change.**

Manage Kent's waste in accordance with the waste hierarchy, disposing of as little as possible to landfill and maximising reuse and recycling.

Where required, collect materials at our HWRCs in line with the TEEP\* approach.

Take action to reduce the negative impacts that our service has on the environment and support approaches to reduce or enforce against environmental crime.

Continuously look at new ways for materials to be recycled instead of being sent to burn for energy or sent to landfill.

Continue to monitor Kent's closed landfill sites which KCC have responsibility for, to ensure they are safe for the environment and continue to explore opportunities for alternative uses.

\*Since January 2015, new regulations for public and private waste collectors require the 'separate collection' of paper, plastic, metals & glass for recycling. Local authority activities must be assessed as being Technically Environmentally and Economically Practicable (TEEP) in relation to material collection at HWRC's. There are also emerging proposals to include food within TEEP, which will be looked at closely.

## Glossary of terms for the purpose of this strategy

Term	Definition
Commissioning	The process of planning how services are to be delivered, and the day-to-day management of these services.
Community Benefits	An improvement to the social, economic and/or environmental wellbeing of an area.
Customer	Users of KCC services to include residents, businesses, stakeholders and partners.
Environmental Crime	The crime of flytipping and illegal deposit of trade waste at HWRCs.
Evidence Base	A document to be read in conjunction with this strategy, it describes the current position of KCC Waste Management as well as the challenges and opportunities we face now and into the future.
Final disposal point	A building or site for the treatment and processing of waste for recycling, recovery or disposal.
Household Waste Recycling Centre (HWRC)	A building or site where household waste can be deposited by residents for recycling or disposal.
Kent Joint Municipal Waste Management Strategy (KJMWMS)	The strategy for the Kent Resource Partnership.
Kent Resource Partnership (KRP)	A Partnership between KCC and the 12 District/Borough/City Councils of Kent. The Partnership looks at how waste management services can be improved in Kent.
Kerbside	The regular collection of waste from households by WCAs in wheelie bins/ sacks or containers.
Procurement	The process of buying or obtaining goods or services.
Recyclate	Any material that is able to be recycled.
Recycling	Turning waste into a new product or substance, including composting.
Re-use	Checking, cleaning, repairing, refurbishing whole items or spare parts so that they can be used again.
Trade Waste	Waste produced by businesses or commercial activities.
Unitary Authority	A council established in place of, or as an alternative to, a two-tier system of local councils e.g. Medway Council will act as the WCA and WDA.
Waste Collection Authority (WCA)	District, Borough and City Councils responsible for the collection of household waste from the kerbside and delivery to a nominated delivery point.
Waste Disposal Authority (WDA)	The County Council, responsible for the receipt and onward processing/ disposal of household waste, providing a Household Waste Recycling Centre Service and monitoring closed landfills.
Waste Prevention	Using less material in design and manufacture and keeping products for longer.
Waste Recovery	Includes burning waste to produce energy.
Waste Transfer Station (WTS)	A building or site for the temporary holding of waste, where district/ borough councils will deposit waste prior to loading on to larger vehicles for transfer to final disposal point.

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# Kent County Council Waste Management Waste Disposal Strategy 2017-2035 Evidence Base



**Note: It is advised this Evidence Base document is read prior to the Strategy.**

**This is not the final designed document.**



## 1.0 Introduction

The aim of this evidence base report is to describe the current position of Kent County Council (KCC) Waste Management as well as the challenges and opportunities we face now and into the future. It provides further information to support the **Waste Disposal Strategy document** which sets out our approach for service delivery for the next 18 years up to 2035.

A glossary of terms used in this document can be found in Appendix A.

With sustained budget savings required across the public sector, coupled with a projected increase in waste, fluctuations in market value for recycle, and limited local processors, it is important that we deliver even better services to the Kent taxpayer a waste disposal strategy for KCC Waste Management is needed to protect service delivery and will be achieved through;

- Identifying further saving efficiencies
- Building greater flexibility to deal with and react to changes with regards to quantity, composition and quality of waste streams and in line with economic and housing growth.
- Identifying risks to local supply chains and service provision
- Making a significant contribution to the broader Outcomes Framework of the Council
- Ensuring KCC meets its environmental compliance and public protection functions.
- Helping future proof service delivery for customers including Waste Collection Authorities (WCAs - district/ borough councils), providing equitable access to customer service for Kent residents and compliance with the Equality Act 2010.
- Equipping KCC to succeed in meeting local and national targets.
- Maximising synergies between internal and external partners.

The scope of the project centres on the role and responsibilities of KCC Waste Management as the Waste Disposal Authority (WDA) and the partnership obligations of a two-tier system.

It should be noted that the statutory and discretionary services provided by a Waste Collection Authority are not within scope of this strategy, notwithstanding the major synergies between the services provided. This two-tier relationship is explained in more detail below.

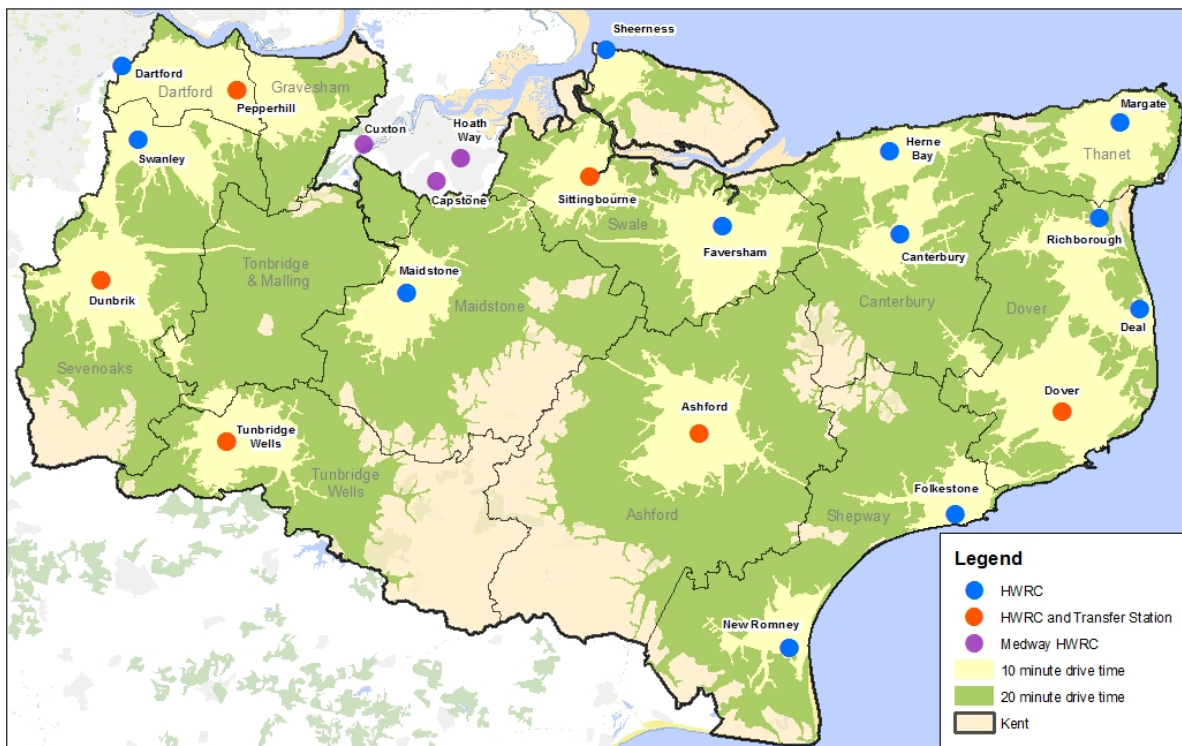
The Strategy will cover the period of 2017 to 2035 based on current targets, budget constraints and some contractual commitments, however it should be noted that the strategy will be reviewed and updated every 5 years as a minimum in what is an ever changing waste industry.

## 2.0 Background

### 2.1 How household waste in Kent is managed

Kent County Council (KCC) operates as the **Waste Disposal Authority (WDA)**. The 12 District/Borough/City Councils of Kent operate as the Waste Collection Authorities (WCAs). KCC arranges the recycling/disposal of waste collected from households by the WCAs. In addition KCC provide Household Waste Recycling Centres (HWRCs) in accordance with the Environmental Protection Act 1990 (EPA). KCC currently operates a network of 18 HWRCs providing facilities for re-use, recycling and safe disposal, for a range of material streams delivered by Kent residents. Co-located at 6 of these sites are Waste Transfer Stations (WTSS) for the deposit and bulk loading of waste materials collected and delivered by the District and Borough Councils of Kent, as well as trade waste from businesses. There are also 2 Transfer Stations of use at Allington (operated by Kent Enviropower) and Hersden (operated by Ling Group).

**Map 1: KCC HWRCs and WTSS<sup>1</sup>**



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10 Miles



### Closed landfill sites

<sup>1</sup> This map also shows the 3 HWRCs run by Medway Council. Medway Council is a Unitary Authority and therefore deals with its own waste collection and disposal of household waste.

We also manage and maintain 19 closed landfill sites to ensure they comply with environmental standards.

Most of the sites have been closed and restored for 30 years (i.e. they are no longer used for landfill) but we still need to ensure that any gasses and contaminated water caused by the rotting down of organic wastes are collected and treated. This might be by burning off potentially harmful gas or by treating contaminated water from the site. Landfill sites offer the potential for informal recreation or grazing of animals once they've been restored, which is the case for many of the closed landfill sites in Kent.

**Map 2: Kent Closed Landfill Sites (for which KCC have responsibility<sup>2</sup>)**



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## 2.2 Kent Resource Partnership and the Joint Municipal Waste Management Strategy

The Kent Resource Partnership<sup>3</sup> (KRP) is a partnership of the 13 local authorities in Kent. These are Kent County Council and the 12 District/Borough/City councils of: Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge & Malling and Tunbridge Wells.

<sup>2</sup> We are still responsible for a small number of closed landfill sites in Medway. There are also a number of privately owned landfill sites for which we do not have responsibility.

<sup>3</sup> <http://www.kent.gov.uk/about-the-council/partnerships/kent-resource-partnership>

The key activities of the KRP are to:

- Ensure delivery of the Kent Joint Municipal Waste Management Strategy (see section 3 below for more detail)
- Provide a platform for cooperative and joint working to improve services
- Act as a single voice for strategic waste issues for Kent local authorities
- Increase awareness of waste as a resource, promote waste minimisation and achieve an economically, environmentally and socially sustainable waste strategy
- Work with stakeholders who are developing, supporting and influencing the future direction of sustainable waste/resource management

The Kent Joint Municipal Waste Management Strategy (KJMWMS) has been developed by the 13 councils in the Kent Resource Partnership. The purpose of the Strategy, which was launched in April 2007 and due to be updated in 2017, is to set out how the KRP intends to manage household waste arisings over the period 2007-2027.<sup>i</sup>

Furthermore, there are currently two joint waste contracts in place across Kent which are designed to maximise efficiency as well as boost recycling services and recycling quality, providing the best value services for Kent residents. By working in partnership there are better opportunities for service optimisation, combined resources and service innovation. Making it easier for Kent residents to recycle will lead to inevitable improvements on both recycling quality and recycling targets.

The first joint waste contract, the East Kent Joint Waste Partnership, was established in 2011 between Shepway, Dover, Canterbury, Thanet and KCC. The Partnership was set up under two phases – the first saw Veolia winning the contract to provide joint collection, processing of recycling and street cleansing services for Dover and Shepway. This was followed in 2013 when Veolia took on processing of recycling including food and garden waste for Thanet and Canterbury. Two years later, in 2013, a second Joint Waste Partnership was established in mid-Kent between Ashford, Maidstone, Swale and KCC called the Mid-Kent Joint Waste Partnership. Biffa was awarded the contract providing joint collection, processing of recycling and street cleansing services across the partnership. The most significant change under this contract was that Ashford Borough Council's recycling rate almost tripled to over 50% within the first three months of implementation. At the time of writing, discussions are underway regarding opportunities for joint partnerships in West Kent. It should be noted that for optimum disposal costs, a single collection methodology by all WCAs in Kent (and indeed nationally) would be favourable, however this is unlikely to happen due to political and contractual variances .

### **3.0 Key interdependent corporate policies and strategies**

There are a number of corporate policies and strategies which will have clear interdependencies with the WDA strategy and it is vital to ensure this waste disposal strategy dovetails with these and is not at odds. These main policies and strategies are detailed below.

#### **Kent Joint Municipal Waste Management Strategy (KJMWMS)**

The Kent Joint Municipal Waste Management Strategy outlines the approach for dealing with Kent's municipal solid waste to 2027. This strategy is owned by the Kent Resource Partnership<sup>4</sup>.

KCC fully recognises that any WDA Strategy in a two-tier system must take full account of the ambitions and aims of district/ borough councils. There is a need to ensure a 100% dovetailing with the current, and future, Joint Municipal Waste Management Strategy agreed by all 13 councils.

A number of policies are set out in the strategy, such as promoting the use of waste as a resource, ensuring we are delivering high quality services and seeking opportunities to change behaviours and attitudes to waste.

A commitment was made by the KRP to achieve a minimum level of 40% recycling and composting of household waste in Kent by 2012/13, with individual authorities reaching recycling levels above or below this figure according to their local circumstances; and Kent County Council increasing recycling at Household Waste Recycling Centres to 60% by 2012/13.

The KRP have since exceeded this target and as of October 2015, KCC had a Recycling rate of 70.8% across its HWRC network. Whilst many district and borough councils have improved their recycling rate over the past few years, there are a number who are still working to reach the 40% overall target agreed by the KRP.

KCC are committed to continue to work closely with the KRP to reach the joint outcomes of the KJMWMS.

#### **Kent Growth and Infrastructure Framework**

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<sup>4</sup> The Kent Resource Partnership was developed from the rebranded Kent Waste Partnership in 2013.

The Growth and Infrastructure Framework (GIF), developed in close collaboration with Medway and the 12 Kent district and borough councils, provides a framework not only for identifying and prioritising investment in infrastructure across Kent, but also for testing the impact of innovation in the way in which we provide public services.

The GIF brings together a clear picture over the Local Plan period to 2031 on:

- Housing and economic growth planned to 2031 across Kent and Medway;
- the fundamental infrastructure needed to support this growth;
- the cost of this infrastructure;
- the potential funding sources across the public and private sector funding during this period: and,
- the likely public sector funding gap and work towards solutions.

The GIF draws on information and data from a range of sources to give a strategic picture of Kent's provisions for growth and infrastructure now and for the next 20 years.

This framework is an integral document when considering the development and delivery of the Waste Disposal Strategy. With an increase in population, is an expected increase in waste. We will look to the GIF to inform the future provision of waste to understand where waste tonnages may change so that services can be provided where they are most needed.

### **Kent Minerals and Waste Local Plan (2013-2030)**

The Kent Minerals and Waste Local Plan produced by KCC as the Waste Planning Authority sets out the vision and strategy for mineral provision and waste management in Kent, it contains a number of development management policies for evaluating minerals and waste planning applications and considers strategic site provision for all minerals and waste management facilities plan to the year 2030.

The plan puts forward a number of policies as a high-level delivery strategy for waste management in Kent up to 2031 for all waste streams and not just household waste. These policies will inform the development of the Waste Disposal Strategy and subsequent action and implementation plans. This is explored further in Section 9.4)

### **KCC Strategic Statement (2015-2020)**



'Increasing opportunities, Improving Outcomes' is the strategic statement for KCC. Its vision- 'improving lives and ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.'

Over the past four years, KCC has made £350m in savings but with finances remaining under pressure, people continue to have greater expectations about how to access services and how services can be delivered.

KCC wants to be an outcome-focussed organisation. The strategic statement outlines these high-level outcomes and how they link to the vision. The strategic outcomes are;

- Children and young people in Kent get the best start in life
- Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life.
- Older and vulnerable residents are safe and supported with choices to live independently.

The key Supporting Outcome from the statement relating to the provision of the Waste Management service in KCC is "Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors".

This statement also includes maximising social value (or community benefits) through the procurement and commissioning of our services by promoting the importance of apprenticeships. The Waste Disposal Strategy will also explore opportunities to work with local communities and the voluntary sector to deliver services.

The outcomes will be considered through the development and delivery of the Waste Disposal Strategy.

### **KCC Commissioning Framework**

The Council intends to become a strategic commissioning authority. This does not mean that KCC will be outsourcing all of its services but will consider more carefully the best way to deliver its services. It will develop the culture of the organisation to embed a number of core principles which form a Commissioning Framework;

- Principle 1: Focussed on outcomes for our residents

- Principle 2: A consistent commissioning approach to planning, designing and evaluating services
- Principle 3: The right people involved at the right stage of commissioning
- Principle 4: Open-minded about how best to achieve outcomes
- Principle 5: High-quality, robust evidence informing our decisions
- Principle 6: Hold all services to account for the delivery of KCC's strategic outcomes
- Principle 7: Customers at the heart of our commissioning approach
- Principle 8: A commitment to building capacity
- Principle 9: We will maximise social value
- Principle 10: Our supply chains will be sustainable and effective

Commissioning forms an important part of the KCC Waste Management service and we seek to embed these principles in our day-to-day procurement activities. We work closely with the KCC procurement team to determine the best approach for commissioning each individual service.

We will further develop our future commissioning approach and plans around these principles, within the Waste Disposal Strategy.

### **KCC Customer Service Policy (2015-2018)**

The Customer Service Policy sets out KCC's commitment to its customers as we move further towards becoming a commissioning authority.

The Policy is underpinned by three core principles; Delivering Quality, Customer Focused Services, and Intelligent Commissioning. These three principles will help us deliver services that support Kent's residents, businesses and communities. They will help us to provide a consistent service to customers ensuring we are delivering the right services, to the right people, in the right way.

Waste Management currently places the customer at the heart of its services, and uses a number of tools to collect feedback and measure satisfaction levels. We ensure that this commitment to our customers is reflected in our contracts and expect this same standard from our service providers.

Moving forwards as part of the Waste Disposal Strategy, KCC Waste Management will continue to embed these principles when developing services and policies, consulting its customers and stakeholders and collecting feedback to ensure the services it delivers are fit for purpose. We will

consider how people access our services, and seek opportunities for digital delivery where possible.

### **Kent Environment Strategy (2011)**

The Kent Environment Strategy (KES) forms part of the 'Vision for Kent' and identifies the challenges that Kent continues to face and developing pressures to improve the county's natural environment. This includes improving water and air quality, to minimise the negative impacts to biodiversity and climate change.

The Kent Environment Strategy focuses on 3 themes;

- Living well within our environmental limits
- Rising to the climate change challenge
- Valuing our natural, historic and living environment

Each of these themes presents a series of priorities and actions to be undertaken to achieve these and the first of these identifies a specific priority for waste which should be considered;

#### **EF Priority 3- Turn our waste into new resources and jobs for Kent**

- *EF 3.1 Assess 'waste resource' potential and harness economic opportunities.*
- *EF3.2 Reduce key wastes going to landfill*
- *EF3.3 Conversation with waste resource businesses in or moving to Kent*

This priority recognises that waste has the potential to be valuable resource and this will help us to create jobs and a low carbon economy.

It also stresses that businesses and communities must take responsibility for minimising the amount of waste they produce and makes a commitment to use sustainable construction techniques and materials, minimise waste and maximise reuse and recycling.

This priority falls in line with the thinking behind a number of elements of the Waste Disposal Strategy. The KES has developed an implementation plan and some of the activities undertaken to meet the outcomes of the waste strategy will link into those of the KES.

## 4.0 Household Waste Recycling Centres and Waste Transfer Stations

### 4.1 Background

KCC operates 18 HWRCs within Kent for Kent residents to dispose of their household waste. In addition, 6 of these sites also operate WTSs for the deposit and bulk loading of waste materials collected and delivered by the District and Borough Councils of Kent, as well as trade waste from businesses.

Kent's 18 HWRCs are currently managed by 4 private waste management companies. These organisations manage the day to day operation of the HWRCs on behalf of KCC.

Details of the HWRC and WTS facilities, and contractors who manage their operation, are as follows:

Facility	Managed by
Ashford HWRC & WTS	Biffa Ltd
Canterbury HWRC	Biffa Ltd
Dartford HWRC	The Slattery Partnership
Deal HWRC	Biffa Ltd
Dover HWRC & WTS	Biffa Ltd
Faversham HWRC	Biffa Ltd
Folkestone HWRC	Biffa Ltd
Gravesham/Dartford HWRC & WTS (Pepperhill)	FCC Environment
Herne Bay HWRC	Biffa Ltd
Margate HWRC	Biffa Ltd
Maidstone HWRC	The Slattery Partnership
New Romney HWRC	Biffa Ltd
Sandwich HWRC (Richborough)	Biffa Ltd
Sevenoaks HWRC & WTS	Commercial Services Kent Ltd
Sittingbourne HWRC & WTS	Biffa Ltd
Sheerness HWRC	Biffa Ltd
Swanley HWRC	The Slattery Partnership
Tunbridge Wells HWRC & WTS	Commercial Services Kent Ltd

### 4.2 Trade Waste

It is illegal for trade waste to be disposed of at any of KCC's HWRCs, which is a service provided for the disposal of household waste only. KCC is not required to provide a facility for the disposal of Trade Waste. As such, and due to the high cost for disposing of this waste, KCC has a number

of policies in place to prevent trade waste from coming through its HWRCs, (see Section 4.6 for details) coupled with a reliance upon monitoring and enforcement.

Currently, anyone suspected of disposing of trade waste at an HWRC is asked to complete a 'Non- Trade Waste Declaration Form', and KCC Waste Management will investigate anyone who is identified as a persistent offender. CCTV and Automatic Number Plate Recognition (ANPR) is in place across sites, which can be used to assist in these investigations where necessary.

However, despite businesses and organisations having a 'duty of care' to ensure their waste is disposed of correctly, in order to mitigate against environmental crime such as flytipping, KCC Waste Management have facilities in place to ensure businesses can dispose of their waste responsibly.

A trade waste service is offered at a number of KCC's WTSs; Dover, Pepperhill, Sevenoaks, Sittingbourne and Tunbridge Wells. Both residents and businesses are able to use this service, which is offered by the WTS operators, who make a charge for disposal of this waste.

A number of HWRCs within Kent have permits that allow for the acceptance of trade waste should KCC Waste Management choose to provide this service in the future. In 2006, a trade waste service was trialled at Canterbury HWRC with little success, however there is no data to support why the opportunity wasn't taken up by traders or understand how well marketed this was.

KCC Waste Management also put together a business waste guide, which is available via the KCC website. This is provided for those wishing to dispose of trade waste, hazardous waste or large amounts of waste that are not accepted at HWRCs. The guide provides information on outlets in Kent (primarily private outlets) by waste types and location.








### **4.3 What do KCC HWRCs accept?**

The HWRCs accept a vast array of materials for reuse, recycling or safe disposal. There are slight variations at some sites, but in general they accept the following waste materials from Kent residents (tonnages can be found in Appendix B):

## Accepted for reuse or recycling<sup>5</sup>

								
mixed glass bottles & jars	garden waste	mixed paper & card	wood & timber	scrap metal	hardcore & rubble	soil	tyres	gas bottles
								
mixed textiles & clothes	large appliances	small appliances	electrical	tv's & monitors	fridges & freezers	fluorescent tubes	low energy bulbs	batteries
								
used engine oil	plasterboard	printer cartridges	car batteries	furniture	mattresses	carpet	household metal packaging	foil trays
								
cooking oil								

## Accepted for safe disposal<sup>6</sup>

						
household waste	asbestos	household & garden chemicals	paint	furniture	mattresses	carpet

## 4.4 What happens to the waste?

The recycling rate for waste delivered to Kent HWRCs by residents, is approximately 70% (70.5% in 2014/15). KCC has numerous contracts with recycling outlets to ensure reuse, recycling and composting activities are achieved in accordance with the waste hierarchy (see Section 7.0).

Table 1 below explains what happens to the different types of waste types.

<sup>5</sup> There is a limit on the amount of some materials which can be bought into sites (soil, rubble and hardcore, tyres and asbestos). Business/ commercial/ trade waste is not accepted at the HWRCs.

<sup>6</sup> Some of the bulky items e.g. mattresses, furniture and carpets will now be able to be recycled.

Waste that is not reused, recycled or composted is treated at the Allington Waste to Energy facility near Maidstone. The waste is burnt under controlled conditions to produce steam that is used to generate electricity. The facility is operated by Kent Enviropower<sup>7</sup>.

A very small percentage of waste goes to landfill, such as large bulky items that we can't recycle, although this percentage is set to decrease further due to new ways to recycle these items being utilised by the County and its contractors.

**Table 1: What happens to the waste**

<b>Material</b>	<b>What happens to it</b>
General household waste	General waste is burnt under controlled conditions to produce steam that is used to generate electricity. This powers the Waste to Energy facility and supplements the local supply network
Large bulky waste (mattresses etc)	Some large bulky waste is currently disposed of in landfill sites but from April 2016 much of this is now shredded and recovered as a Refuse Derived Fuel for power stations
Glass bottles and jars	Recycled into new glass bottles and jars, used in road construction and can be used to make many other new glass products such as jewellery and floor/wall tiles
Green garden waste	Composted at local composting facilities to make soil improver
Paper and cardboard	Recycled into new paper/cardboard products such as newspapers, toilet paper, cereal boxes and any other paper/card products
Wood	Wood is shredded and graded. Recycled woodchip is then destined for chipboard manufacture
Metal	Recycled and used in the manufacture of various metal products from drink cans and food tins to washing machines and cars
Soil and rubble	Shredded, sifted and graded often for use in landscaping applications and construction
Tyres	Tyres can be shredded and granulised, and can be used for equestrian purposes, play area flooring, cover for landscaping applications and to make items such as mouse mats and pencil cases
Gas bottles and cylinders	Empty gas bottles and cylinders are repatriated with producer where possible, or recycled as metal
Textiles	Reused in developing countries. Clothing that cannot be reused is used as industrial wipes
Electrical equipment	Items are shredded and component materials extracted for onward recycling (metal, plastic, glass, textiles etc)
Televisions and monitors	TVs are dismantled, and lead is extracted from Cathode Ray Tube (CRT) televisions. Component materials including glass, metal and plastic are recycled
Fridges and freezers	All waste refrigerated units are processed under stringent EU ruling to remove harmful CFCs from the unit and the

<sup>7</sup> <http://www.fccenvironment.co.uk/kent-enviropower.html>

	foam walls, prior to being recycled for their component materials (mainly metal and plastic)
Light bulbs	Lightbulbs are crushed and dismantled with the separated glass and metal then being reused in the manufacture of various new glass and metal products. Mercury is safely extracted for reuse
Domestic batteries	Specialist recycling processes recover the useful materials batteries contain
Car batteries	Specialist recycling processes recover the useful materials automotive lead acid batteries contain
Cooking oil	A specialist company collects used cooking oil for recovery into green electricity. Through natural settling and filtering, used cooking oil is transformed into a bioliquid, for use in eco-friendly power stations
Engine oil	Used engine oil is blended into a processed fuel oil. Waste oil is also re-refined for reuse as base oils
Furniture	Currently recycled for the component materials (inc. wood and metal)
Plasterboard	Plasterboard and gypsum waste passes through a series of shredders, mills and screens which granulate and produce a recovered gypsum powder which can then be used to make new plasterboard products
Printer cartridges	Refilled for reuse. Component parts recycled where reuse is not possible
Asbestos	Safely disposed of in hazardous waste landfill sites
Chemicals and pesticides	Collected by specialist company for safe disposal.
Paint	Hardened paint in plastic tubs is disposed of as general waste. Hardened paint in metal tins can be recycled with metal. Wet/liquid paint cannot be accepted in receptacles on site.

## 4.5 Recent site improvements and development

Throughout history, human progress has been intrinsically tied to the management of waste due to its effect on public and environmental health. The modern waste management industry has come far, and with increased recycling and technological advances.

The majority of KCC's HWRCs and WTSs were designed and built some years ago, and were initially intended to manage small quantities of household waste produced by Kent residents in addition to 'black sack waste' collected by the WCAs.

Continued investment in the HWRC and WTS network infrastructure has been made in order to support waste growth, recycling advancements and legislative requirements. In recent years significant development has been realised with investment to the following facilities:

**Ashford HWRC & TS** – A brand new state of the art HWRC and WTS was built in 2013 replacing the old HWRC. This facility provides extensive recycling and waste disposal services for Kent



residents, with the addition of the WTS for the acceptance and bulk loading of WCA collected household waste.

**New Romney HWRC** – The development of a new HWRC in New Romney serving the residents of Folkestone and Ashford. This facility was opened in 2011 and replaced the limited weekend freighter service which was operating at the time.

**Pepperhill HWRC & TS** – This HWRC serving residents of Gravesham and Dartford was redeveloped in 2008 providing a larger, state of the art undercover HWRC (the first of its kind in Kent). This facility was also expanded to include a WTS to enable bulk loading of locally collected domestic waste by WCAs.

However, further investment and changes to the HWRC network are likely to be required in the future, as population increases resulting in more waste being produced, adding pressure to the network where sites may already be operating at full capacity. More details are provided in section 9.3.

#### **4.6 HWRC Policies**

On 1<sup>st</sup> October 2012, a number of operating policies came into effect across KCCs HWRC network. The policies were agreed through a Member<sup>8</sup> decision with the aim to reduce the number of traders illegally exploiting these facilities, at a cost of up to £500k per year for unnecessary disposal charges which are borne by the Kent tax-payer. The policies include limits and/or charges for certain material streams, and vehicle restrictions. Some small amendments were made in 2014 following a review. Details of these current policies are noted below.

***Soil, rubble and hardcore limit:***

The amount of soil, rubble and hardcore that could be delivered to the HWRC is limited to 90kgs (190lbs) per day by a single vehicle, or combined with a trailer. To put this amount into perspective, it represents approximately 3 sacks of soil, rubble and hardcore.

***Asbestos:***

Asbestos is limited to 5 sacks or the equivalent per month and is accepted at all HWRCs.

***Tyres:***

Tyres are limited to 2 tyres per visit (car and motorbike tyres only) at a charge of £5 for up to 2 tyres and are accepted at all HWRCs

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<sup>8</sup> Elected county councillors

**Vehicle restrictions:**

Vehicle restrictions are in place to prevent trade waste from entering the HWRCs. Some vehicles may require vouchers to gain access.

**Vehicles allowed without needing vouchers:**

- Cars and estate cars with windows all the way round and seats throughout
- People carriers, 4x4s and minibuses (excluding open backed vehicles) with windows all the way round and seats throughout (maximum 9 seats)
- Taxis and sign-written cars with windows and seats throughout

**Vehicles needing vouchers:**

To get vouchers for the vehicle types noted below, it must be the only vehicle in the household, no more than 2m tall (unless a campervan or minibus) and have a maximum gross vehicle weight (GVW) of less than 3.5 tonnes

- People carriers, 4x4s, minibuses with panels in place of windows and/or no rear seats
- Pick-up trucks or open back vehicles (including those with a removable top)
- Minibuses with 10 seats or more
- Van – car derived (at manufacture stage or modified). Panels in place of windows and/or no rear seats
- Panel vans
- Campervans or minibuses over 2m high (but less than 3.5 tonnes), with windows and seats throughout

**Vehicles not allowed:**

- Vehicles with a maximum gross vehicle weight (GVW) of more than 3.5 tonnes
- Vehicles more than 2m tall (unless a disability adapted vehicle or campervan/ minibus)
- Hire vehicles
- Horseboxes and agricultural trailers

**Trailer size:**

Trailers bodies of the following size are permitted:

- Maximum 2.05 metres (6ft 8inches) long
- Not more than 1 cubic metre (35cubic feet) capacity
- No wider than the domestic vehicle towing the trailer
- No agricultural trailers or horse boxes are permitted

***Disability Adapted Vehicles:***

Kent residents should contact KCC to make arrangements to access HWRCs in disability adapted vehicles. A height restriction of 2 metres (6ft 6 inches) applies at Sevenoaks, Swanley and Faversham HWRCs. At all other HWRCs the height barrier can be opened for over-height disability vehicles following arrangements made with KCC.

## **4.7 Material acceptance and charging**

A range of materials are accepted across the KCC HWRC network for reuse, recycling or safe disposal. The HWRCs aim to deliver comprehensive, easy to access services for Kent residents, to enable responsible and safe management of household waste.

However, the requirement to separate more and more material streams in accordance with legislation and environmental best practice can prove quite challenging. Many KCC HWRCs are small and were built many years ago when waste management practices were not as extensive as they are today.

In the current economic climate many local authorities consider increased budget savings and income generation opportunities a critical requirement in order to provide continued, sustainable services.

With this in mind, local authorities seek options to support affordable service delivery including policies such as those outlined above (Section 4.6) with regards to material limits and charging, and robust site management practices including the prevention of illegal deposits of waste.

There has been widespread discussion of this issue and Government has issued guidance in respect of household wastes for which local authorities may levy a charge. It is appreciated that charges for certain material streams (mainly construction waste such as rubble, soil and plasterboard, as well as tyres) can be applied to householders wishing to dispose of these wastes at HWRCs, and many authorities exercise this right.

Legislation does however stipulate that charging local residents a fee to use their local HWRC facilities is prohibited. The Government's recent consultation "Preventing 'backdoor' charging at HWRCs"<sup>9</sup> considered this issue as many authorities regard their position to be 'charge or close'. However, the decision to uphold the availability of 'free to use' facilities for local residents (as detailed in the Environmental Protection Act 1990 (EPA)) has been adopted, and local authorities

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<sup>9</sup>[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/414404/150304\\_Government\\_Response\\_to\\_the\\_consultation\\_preventing\\_backdoor\\_charging\\_at\\_HWRCs\\_Final.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414404/150304_Government_Response_to_the_consultation_preventing_backdoor_charging_at_HWRCs_Final.pdf)

are now forced to consider alternative solutions to remaining 'open'. For specific material charge details adopted by KCC, see Section 4.6 above.

### *TEEP*

Since January 2015, new regulations for public and private waste collectors require the 'separate collection' of paper, plastic, metals & glass for recycling. The aim is to increase the quality and quantity of recycled material by reducing contamination.

In order to collect the specified materials mixed together or within the residual waste stream, separate collections must be assessed as not being Technically Environmentally or Economically Practicable (TEEP). TEEP is primarily applicable to Waste Collection Authorities i.e. how waste is collected from the kerbside however KCC considered it best practice to undertake its own TEEP assessment in relation to material collection at HWRC's, which returned a satisfactory compliance result.

With more WCAs offering easily accessible comprehensive kerbside collection services for these materials, KCC may wish to consider its position in relation to the acceptance of these material streams at HWRCs (as well as considering associated costs and any income) and if their acceptance at these facilities is still appropriate.

## **4.8 Vehicle restrictions at HWRCs**

Height barriers have been in operation across all HWRCs since 1997 when they were first introduced to reduce the number of traders illegally exploiting these facilities for the free disposal of waste.

Height barriers are set at 2 metres (6ft 6 inches). The barriers remain firm and fixed and are only opened by site staff to enable waste collection vehicle access, or access by customers in disability adapted vehicles who have made prior arrangement with KCC. For specific vehicle restrictions, see Section 4.6 above.

Customers wishing to use commercial type vehicles which are restricted from using HWRCs, are directed to trade waste disposal sites, or one of KCCs WTSs, for which a disposal charge will apply.

When HWRC vehicle vouchers are applied for, residents are required to accept terms and conditions including agreeing that the vehicle for which the vouchers are being applied for is the sole vehicle in the household. When the vehicle voucher scheme was first introduced in October

2012, as expected, the number of sets of vehicle vouchers issued each month was high (averaging about 400 per month), this dropped to between around 150 and 200 sets six months after the policy was introduced, and remains at this level currently. However, it should be noted that each month, a similar number of applications are rejected where criterion of the scheme are not met. Where complaints regarding the vehicle voucher scheme have been escalated to the Local Government Ombudsman<sup>10</sup>, the results have found no evidence of administrative fault by KCC's decision making process.

#### **4.9 Cross border use of HWRCs**

Current legislation stipulates local authorities will provide 'free access for local residents to household waste recycling centres to deposit household waste and recycling'. However, the legislation enables local authorities to charge users not resident within the local authority area. See Section 4.6.

##### **Medway**

KCC has an agreement to reimburse Medway Council for the waste delivered to Medway HWRCs by Kent residents. The calculation is based on a sample of customer postcode data which Medway Council collect during specific on-site customer surveys. For example, Cuxton HWRC experiences the highest volume of cross border customers with approximately 31% of site users being from the KCC administrative area. Using an agreed cost matrix, KCC pay Medway Council each year for the approximate disposal costs.

##### **Dartford Permit Scheme**

In October 1998 KCC implemented a permit scheme system at the Dartford HWRC. The purpose of the permit scheme is to limit 'free use' of the site to Kent residents only. Dartford is bordered by Bexley and Bromley, and as such some non-Kent residents use Kent facilities, and vice-versa. Many authorities operate a permit scheme which provides free use to their residents, whilst cross border customers are required to pay a fee (£5 per visit at Dartford HWRC). This charge goes some way to offsetting the costs borne to the Kent tax payer, of paying for non-Kent waste disposal. In the 17 years the scheme has been in operation, usage by non-Kent residents has significantly reduced resulting in cost savings for KCC.

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<sup>10</sup> The Local Government Ombudsman looks at complaints about councils and some other authorities and organisations, including education admissions appeal panels and adult social care providers (such as care homes and home care providers). It is a free service.

## Future permit scheme options

A recent study was undertaken at other Kent HWRCs which may experience potential cross border usage. The results demonstrate that at most sites although there is some waste received by non-Kent residents, it is minimal, and the cost of implementing a permit scheme would outweigh any potential savings. However, the results for the Sevenoaks area (serviced by Dunbrik and Swanley HWRCs) suggest significant savings, to the value of approximately £100,000 per year, could be realised with the introduction of a permit scheme, should the network of HWRCs stay exactly as it is.

### 4.10 Health and safety

A number of Health & Safety activities are enforced across the HWRC network to ensure the safety of site users and contractors. These are in addition to operational Health & Safety requirements which ensure and monitor safe working practices. These activities are detailed below:

<b><i>Children &amp; animals:</i></b>
Children and animals (pets) are required to remain in vehicles whilst at the HWRCs.
<b><i>Walking in waste:</i></b>
The walking (or wheel barrowing) in of waste is prohibited.
<b><i>Smoking:</i></b>
Smoking at the HWRCs is discouraged due to Health and Safety implications; however this is not an enforceable policy. Designated smoking areas are identified for site staff.
<b><i>Removal of waste by site users:</i></b>
KCC adopts the policy that once items have been deposited at the HWRC by site users, the items become the property of KCC. Site users or staff may not remove any waste items from the HWRCs, at present.

## 5.0 Waste Disposal Contracts

KCC has numerous contracts with recycling outlets, for HWRC and kerbside collected waste, to ensure maximum reuse, recycling and composting activities are achieved in accordance with the waste hierarchy. Where possible this waste is sent to facilities within Kent.

There are a number of waste disposal contracts managed directly by KCC. In some circumstances, where material 'ownership' has been passed to our HWRC providers, they are

responsible for procuring and managing those contracts and any associated risks and rewards. A number of these contracts will need to be renewed within the timeframe of the Waste Disposal Strategy.

Some of the main **recycling** contracts managed by KCC include;

- a) Dry Recyclables e.g. card, plastic bottles and glass are sent to a Material Recycling Facility (MRF) which is a specialised plant that receives, separates and prepares recyclable materials for marketing to end-user manufacturers.
- b) Organic Waste e.g. food and garden goes to various outlets around Kent to be composted
- c) Wood waste is shredded and graded
- d) Waste Electrical and Electronic Equipment (WEEE) is sent to various outlets for recycling and reprocessing and is managed through a specialised contract with a Producer Compliance Scheme<sup>11</sup>

Waste that is not reused, recycled or composted is dealt with through one of two ways, as follows:

**Recovery:** A significant proportion of Kent's household waste is currently treated at the Allington Waste to Energy Facility operated by Kent Enviropower (see section 4.4). This recovery contract is long-term and runs out in 2030. The current contract will underpin KCC's waste management services between now and 2030. Therefore, through the Waste Disposal Strategy delivery, consideration and solutions will need to be found, to be able to deal with this waste beyond this time, and in line with national targets which are as yet unknown.

**Final disposal:** A very small percentage of waste goes to landfill, such as large bulky items that we can't recycle, although this percentage is set to decrease further due to new ways to recycle these items being utilised by the County and its contractors.

It should be noted, the waste collection and disposal market is becoming increasingly commercially volatile. In particular suppliers are finding it challenging to meet contract requirements, whilst becoming increasingly reluctant to take up new opportunities in the current waste market. This will require KCC to identify these market risks to local supply chains and service provision to plan accordingly.

## 6.0 Current performance

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<sup>11</sup> A producer compliance scheme (PCS) is a membership organisation. The members are producers of electrical and electronic equipment (EEE). A PCS is responsible for registering all its members every year and must ensure it meets its financial obligations under the WEEE regulations and fulfill its data reporting obligations.

In 2014/15 540,900 tonnes of waste was collected by Kent WCAs for disposal by KCC as the WDA. A further 172,000 tonnes of waste was collected at Kent’s HWRCs, of which 70.5% was recycled or composted (Table 2).

**Table 2: Waste tonnage data 2012-2015**

	2012/13	2013/14	2014/15
<b>HWRC Collected</b>	165,700	163,300	172,000
<b>WCA collected (kerbside)</b>	522,000	533,500	540,900
<b>Total Collected</b>	687,700	696,800	712,900

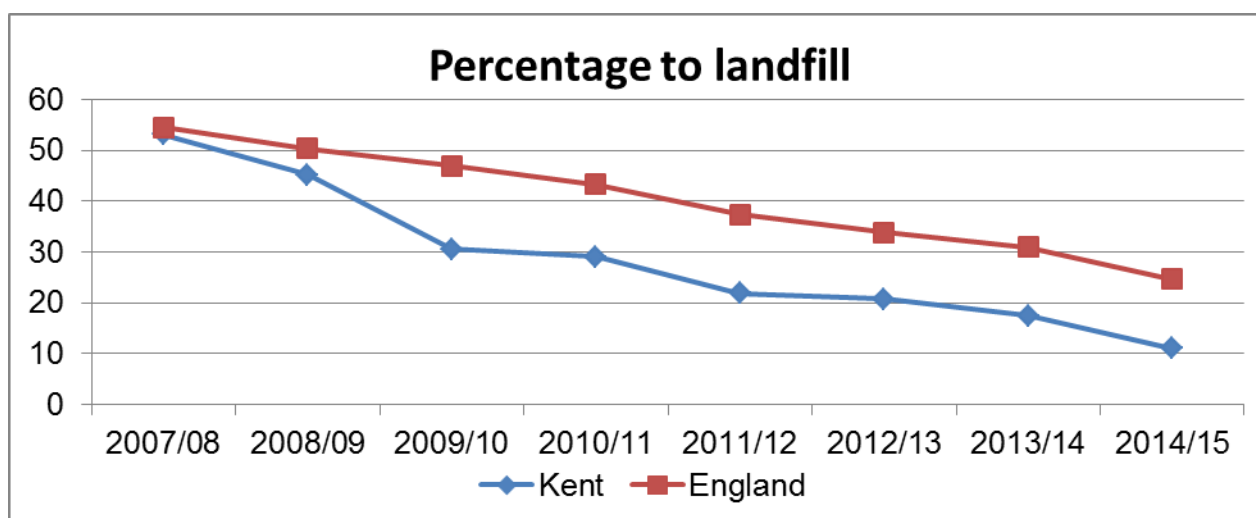
Table 3 below, shows how much of this waste was sent to landfill, sent for energy recovery and recycled or composted in 2014/15, compared with England.

**Table 3: Waste sent to recycling, recovery and landfill**

	Landfill %	Waste to Energy %	Recycling and Composting %
<b>Kent</b>	11.0	40.7	48.4
<b>England</b>	24.6	30.1	45.2

The graph below shows that the amount of waste being sent to landfill has decreased considerably over the last 8 years.

**Graph 1: Waste sent to landfill**



It should be noted that the percentage sent to landfill has decreased even further during the months of 2015/16, on occasion achieving 5% and projected to decrease further still due to a new contract for dealing with waste materials that would have previously been sent to landfill. This has



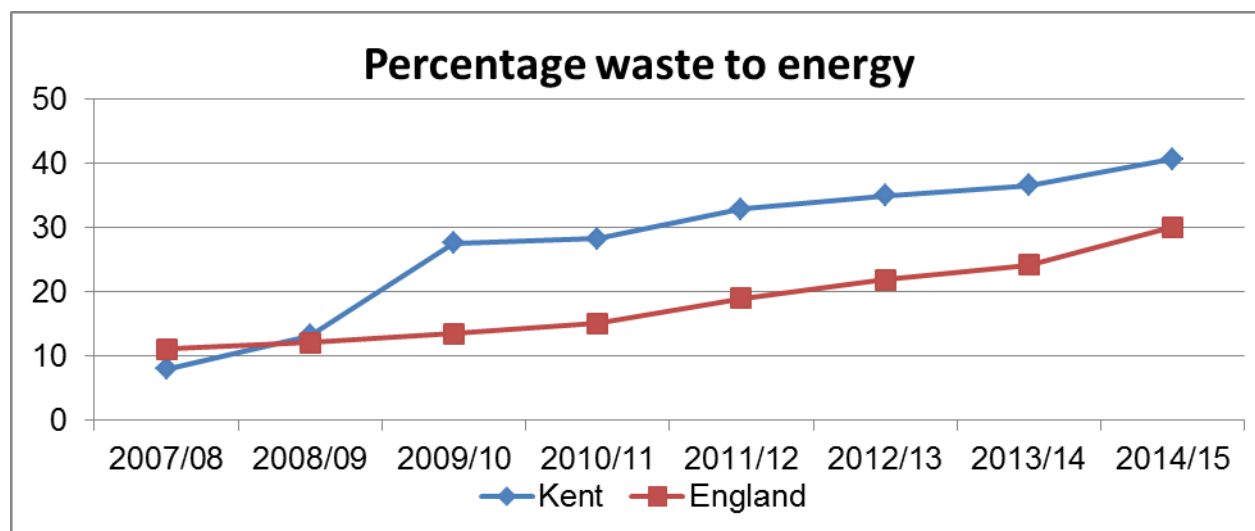
the potential for KCC to be one of the top performers in regards to the small amount of waste being sent to landfill; Table 4 below shows the authorities with the lowest percentage of waste sent to landfill in 2014/15. Further WDA benchmark data can be found in Appendix C.

**Table 4: Lowest 5 local authorities % waste sent to landfill**

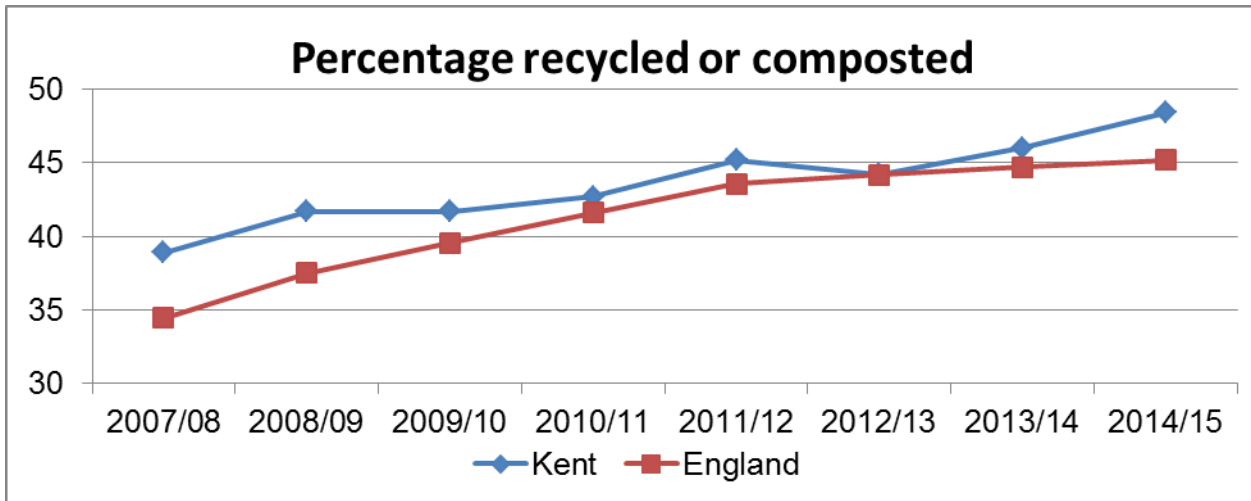
<b>Western Riverside Waste Authority</b>	0%
<b>Staffordshire County Council</b>	2%
<b>East Sussex County Council</b>	3%
<b>Lincolnshire County Council</b>	4%
<b>Hampshire County Council</b>	5%

The percentage of waste sent to be burnt to recover energy or recycled or composted has increased considerably over the last 8 years (Graph 2 and 3 respectively).

**Graph 2: Waste to energy**



**Graph 3: Recycled or composted**



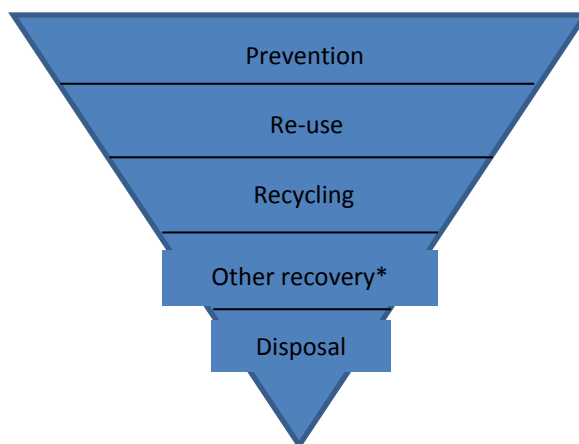
## 7.0 Key Legislative Drivers

The way waste is managed has evolved over the last couple of decades, with greater focus on reducing the amount produced and managing it in a more sustainable manner. Waste services are influenced primarily by legislation, targets and requirements that are passed down from the European Union and transposed in to national law, policies and strategies. Clearly current, and proposed targets for the UK will be dependent on the outcomes of the EU referendum which at the time of writing is unknown. A number of the key legislations are identified and discussed below.

### Waste hierarchy

The European Union's approach to waste management is based on the "waste hierarchy". The hierarchy ranks waste management options according to what is best for the environment.

It gives top priority to preventing waste in the first place. When waste is created, it gives priority to preparing it for re-use, then recycling, then recovery, and last of all disposal (e.g. landfill).



## **Waste Framework Directive**

The principal legislation affecting waste management to come out of Europe over the last few years is the revised Waste Framework Directive (Directive 2008/98/EC on waste). The Directive sets the basic concepts and definitions related to waste management, such as definitions of waste, recycling, recovery. It explains when waste ceases to be waste and becomes a secondary raw material (so called end-of-waste criteria), and how to distinguish between waste and by-products.

The Directive also introduces the "polluter pays principle" and the "extended producer responsibility". It incorporates provisions on hazardous waste and waste oils, and includes two new recycling and recovery targets to be achieved by 2020:

- 50% preparing for re-use and recycling of certain waste materials from households and other origins similar to households; and,
- 70% preparing for re-use, recycling and other recovery of construction and demolition waste.

Interpretation of the Directives has been handed down to the devolved Governments in the UK. Within England the current strategy is the Waste Management Plan for England, which was released in December 2013. It is based on the Government Review of Waste Policy in England 2011 and the targets are as per the Waste Framework Directive requirements.

## **Waste (England and Wales) Regulations 2011/12**

The Waste Framework Directive is implemented in England by the Waste (England & Wales) Regulations 2011. A key part of this regulation is, that from 1 January 2015, local authorities need to collect waste paper, metal, plastic or glass by way of separate collection where this is necessary to ensure that waste undergoes recovery operations in accordance with Waste Framework Directive and to facilitate or improve recovery; and where such separate collection is technically, environmentally and economically practicable (TEEP).

Given the Council currently collects these materials via its HWRC network it is important to understand the implication of this guidance. Many materials are already collected separately at the HWRCs. Under Regulation 13 where materials are not collected separately the collection system needs to be changed to provide all householders with separate collections for these materials. However, under the Regulations co-mingled collections may be permitted if:

- The quality and quantity of the material collected is the same or better than could be achieved by a separate collection (i.e. separate collection isn't necessary to improve or facilitate recovery of the material – the 'Necessity Test'); or
- Separate collection is not Technically, Environmentally or Economically Practicable (the 'TEEP Test').

## **European Directive on the Landfill of Waste**

The European Directive 1999/31/EC on the Landfill of Waste (Landfill Directive) had wide reaching implications for those producing, collecting and disposing of waste in the UK, as Landfill until recently has been the dominant waste management option in the UK for many years. The Landfill Directive's aim is to reduce reliance on landfill as a disposal option.

It seeks to decrease the environmental impacts of landfills and reduce the risk to human health while imposing a consistent minimum standard for landfills across the EU. The Landfill Directive:

- Sets minimum standards for the location, design, construction and operation of landfills.
- Sets targets for the diversion of Biodegradable Municipal Waste (BMW)
  - By 2010 reduce the biodegradable waste landfilled to 75% of that produced in 1995.
  - By 2013 reduce the biodegradable waste landfilled to 50% of that produced in 1995.
  - By 2020 reduce the biodegradable waste landfilled to 35% of that produced in 1995
- Controls the nature of waste accepted for landfill.
- It defines the different categories of waste (municipal waste, hazardous waste, non-hazardous waste and inert waste) and applies to all landfills, defined as waste disposal sites for the deposit of waste onto or into land.

In order to help achieve the targets two initiatives were established, firstly the Landfill Allowance Trading Scheme (LATS), which was revoked in 2014, and also the landfill tax. However EU diversion targets for biodegradable waste are still in place for Member States and so there is a need to use alternative waste management techniques to landfill.

The national Landfill Tax is currently (financial year 2015/2016) levied at £82.60 on every tonne of waste sent to landfill. The government announced in the 2014 budget, that from April 2015 the standard and lower rates of landfill tax will increase in line with the Retail Price Index (RPI).

## **Material Recovery Facility (MRF) Code of Practice**

A more recent regulation is the Materials Recovery Facility (MRF) Code of Practice Regulations, which was introduced by the Government to comply with the revised Waste Framework Directive

and its objective to promote high quality recycling and separate collections. The requirements of these regulations began in October 2014 and are incorporated in to the Environmental Permitting (England and Wales) (Amendment) Regulations 2013. They require that every MRF that accepts in excess of 1,000 tonnes of mixed recyclables a year to report on the quality of the input, output and residual waste every three months. The regulations intend to provide confidence to the reprocessing market of materials coming out of MRFs. This is a much more detailed form of measuring contamination than we have had previously and aims to address the concern that contamination levels (and thus recycling rates) were not being reported accurately. It is possible that as the data reporting improves we could see a fall in recycling rates for some local authorities with commingled collections, due to more accurate recording of contamination levels.

### **Future Legislation**

There are new waste legislation proposals coming from Europe that may impact the longer term waste management services within the County. The proposals are to amend:

- Directive 2008/98/EC on waste;
- Directive 94/62/EC on packaging and packaging waste;
- Directive 1999/31/EC on the landfill of waste;
- Directive 2000/53/EC on end-of-life vehicles;
- Directive 2006/66/EC on batteries and accumulators and waste batteries and accumulators;  
and
- Directive 2012/19/EU on waste electrical and electronic equipment.

These form part of a Circular Economy Package which also includes a Commission Communication "Closing the loop – An EU action plan for the Circular Economy". The aim of the proposal is to help turn Europe into a circular economy<sup>12</sup>, boost recycling, secure access to raw materials and create jobs and economic growth. It did so by setting ambitious targets and adding key provisions on the instruments to achieve and to monitor them. The proposal was presented as part of the circular economy package.

The main elements of the proposals to amend EU waste legislation are:

- A common EU target for recycling 65% of municipal waste by 2030;
- A common EU target for recycling 75% of packaging waste by 2030;
- A binding landfill target to reduce landfill to maximum of 10% of all waste by 2030;

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<sup>12</sup> A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life'. Definition from WRAP.

- A ban on landfilling of separately collected waste;
- Promotion of economic instruments to discourage landfilling ;
- Simplified and improved definitions and harmonised calculation methods for recycling rates throughout the EU;
- Concrete measures to promote re-use and stimulate industrial symbiosis – turning one industry's by-product into another industry's raw material;
- Economic incentives for producers to put greener products on the market and support recovery and recycling schemes (e.g. for packaging, batteries, electric and electronic equipment, vehicles).

As defined within the Directive, the term “municipal waste” means:

*“(a) mixed waste and separately collected waste from households including:*

- *paper and cardboard, glass metals, plastics, bio-waste, wood, textiles, waste electrical and electronic equipment, waste batteries and accumulators;*
- *Bulky waste, including white goods, mattresses, furniture;*
- *Garden waste, including leaves, grass clipping;*

*(b) Mixed waste and separately collected waste from other sources that is comparable to household waste in nature, composition and quantity.*

*(c) Market cleansing waste and waste from street cleaning services, including street sweepings, the content of litter containers, waste from park and garden maintenance.*

*Municipal waste does not include waste from sewage network and treatment, including sewage sludge and construction and demolition waste;”*

Therefore the proposed ban on the landfilling of separately collected waste could include any of the above ‘municipal waste’. Further to this the revised municipal landfill target includes “Member States shall take the necessary measures to ensure that by 2030 the amount of municipal waste landfilled is reduced to 10% of the total amount of municipal waste generated”.

### **Future Targets**

If adopted and dependent on the outcome of the EU Referendum in June 2016, these new circular economy targets could have significant impact upon KCC as the WDA; whilst the target amount sent to landfill is more than achievable (indeed, we already meet the 2030 target), the amount of waste we currently send for burning for energy recovery would need to be reduced substantially to 30% and more waste sent for recycling or composting. An alternative target might be to increase

reuse at the sites. WRAP research<sup>13</sup> has identified that 36% of items assessed at HWRCs were reusable rising to 51% if a slight repair taken into account. Increasing reuse and recycling at HWRCs would be complementary. In regards to recycling targets at the HWRCs, a target of 80% recycling should be achievable by 2030. Specific targets will be set as part of the refresh of the Kent Joint Municipal Waste Management Strategy due to be undertaken in 2017.

## 8.0 Material Markets

The markets for recyclable materials have been uncertain for several years, with low prices, market crashes and corresponding impacts on revenues for authorities and waste management companies. This uncertainty can be seen in material pricing data (from Letsrecycle.com) which show considerable market fluctuations in the last 5-10 years for a range of key materials. As these fluctuations can have a significant impact on revenue, it is necessary to take market uncertainty into account when developing a long-term waste and recycling strategy.

**Table 5: Prices of key recyclable materials (Jan 2010 – Dec 2015)**

Material	Highest average monthly price	Lowest average monthly price	Current average price (Jan 2015)	Average price since Jan 2010
Steel cans	£165	£22.2	£22.5	£122.5
Aluminium cans	£1040	£600	£645	£786.9
Natural plastic e.g. plastic bottles and containers	£415	£275	£315	£337.1
Mixed colour plastic e.g. plastic bottles and containers	£225	£135	£135	£171.8
Mixed papers	£100	£35	£51	£59.9
Old cardboard boxes	£114.5	£57	£70	£76.2
Newspapers and pamphlets	£135	£47.5	£68.5	£95.5
Clear glass	£40	£18	£19	£28.9
Green glass	£32.5	£4	£5	£14.3
Brown glass	£35	£11.5	£11.5	£24.1
Mixed glass	£27.5	£-10	£-10	£6.7

There are many causes of changes in the market, some of which may be specific to a small number of materials while others can influence a wide range of streams. Factors include:

### *Material quality*

Whether market prices are high or low, quality is the key driver of price. High quality materials will achieve a greater market value than those of a low quality. Furthermore, high quality materials also appear to have greater protection from price fluctuations and market crashes.

<sup>13</sup> <http://www.wrap.org.uk/sites/files/wrap/UK%20bulky%20waste%20summary.pdf>

### *Oil price*

Oil market trends appear to mirror the plastics market.

### *Shipping prices*

With the UK recycling markets experiencing difficulty, there is an increasing reliance on the export of materials to the global commodities market. Exports however, are affected by the cost of shipping (including transport to and from the port, port fees, and so on) which can also fluctuate. Combining low market prices for recyclable materials with high shipping costs can have a significant impact on material revenues.

### *Changing and uncertain export markets*

High quality is crucial for recyclable material being exported from the UK and as a result, lower quality materials may attract reduced prices or may not be appropriate for export. There have been a number of prosecutions by the Environment Agency due to breaches of quality standards.. For the European market, quality requirements are high and inspections are stringent therefore, only the highest quality material is likely to be purchased, leading to low prices for other material. The Chinese market has also seen a tightening of quality requirements, which had a considerable effect in the UK.

### *Changing waste composition*

Composition of waste is changing in a number of ways and for a number of reasons. For example, the rise in digital media has resulted in a corresponding drop in the demand for newsprint. These trends in turn, have an impact on the markets. In the case of paper, the UK has seen some high profile closures of paper mills including Aylesford Newsprint, which made 100% recycled newsprint using paper from the largest paper recycling factory in Europe. As a result, demand from UK-based reprocessors for paper to be recycled has reduced, making it more challenging to secure sale of material at a high price.

These factors are likely to continue to influence the recyclable material markets for the foreseeable future and therefore it is necessary for a long-term waste and recycling strategy to mitigate against the impacts as far as possible, particularly by maximising recycling quality.



## 9.0 Future waste projections and capacity requirements

### 9.1 Population and Housing

It is forecast that an average of 7,800 houses will be built every year in Kent until 2031. This will result in a population growth of 22% over 20 years (from 2011) and 18% growth from 2015. The Table below shows the projected dwellings and population.

**Table 6: Dwelling and population projections<sup>14</sup>**

	2011	2015	2021	2031
<b>Dwellings</b>	633,300	649,900	703,900	789,900
<b>Population</b>	1,466,500	1,522,700	1,632,000	1,795,600

Table 7 below outlines the most significant areas of development taking place across Kent, as 'hotspots' where population is most likely to increase.

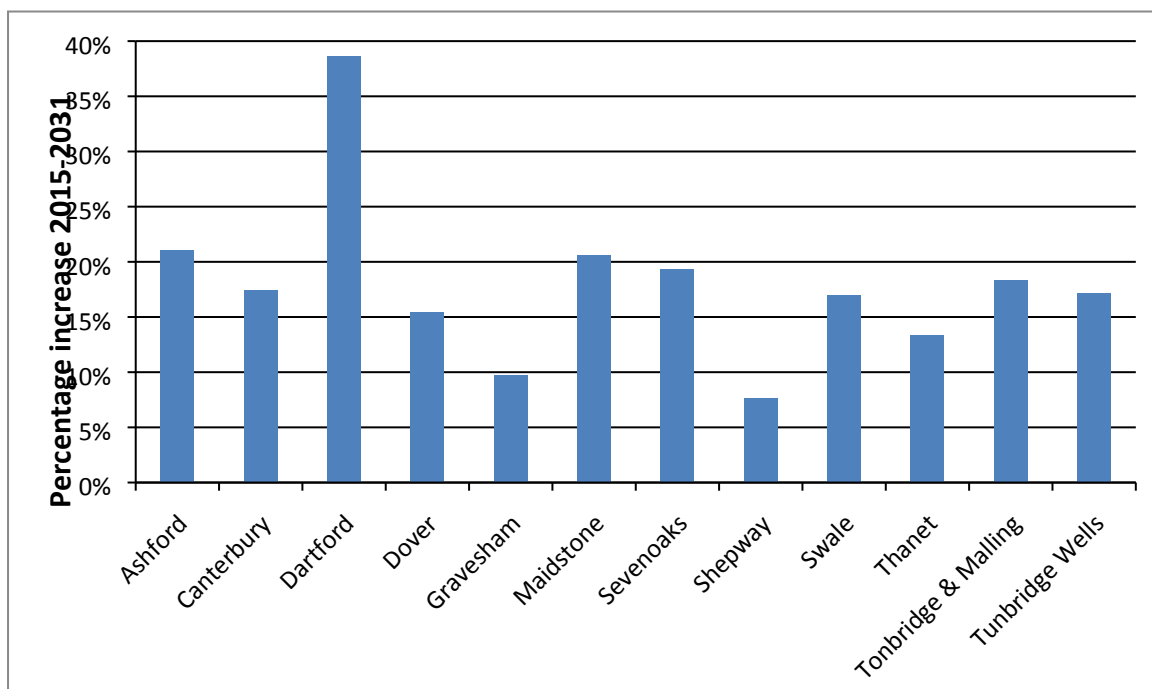
**Table 7: Significant areas of development**

District	Development	Location	No. of new dwellings
Ashford	Chilmington Green	Great Chart with Singleton North	5,750
Canterbury	Site 1 Land at South Canterbury	Barton	4,000
Dartford	Castle Hill, Eastern Quarry	Greenhithe	6,100
Dartford	Ebbsfleet	Greenhithe	950
Dartford	Ebbsfleet	Swanscombe	2,320
Dover	Whitfield	Eastry	5,676

Projected population figures vary greatly from district to district, with some projected increases significantly higher than others. Appendix D shows the population forecasts from 2011 (actual census data) to 2031 (projections) by district. The graph below shows the projected percentage increase in population between 2015 and 2031 by district. The largest increase is expected in Dartford (39%) and the smallest increase projected in Shepway.

<sup>14</sup> Source: KCC Housing Lead Population Forecast October 2015  
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**Graph 4: Projected population increases by district between 2015 and 2031**



## 9.2 Waste Tonnage Projections

Waste tonnage produced per dwelling has been declining from some years but now appears to be more stable and may increase in the future.

The projected waste tonnage figures for the years 2021 and 2031 are shown below. The 2015 figures are an estimate based on best available data. These projections suggest an increase of 22% of waste between 2015 and 2031.

**Table 8<sup>15</sup>: Waste tonnage projections**

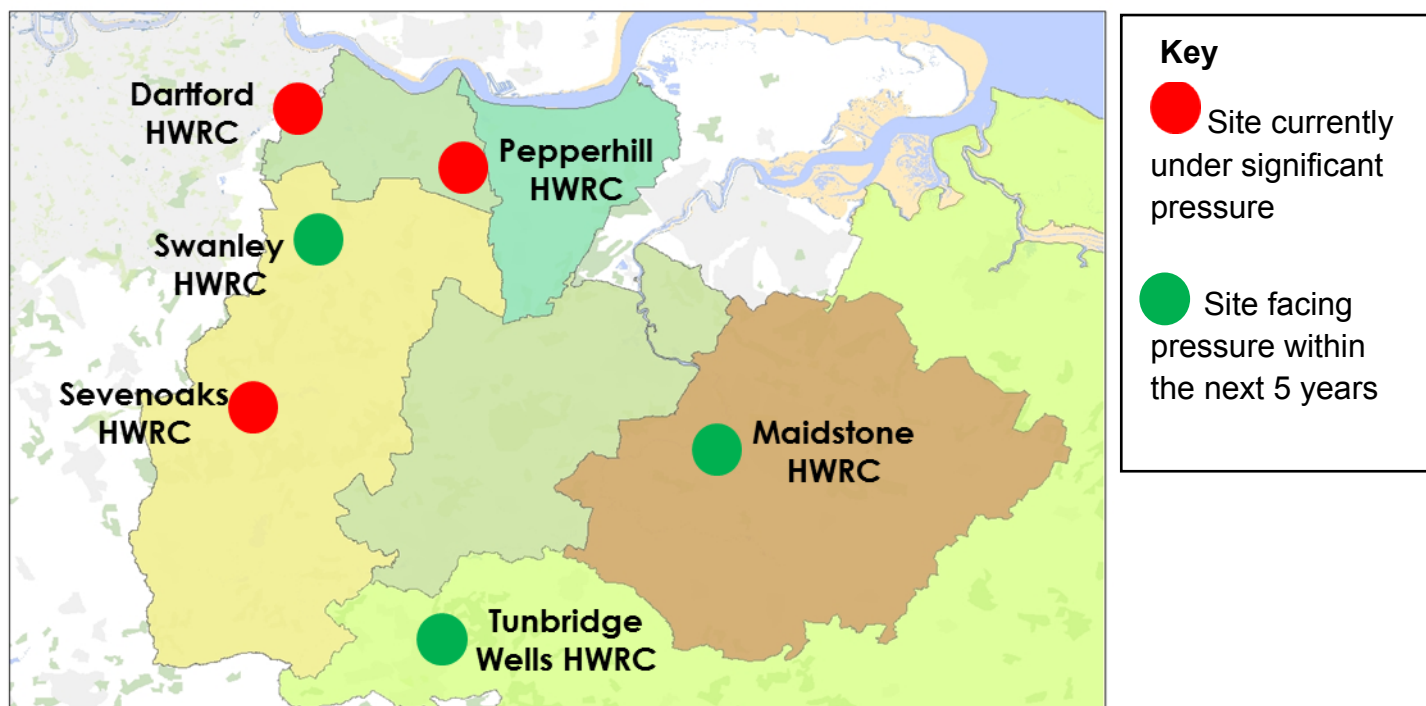
	2015	2021	2031
<b>Waste Tonnage</b>	710,900	770, 270	864,200

<sup>15</sup> The table assumes that waste tonnage produced by household/dwelling remains the same between 2015 and 2031.

### 9.3 HWRC network pressures

Whilst there is currently capacity across the HWRC network to accommodate present waste tonnages and those projected for the near future (see 7.2), this capacity is currently displaced. As such there are some significant pressures on a number of our HWRCs. The red dots on the map below shows the HWRCs that are the highest risk. It is clear that these pressures are focussed in the West Kent area.

#### Map to show current network pressures



There are a number of factors affecting these sites which put them at risk;

- **Population growth-** West Kent is going to experience a large amount of population growth in the next 10 years. This puts pressure on these particular sites which are already operating at full capacity. Much of this growth can be attributed to the Ebbsfleet Garden City development. (See 7.1)
- **Leases and land ownership-** The Council does not own the land a number of these sites currently sit on, and leases this from a third party. Land values in this area are high and moving forward, taking into account financial pressures, the Council may not be able to sustain paying these costs. Further details of site leasing and land ownership arrangements can be found in Appendix E.
- **Infrastructure-** A number of the sites require major improvement works in order to continue to operate effectively. Aside from the financial investment required to make these

improvements, issues of space and local infrastructure make a number of these improvements impossible.

It is also worth noting that whilst the surrounding HWRCs (those denoted with the green dots) are currently operating well, they themselves will have further pressures placed upon them in within the next 5 years, more so when taking into account the current issues outlined above.

#### **9.4 Future waste infrastructure requirements**

The Kent Minerals and Waste Local Plan (KMWLP) 2013-30 produced by KCC as the Waste Planning Authority identifies a number of requirements for waste infrastructure up to 2030. The KMWLP describes the overarching strategy and planning policies for waste management of all waste streams that are generated or managed in Kent.

The key points to note, which will have an impact on the development of the waste management service, are noted below;

- Move waste up the waste hierarchy and reduce the amount of non-hazardous waste sent to landfill
- Make provision for a variety of waste management facilities to ensure solutions for all major waste streams
- The plan states that priority will be given to facilities that will increase amounts of waste for re-use or recycling in a sustainable manner. Any plans put forward must demonstrate how any development will contribute to moving waste up the waste hierarchy.
- Any building and waste infrastructure developments must minimise the amount of construction waste produced. All plans submitted must outline how this construction waste will be dealt with, including details of end destinations.
- Kent should be net self-sufficient and able to deal with waste close to its source of production in a sustainable manner. It is noted that Kent should not be totally reliant on other Authorities to deal with its waste.
- The plan also states that it will safeguard existing waste management facilities, with permanent planning permission from non-waste management uses
- A high standard of restoration of sites which involve the deposit of waste

In addition to the above, the KMWLP has undertaken a needs assessment for waste, identifying a need for additional waste facilities up to 2030.

The plan also discusses the diminishing capacity to deal with waste in East London, due to the closure of the non-hazardous landfill site in Havering. This is estimated to close by 2018. As such,

Kent (and other surrounding Authorities) has a duty to make provision to accept a share of this waste- approximately 87,000 tonnes a year between 2018 and 2030. This is a requirement of KCC as the Waste Planning Authority rather than as the Waste Disposal Authority.

In respect of identifying sites for HWRCs, the KMWLP recognises the established network and the role they play in meeting waste recovery and landfill diversion targets. It also recognises that during the lifetime of the KMWLP, there will be a need to rationalise facilities, whilst still meeting local population needs. Furthermore, as part of the Waste Disposal Strategy delivery and in-line with the KMWLP, consideration will need to be given to the requirement for enough capacity at transfer stations and final disposal points for the household waste managed by KCC as the WDA.

## **10.0 Customer feedback**

KCC has a duty to ensure that all of its services are organised around the needs of their service users and residents. As such, KCC Waste Management is committed to providing the best possible service to our customers.

In order to ensure that we are meeting the needs of our customers, KCC Waste Management uses a number of tools to gain insight into their experiences and levels of satisfaction, as well as gathering important feedback to make improvements and identify when we are performing well.

Where possible, the results collected and feedback gathered is shared with our customers, so that they are able to understand how this data is used and we are able demonstrate that we value their comments and suggestions, and will work, as far as is possible, to use these to improve their services.

### **10.1 Customer Satisfaction Surveys (face-to-face)**

KCC Waste Management undertake customer satisfaction surveys twice per year across all of its HWRCs. These are undertaken onsite, face-to-face with customers by a third party. Procured by KCC, in addition to undertaking the fieldwork, the third party are also responsible for analysing the results and feedback. This ensures the feedback is objective.

Feedback is gathered at two seasonal sample points in spring and autumn to allow for seasonality in results and gain an overall picture of the service. A minimum of 6840<sup>16</sup> surveys/ interviews are required to be undertaken each year.

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<sup>16</sup> This is the minimum number required to ensure results are statistically valid within a 5% confidence rate. In 2015 a total of 7180 surveys were undertaken.

Customers are invited to give comment on a number of areas of the HWRC service, which reflect their experience on that particular visit, ranking their satisfaction with both the operational aspects of the service and the site staff. There is facility for customers to give open, honest feedback and make recommendations for improvement. The current satisfaction level across the network is high, at 94%<sup>17</sup>.

In addition to understanding levels of satisfaction, the questionnaire also helps KCC Waste Management to understand our customer behaviours such as how often they visit and when, the types of waste that are being brought onto site, and how familiar they are with on-site policies and procedures. Data is also collected to reflect who our customers are and where they are coming from.

All of this data is integral in informing any changes to the service and helps us to determine the best way to communicate with our customers.

## **10.2 Customer Satisfaction Surveys (online)**

Customers have the facility to provide feedback on the HWRC service online, via kent.gov<sup>18</sup>. As with on-site surveys, customers are asked to rate their levels of satisfaction and are able to provide verbatim comments on the HWRC service.

It is important that this facility is available for customers to feedback at their own convenience at any time of the year, minded that not everyone would be visiting site during the seasonal sampling points.

## **10.3 Mystery Shopping**

A programme of mystery shopping is undertaken across the HWRC network in order to understand the customer experience. Unlike customer satisfaction surveys, mystery shopping provides 'real-life' feedback that paints a full picture of the customer journey. Used extensively in the private sector, mystery shopping is an important method for measuring both the quality of a service and ensuring that we are complying with regulations.

Mystery shopping at the HWRCs is undertaken by a third party, procured by KCC. The provider undertakes 4 'shops' per month at each HWRC and results are published live via an online portal which is accessible to both KCC and its HWRC providers to review.

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<sup>17</sup> Based on 2015 results- 94% of customers being 'satisfied' or 'very satisfied' overall with their visit to the HWRC.

<sup>18</sup> <https://kentcc.firmstep.com/default.aspx/RenderForm/?F.Name=MhQSJwjYgp6&HideAll=1>

A mystery shopper will look at a number of factors on their 'shop' including; entering the facility, site and colleague presentation (to include Health and Safety), compliance to HWRC operating policies, customer service and staff knowledge.

Mystery shopping is identified in KCC's Commissioning Framework as an effective analysis tool and it allows KCC to work with its service providers to drive operational and customer service standards and improve site staffs morale and productivity. Undertaking mystery shopping not only highlights areas for improvement but also enables us to celebrate successes.

#### **10.4 Complaints, comments and compliments**

KCC Waste Management closely manages all compliments, comments and complaints concerning the services it offers. This includes the HWRC service, issues with our policies and procedures, and general enquiries.

All complaints, comments and compliments which come into KCC Waste Management are logged onto a specialised system and assigned to the most appropriate officer for response.

In accordance with KCCs corporate policy, written complaints are acknowledged within 3 working days and a full response is provided within 20 working days.

Calls, which come in either directly or from the Contact Point<sup>19</sup>, are also logged and monitored. Waste Management work closely with the Contact Point to ensure that they are provided with the most up to date information and able to provide full responses to any enquiries and issues.

#### **11.0 Customer education and awareness**

KCC has a strong track record of providing education and awareness campaigns to increase waste awareness, waste reduction and recycling activity amongst Kent residents. With a range of recycling services available to Kent residents, including HWRCs, bring banks and kerbside recycling, collecting a range of materials, further inroads to reduction, reuse and recycling will rely more on awareness campaigns.

Increased recycling and waste reduction habits amongst residents have become more the 'norm' as recycling services and 'good practice' communications and campaigns have been delivered. The KRP now takes the lead on delivering countywide campaigns.

Campaign messages are devised through an understanding of what drives residents' attitudes, and working to overcome existing barriers. The KRP seek a deepened understanding of

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<sup>19</sup> Contact Point is KCC's customer services centre, where initial calls from customers are taken.

motivators and barriers to people's recycling activity, to inform future services and campaigns to encourage greater responsible waste management practices by Kent residents.

Specific campaigns which have previously been undertaken by either KCC or the KRP include War on Waste, Recycle for Kent, and more recently Metal Matters (produced by the KRP) and Waste Electrical & Electronic Equipment (WEEE) recycling awareness messages (KCC led).

## **12.0 Reuse**

Reuse sits higher in the waste hierarchy than recycling. It is where items are reused as they are, or undergo minor repair or refurbishment in order to be reused, rather than undergoing treatment or reprocessing into new items. At HWRCs, typical items that may be captured for reuse are: furniture, waste electrical & electronic equipment (WEEE), textiles and bicycles.

Reuse is an area which should be considered further by KCC as activities are currently limited. Some authorities currently take a light touch approach of directing householders to charities or online reuse networks, and/or providing containers on site to segregate furniture for reuse, whilst others take more in-depth approaches such as the provision of reuse shops.

In addition to meeting legislative drivers, there are a number of different benefits of increasing reuse, including; reduced disposal costs, diversion from landfill and associated carbon benefits, maximising value and use of resources already extracted, possible employment, training, reskilling and volunteering opportunities and availability of low cost goods.

There are however a number of other considerations including; available budget for development and ongoing running costs, the availability of suitable sites for reuse activities, availability of local reuse opportunities, assessing the sustainability of such projects, and the role of KCC, third sector organisations and waste management companies in any reuse activities.

## **13.0 Flytipping and litter**

### **13.1 Flytipping**

KCC Waste Management has no statutory responsibility to remove waste from public or private land, which includes both flytipping and litter. However, in accordance with the Environmental Protection Act (1990), as the Waste Disposal Authority (WDA), KCC has a duty to cover the disposal costs of waste collected by WCAs and provide a Household Waste Recycling Centre service. In addition, the enforcement powers also remain with the WCA and the Environment Agency, not the WDA, in this case Kent County Council.



Despite having no statutory responsibility to enforce against flytipping, KCC are able to support district councils with enforcement against flytipping (through the sharing of legal powers), through consultation with our Waste Enforcement Advisor. KCC are working as part of the KRP to tackle flytipping in Kent.

KCC's Waste Enforcement Advisor, is able to provide training and advice, supporting districts with large scale/ persistent offender investigation, cross border cases, covert surveillance, case file preparation and prosecution.

It is important to note that KCC Highways and Public Rights of Way (PROW) have a duty to ensure that the highway is safe for users (Highways Act 1980) and therefore has a responsibility to ensure that there is no danger to the travelling public as a direct result of fly-tipped material on the highway or a public right of ways e.g. by the use of traffic management. They will also assist with the clearance of large scale flytips.

## **13.2 Littering**

KCC Waste Management have no statutory responsibility to clear litter as this falls to the WCAs. As with flytipped waste, waste management are still responsible for the disposal of this waste.

The KRP is working hard to tackle the issue of littering within Kent through numerous campaigns, recognising that this is an environmental anti-social behaviour. District and Borough Councils are able to apply Fixed Penalty notices to anyone who is caught littering

## **14.0 Strategic Environmental Assessment**

A Strategic Environmental Assessment (SEA) has not been completed for this Waste Strategy as it is not a statutory requirement to have one (but is being undertaken as best practice) and therefore does not fall under SEA regulations. The KJMWMS did require an SEA as under regulations there was a statutory requirement for 2-tier authorities to develop a joint municipal waste strategy.

## Appendix A: Glossary of Terms

Term	Definition
Automatic Number Plate Recognition (ANPR)	A technology that uses optical character recognition to automatically read number plate characters.
Bring banks	Recycling facilities often provided by District and Borough Councils in public areas such as supermarket car parks
Circular Economy	A circular economy keeps resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and regenerating products and materials at the end of each service life.
Commissioning	The process of planning how services are to be delivered, and the day-to-day management of these services.
Digital Delivery	Providing information and access to services primarily online.
Dwellings	A house, a flat or other place of residence.
Environmental Crime	The crime of flytipping and illegal deposit of trade waste at HWRCs.
GVW	Gross Vehicle Weight
Household Waste Recycling Centre (HWRC)	A building or site where household waste can be deposited by residents for recycling or disposal.
Kent Joint Municipal Waste Management Strategy (KJMWMS)	The strategy for the Kent Resource Partnership.
Kent Resource Partnership (KRP)	A Partnership between KCC and the 12 District/Borough/City Councils of Kent. The Partnership looks at how waste management services can be improved in Kent.
Low Carbon Economy	Reducing costs by cutting emissions.
Materials Recycling Facility (MRF)	A specialised plant that receives separates and prepares recyclable materials for marketing to end-user manufacturers.
Organic wastes	Organic waste, or green waste, is organic material such as food, garden and lawn clippings. It can also include animal and plant based material and degradable carbon such as paper, cardboard and timber.
Recyclate	Any material that is able to be recycled.
Recycling	Turning waste into a new product or substance, including composting.
Recycling outlets	A building or site for the treatment and processing of waste for recycling.
Refuse Derived Fuel	A fuel produced by shredding and dehydrating solid waste with a Waste converter technology.
Re-use	Checking, cleaning, repairing, refurbishing whole items or spare parts.
Trade Waste	Waste produced by businesses or commercial activities.
Unitary Authority	A council established in place of, or as an alternative to, a two-tier system of local councils

	e.g. Medway Council will act as the WCA and WDA.
Waste Collection Authority (WCA)	District, Borough and City Councils responsible for the collection of household waste from the kerbside and delivery to a nominated delivery point.
Waste Disposal	Landfilling waste.
Waste Disposal Authority (WDA)	Responsible for the receipt and onward processing/ disposal of household waste, providing a Household Waste Recycling Centre Service and monitoring closed landfills.
Waste Recovery	Includes burning waste to produce energy.
Waste Transfer Station (TS)	A building or site for the temporary holding of waste, where district/ borough councils will deposit waste prior to loading on to larger vehicles for transfer to final disposal point.

## Appendix B: HWRC Materials Handled (tonnes)

Waste Type	2012/13	2013/14	2014/15
<b>Garden Waste</b>	<b>33,209</b>	<b>32,854</b>	<b>32,219</b>
Bicycles	5	3	1
Bric A Brac	68	4	28
Car Batteries	327	362	301
Cardboard	432	413	425
Cooking Oil	24	18	27
Engine Oil	110	118	121
Furniture	15	11	2
Gas Bottles	0	0	35
Glass - Amber	160	27	34
Glass - Clear	470	85	66
Glass - Green	172	97	93
Glass - Mixed	1,162	1,446	1,193
Metal	7,876	8,637	9,293
Non Automotive Batteries	21	18	40
Paper & Card	6,220	5,916	6,433
Plasterboard	1,485	1,293	1,420
Soil Hardcore	36,048	34,035	36,526
Spectacles	1	1	0
Textiles & Shoes	1,368	1,459	1,345
Toner Cartridges	1	1	3
Tyres	265	30	29
WEEE CRT	2,970	2,101	1,911
WEEE Fluorescent Tubes	21	23	25
WEEE Fridges & Freezers	1,081	1,311	1,465
WEEE LDA	51	267	157
WEEE SDA	2,558	2,788	2,657
Wood	23,043	24,453	25,585
<b>Dry Recycling</b>	<b>85,954</b>	<b>84,918</b>	<b>89,216</b>
<b>Residual</b>	<b>46,493</b>	<b>45,538</b>	<b>50,639</b>
<b>Total</b>	<b>165,656</b>	<b>163,311</b>	<b>172,076</b>

## Appendix C: Disposal Authority Benchmarks – 2014/15

### Top 5 recyclers

<b>Cambridgeshire County Council</b>	59%
<b>Oxfordshire County Council</b>	58%
<b>Warwickshire County Council</b>	54%
<b>Devon County Council</b>	54%
<b>Surrey County Council</b>	53%

### Lowest 5 landfill

<b>Western Riverside Waste Authority</b>	0%
<b>Staffordshire County Council</b>	2%
<b>East Sussex County Council</b>	3%
<b>Lincolnshire County Council</b>	4%
<b>Hampshire County Council</b>	5%

### Highest 5 waste to energy

<b>Western Riverside Waste Authority</b>	81%
<b>North London Waste Authority</b>	56%
<b>East Sussex County Council</b>	55%
<b>Hampshire County Council</b>	54%
<b>Lincolnshire County Council</b>	45%

## Appendix D: Population projections by district to 2031

	2011	2015	2021	2031
<b>Ashford</b>	118,400	124,600	137,900	150,900
<b>Canterbury</b>	150,600	157,900	170,700	185,500
<b>Dartford</b>	97,600	103,500	125,000	143,500
<b>Dover</b>	111,700	113,400	121,500	130,900
<b>Gravesham</b>	101,800	106,100	111,100	116,400
<b>Maidstone</b>	155,800	163,700	178,900	197,500
<b>Sevenoaks</b>	115,400	118,800	124,200	141,800
<b>Shepway</b>	108,200	110,000	114,400	118,400
<b>Swale</b>	136,300	142,500	150,100	166,700
<b>Thanet</b>	134,400	139,600	143,200	158,200
<b>Tonbridge &amp; Malling</b>	121,100	125,600	134,700	148,700
<b>Tunbridge Wells</b>	115,500	118,500	122,300	138,800

## Appendix E: HWRC land leasing and ownership arrangements

HWRC	Land status
Ashford	KCC owned
Canterbury	Leased from 3 <sup>rd</sup> Party
Dartford	Leased from 3 <sup>rd</sup> Party
Deal	Part KCC owned/ Part leased from 3 <sup>rd</sup> Party
Dover	KCC owned
Faversham	KCC owned
Folkestone	KCC owned
Herne Bay	Leased from 3 <sup>rd</sup> Party
Maidstone	KCC owned
Margate	Leased from 3 <sup>rd</sup> Party
New Romney	KCC owned
Pepperhill	KCC owned
Richborough	KCC owned
Sevenoaks	Leased from 3 <sup>rd</sup> Party
Sheerness	Leased from 3 <sup>rd</sup> Party
Sittingbourne	KCC owned
Swanley	KCC owned
Tunbridge Wells	KCC owned

## Waste Disposal Strategy

### Member Task and Finish Group Core Membership

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Member	Party	Division	District
Clive Pearman (Chairman)	Conservative	Sevenoaks South	Sevenoaks
Ian Chittenden	Liberal Democrats	Maidstone North East	Maidstone
Dr Mike Eddy	Labour	Deal	Dover
Peter Homewood	Conservative	Malling Rural North East	Tonbridge & Malling
Brian MacDowall	UK Independence Party	Herne Bay	Canterbury
Carole Waters	Conservative	Romney Marsh	Shepway
Martin Whybrow	Independents (Green Party)	Hythe	Shepway
Matthew Balfour (Observer)	Conservative	Malling Rural East	Tonbridge & Malling

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# **EQUALITY IMPACT ASSESSMENT**

**KCC Waste Management Waste  
Disposal Strategy**

**(2017-2035)**

**March 2016**



# KENT COUNTY COUNCIL

## EQUALITY IMPACT ASSESSMENT

**Directorate:** Growth, Environment and Transport

**Name of policy, procedure, project or service:**

Waste Management Strategy

**Assessment of service:**

Kent County Council (KCC) operates as the Waste Disposal Authority (WDA). The 12 District/Borough/City Councils of Kent operate as the Waste Collection Authorities (WCAs). KCC arranges the recycling/disposal of waste collected from households by the WCAs. In addition KCC provide Household Waste Recycling Centres (HWRCs) in accordance with the Environmental Protection Act 1990 (EPA).

*EPA Section 51: Functions of waste disposal authorities*

*(1) It shall be the duty of each waste disposal authority to arrange:*

*(b) For places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited.*

**Responsible Owner/ Senior Officer**

Hannah Allard, Business Development Team Leader

**Date of Screenings:**

**A: Initial screening:** 29<sup>th</sup> January 2016

**B: Interim screening:**

**C: Final screening:**

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Comment</b>
1	Casey Holland	29/01/2016	Initial draft
2	Casey Holland	25/02/2016	Second draft following feedback from equality and diversity team.
3	Hannah Allard	02/03/2016	Amendments
4	Casey Holland	04/03/2016	Further amends and additional information added

### **Date of Screening**

- 1. Initial screening:** 29<sup>th</sup> January 2016- To consider impacts of a Waste Management Disposal Strategy including its Ambition, principles and objectives, and to inform delivery of resultant customer engagement and consultation.

**Please note:** The Strategy and therefore this EqIA do not attempt to set out the detail of how the ambition, principles, and objectives will be achieved. However, following approval of the strategy an implementation plan and subsequent business cases will do this, with further public consultation and **supporting in-depth EqIAs** undertaken as required.

**Initial EqIA screening conducted for Waste Disposal Strategy: ambition, priorities and supporting-objectives**

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	
<p><b>Age</b></p> <p>Page 184</p>	<b>No</b>	<b>Yes</b>	<b>Low</b>	<b>None</b>	<p>There are several examples of promoting equal opportunities and positive impacts through the delivery of the strategy for customers who belong to this protected characteristic;</p> <p><b>2. Innovation and Change:</b> The services we design and provide will be resilient through accommodating change and growth.</p> <p><i>Household Waste Recycling Centres will be located where the evidence shows they need to be.</i></p> <p>Where journey times and site locations have negatively affected elderly customers to date, a data led approach to infrastructure planning and minimising drive times to reasonable levels will improve access to services.</p>

				<p><b>3. HWRC Service Delivery: We will provide a value for money service.</b></p> <p><b>Access and availability:</b></p> <p><i>HWRCs will be open when the evidence shows they need to be.</i></p> <p>A data led approach to determining service operating times will ensure elderly residents are able to access these at a time that is reasonable and practical.</p> <p><b>4. Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.</b></p> <p><b>Customer Service and Feedback:</b></p> <p><i>Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.</i></p> <p>As part of this Strategy, Waste Management will ensure that customers are able to feedback on its service in a variety of ways that are accessible and appropriate for those with age-related communication issues, such as through face-to-face surveys.</p>
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				<p><b>Equalities:</b></p> <p>Ensure that all residents are able to access our HWRCs and receive a high level of service.</p> <p>Through its implementation, the strategy seeks to ensure that staff will have the knowledge and skills to communicate and support customers at the HWRCs, who may need more help due to age related issues.</p> <p><b>Communicating with our customers:</b></p> <p>Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.</p> <p>Customer communications will be data-led, to ensure that the methods used to deliver messages and campaigns are directed to the correct people in the correct ways, appreciating the preferences of older customers and how they like to receive information.</p> <p><b>Consultation considerations</b></p> <p>It is recognised and understood that</p>
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					<p>engagement materials and channels selected to communication the strategy, must meet the needs of older people – a one-size fits all approach is not sufficient or appropriate.</p> <p>Information will be available in large print and where appropriate in an audio format where older people have visual impairments.</p>
<p><b>Disability</b></p> <p>Page 187</p>	No	Yes	Low	None	<p>There are several examples of promoting equal opportunities for those that fall within this protected characteristic and positive impacts through the delivery of the strategy;</p> <p><b>2. Innovation and Change:</b> The services we design and provide will be resilient through accommodating change and growth.</p> <p><i>Household Waste Recycling Centres will be located where the evidence shows they need to be.</i></p> <p>Where journey times and site locations have negatively affected disabled customers to date, a data led approach to infrastructure planning and minimising drive times to reasonable levels will improve access to services.</p>

**3. HWRC Service Delivery: We will provide a value for money service.**

**Access and availability:**

*HWRCs will be open when the evidence shows they need to be.*

A data led approach to determining service operating times will ensure disabled residents are able to access these at a time that is reasonable and practical.

**4. Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.**

**Customer Service and Feedback:**

*Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.*

As part of this Strategy, Waste Management will ensure that customers are able to feedback on



its service in a variety of ways that are accessible and appropriate for those with disability related communication issues or restrictions, such as online.

**Equalities:**

Ensure that all residents are able to access our HWRCs and receive a high level of service.

Through its implementation, the strategy seeks to ensure that staff will have the knowledge and skills to communicate with and support customers at the HWRCs, who may need more help due to a disability.

**Communicating with our customers:**

Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.

Customer communications will be data-led, to ensure that the methods used to deliver messages and campaigns are directed to the correct people in the correct ways, appreciating the preferences of disabled customers and how they like to receive information.

<p>Page 10</p>					<p><b>Consultation considerations</b></p> <p>It is recognised and understood that engagement materials and channels selected to communication the strategy, must meet the needs of older people – a one-size fits all approach is not sufficient or appropriate.</p> <p>Information will be available in large print, braille and where appropriate in an audio format where disabled people have visual impairments. Easy read documents will also be made available to those who require them.</p>
<p><b>Gender</b></p>	<p>No</p>	<p>No</p>	<p>None</p>	<p>None</p>	
<p><b>Gender identity</b></p>	<p>No</p>	<p>No</p>	<p>None</p>	<p>None</p>	
<p><b>Race</b></p>	<p>No</p>	<p><b>Yes</b></p>	<p><b>Low</b></p>	<p>None</p>	<p>Equal opportunities may be promoted and positive impacts seen through the delivery of the strategy for customers that fall within this protected characteristic;</p> <p><b>4. Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.</b></p>

				<p><b>Equalities:</b></p> <p>Ensure that all residents are able to access our HWRCs and receive a high level of service.</p> <p>Through its implementation, the strategy seeks to ensure that staff will have the knowledge and skills to communicate and support customers at the HWRCs.</p> <p><b>Communicating with our customers:</b></p> <p>Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.</p> <p>Customer communications will be data-led, to ensure that the methods used to deliver messages and campaigns are directed to the correct people in the correct ways, appreciating the preferences of our customers and how they like to receive information, making sure it is available in a range of languages where appropriate.</p> <p><b>Consultation considerations</b></p> <p>It is recognised and understood that</p>
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					<p>engagement materials and channels selected to communicate the strategy, must meet the needs of older people – a one-size fits all approach is not sufficient or appropriate.</p> <p>Information regarding the strategy and its related documents will be available in alternative languages where requested.</p>
<b>Religion or belief</b>	No	No	None	None	
<b>Sexual orientation</b>	No	No	None	None	
<b>Pregnancy and maternity</b>	No	No	None	None	

## **Part 1: INITIAL SCREENING**

### **Context, aims and objectives**

KCC Waste Management operates within a two-tier system as the WDA, for receiving and disposing or onward processing of Kent's household waste.

This waste is collected by the district and borough councils as the WCAs or delivered directly by householders to HWRC's around the County.

It is the statutory responsibility of the WDA to provide a Household Waste Recycling Centre service to residents in accordance with the Environmental Protection Act 1990;

*EPA Section 51: Functions of waste disposal authorities*

*(1) It shall be the duty of each waste disposal authority to arrange:*

*(b) For places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited.*

KCC currently operate 18 HWRCs around the County.

In addition to providing a waste disposal service for Kent, KCC waste management also has responsibility for a number of other related activities.

The waste strategy outlines the ambition for KCC Waste Management for the next 20 years, and as such six major principles have been identified with a number of underlying key objectives, to help us to achieve this ambition.

The strategy will be supported by an evidence base document.

There are a number of key drivers, which have influenced and identified a need for a waste strategy;

- **Population and Housing**

The population in Kent has been predicated to increase by 18% from 2015 2031, resulting in a projected increase of 22% of household waste. This is likely to have impacts on services KCC provides county-wide including the functions of KCC as the WDA.

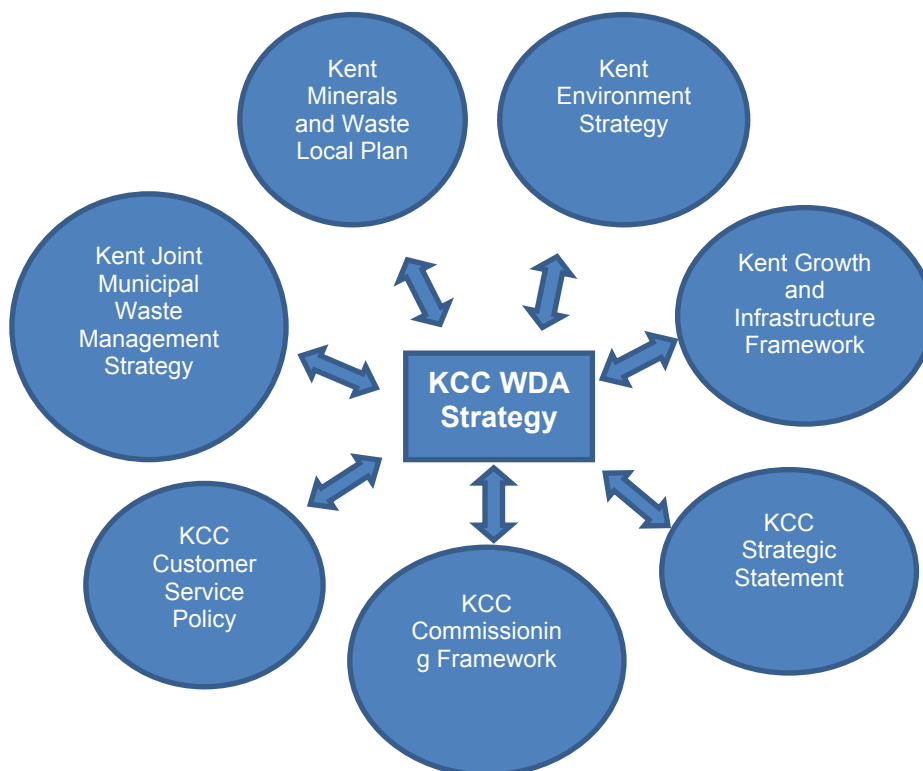
- **Doing more with less**

Delivery of this strategy has the potential to find efficiencies, savings and income allowing the service to develop and evolve.

- **Legislation and targets**

Waste services are influenced primarily by legislation, targets and requirements that are passed down from the European Union and transposed in to national law, policies and strategies. Details of key legislation can be found in the Evidence Base document.

The KCC WDA Strategy will link to a number of other documents Some of these are Corporate documents and others Countywide. These are illustrated below;



This Strategy does not attempt to set out the detail of how the ambition and outcomes will be achieved but following approval of the strategy an implementation plan and subsequent business cases will do this, with further public consultation and supporting EqlAs undertaken as required.

## **Beneficiaries:**

- The residents of Kent through;
  - the services provided by KCC Waste Management being accessible, fit for purpose and provide value for money.
  - Reduced environmental and climate change impacts, with waste prevention as the ultimate outcome both environmentally and financially.
- Kent businesses and SMEs who will benefit from a more robust and intelligence led commissioning and procurement process for waste services.
- The district and borough councils as the WCAs who will benefit from enhanced joint working practices and improvements to services.
- Our current HWRC Contractors as providers of the customer facing services of KCC as the WDA, through optimised services and enhanced working relationships.
- Other Waste Disposal Authorities (WDAs) as we work collaboratively to understand where opportunities may exist for joint service provision or improvements to the mutual benefit of all.

## **Information and data**

### ***Kent Profile***

The initial screening has recognised that Age, Disability and Race characteristics may be positively affected by the development of the Waste Disposal Strategy.

Kent is the largest non-metropolitan local authority area in England with a resident population of 1,463,740 people (2011 Census).

Over the past 10 years Kent's population has grown faster than the national average. The population of Kent has grown by 11% between 2004 and 2014, above the average both for the South East (9.2%) and for England (8.3%).

### **Age**

Overall, the age profile of Kent residents is similar to that of England. However, Kent does have a greater proportion of young people aged 5 -19 years and of

people aged 45+ years than the England average. Just under a fifth of Kent's population is of retirement age (65+). Kent has an aging population. Forecasts show that the number of 65+ year olds is forecast to increase by 55% between 2013 and 2033, yet the proportion of population aged under 65 is only forecast to increase by 6.9%.

### **Disability**

81.6% of Kent residents describe their health as being very good or good and 17.6% of Kent's population have an illness or condition which limits their day to day activities in some way. The number of Kent residents who are claiming disability benefits is 115,306 (7.6%). This is higher than the South East region (6.4%) but slightly lower than the national figure (8%).

### **Race**

The largest ethnic group in Kent is White. 93.7% of all residents are of white ethnic origin, and 6.6% are of Black Minority Ethnic (BME) origin. The largest single BME group in Kent is Indian representing 1.2% of the total population.

### **HWRC Customer Profile**

This EqIA draws upon existing service delivery data and previous EqIA assessment examining particular aspects of customer service for the provision of HWRCs:

- Household Waste Recycling Centre Service (2/2015WM)

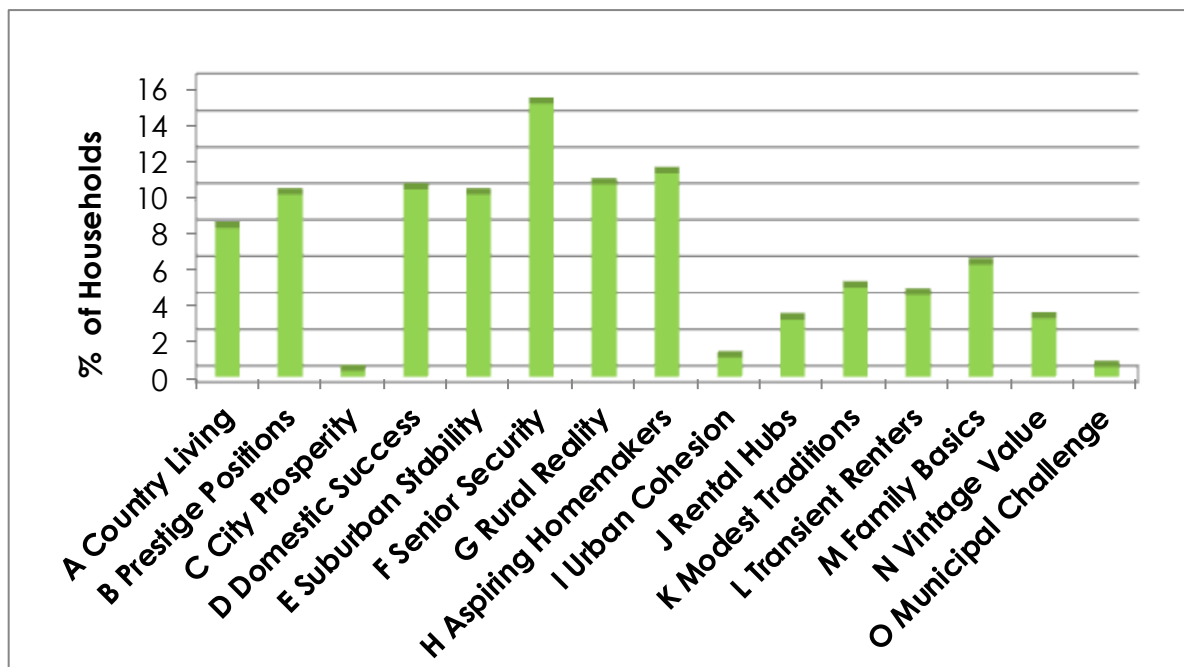
Customer satisfaction surveys are undertaken by a surveying company on behalf of KCC Waste Management across all 18 HWRCs (approx. 195 surveys per site). Surveys are carried out on a yearly basis at two seasonal sample points in April and October. 'About you', protected characteristic information is gathered from customers who wish to disclose age, gender, ethnicity and disability.

By collecting this information, it enables us to understand more about our customer base and helps to plan services and inform changes. The customer satisfaction survey also collects respondents' postcodes which is used to gain



a better understanding of our customers through customer profiling software (MOSAIC) analysis

The graph below reflects the overall profile of customers using the 18 HWRCs across the County.



The Graph that the most common customer group using the HWRC are Group F- Senior Security.



**Key Features**

- Elderly singles and couples
- Homeowners
- Comfortable homes
- Additional pensions above state
- Don't like new Technology
- Low mileage Drivers



**Communication preferences**



Telephone



Post

When undertaking changes at specific HWRCs as part of the implementation of the Waste Strategy, this customer data will be drawn upon to help inform

any changes and communication requirements, and will be subject to specific EqlAs.

### **Involvement and engagement**

Prior to public consultation, feedback on the strategy was gathered from a number of sources to assist in the development of the ambition, principles and objectives. These included;

- A waste consultancy company was appointed to contribute to the development of the Strategy, to help facilitate discussion and thinking, and to provide additional capacity and bring an independent perspective.
- Internal consultation with Waste Management officers, the strategy development group and the steering group.
- Through meetings and workshops with the district and borough councils, their officers and Members, in collaboration with the Kent Resource Partnership (KRP).
- Through the Member Task and Finish Group to consider approaches and draft recommendations to be made to the Cabinet Member and subsequently the Environment and Transport Cabinet Committee.
- Meetings with the HWRC providers to introduce the strategy and garner initial thoughts.

Consultation on the strategy will be undertaken in summer 2016, for a period of 12 weeks.

Information will be circulated through our key stakeholders and partners, which includes Kent residents, the district and borough councils, parish councils and our contractors. It will also be circulated through appropriate equality and diversity groups.

Other key consultees include; HWRC Providers (current), the market (potential providers), internal KCC Groups and service teams as appropriate, local business (regarding trade waste), parish councils, neighbouring local

Authorities (including Medway), other WDAs, Environment Agency, Kent Fire and Rescue Service, Kent Police, and WRAP.

The consultation will need to ensure that the strategy is accessible for specifically disabled, age and race characteristics who may not have the opportunity to consult on the strategy through traditional methods.

### **Potential Impact**

#### **Adverse Impact:**

No adverse impacts were noted for the introduction of this Waste Disposal Strategy. Individual EqlAs will be undertaken as necessary for individual projects at implementation phase.

#### **Positive Impacts:**

It has been identified that Age, Disability and Race characteristics may be positively affected by the development of the Waste Disposal Strategy.

Specific projects at implementation will be subject to individual EqlAs at implementation phase.

**JUDGEMENT**

**Option 1 – Screening Sufficient - YES**

**Option 2 – Internal Action Required - YES**

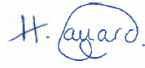
**Option 3 – Full Impact Assessment - NO**

*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: Hannah Allard  
Job Title: Business Development Team Leader Date: 08/04/2016

**DMT Member**

Signed:  Name: David Beaver  
Job Title: Head of Waste Management Date: 08/04/2016

**Director**

Signed:  Name: Roger Wilkin  
Job Title: Director of Highways, Transportation and Waste Date: 08/04/2016

## Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	Ensure all relevant projects as part of the strategy delivery implementation plan are subject to individual EqIA's prior to any further consultation in 2017	All EqIAs undertaken	All impacts identified and mitigated against	Project leads within the implementation plan – TBC in 2017	Commence in 2017	N/A
Age, Disability, Race and Belief	Barrier to accessing the information for the Consultation	The consultation will need to ensure the strategy is accessible for specifically disabled, age and race protected characteristics whom may not have the opportunity to consult on the strategy through	Everyone is able to respond to the consultation	Waste Management Team	July 2016	Accounted for within strategy development budget

		<p>traditional methods.</p> <p>This will be through;</p> <ul style="list-style-type: none"><li>a. Circulation of the consultation to relevant equality groups</li><li>b. Alternative formats made available upon request e.g. large print, Easy Read, Braille, Audio, alternative languages</li></ul>				
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From: Peter Sass, Head of Democratic Services

To: Environment and Transport Cabinet Committee – 4 May 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 to 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 14 March 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, 23 May 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>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>• Update on Littering on Kent's Highways</li> <li>• Kent and Medway Minerals and Waste Development Plan</li> <li>• Tunbridge Wells Local Transport Plan principles</li> <li>• Community Safety Integration (including relocation)</li> <li>• Work Programme 2016</li> </ul>
<b>D - Performance Monitoring</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>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Work Programme 2016</li> </ul>
<b>D - Performance Monitoring</b>	<ul style="list-style-type: none"> <li>•</li> </ul>

<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>• Local Transport Strategies – Approval-Various</li> <li>• Flood and Drainage Policy</li> <li>• PROW De-Regulation Act</li> </ul>
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Aviation/Gatwick report</li> <li>• KCC's response to DfT to New South Eastern Franchise</li> <li>• Country Parks Service Review</li> <li>• SLGF2 Dover Western Docks</li> <li>• SLGF2 Folkestone Seafront</li> </ul>

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|--|--|
|  | <ul style="list-style-type: none"><li>• <b>LTP4 - January 2017 meeting</b></li></ul> |
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