

**ENVIRONMENT & TRANSPORT CABINET COMMITTEE**

**Monday, 13th March, 2017**

**10.30 am**

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





## AGENDA

### ENVIRONMENT & TRANSPORT CABINET COMMITTEE

**Monday, 13 March 2017 at 10.30 am**  
**Darent Room, Sessions House, County Hall,**  
**Maidstone**

Ask for: **Ann Hunter**  
Telephone: **03000 416287**

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

#### **Membership (14)**

- Conservative (8): Mr M J Harrison (Chairman), Mr C R Pearman (Vice-Chairman), Mr A H T Bowles, Mr P J Homewood, Mr J M Ozog, Mr C Simkins, Mrs C J Waters and Mr M A Wickham
- UKIP (2) Mr M Baldock and Mr B E MacDowall
- Labour (2) Mr C W Caller and Dr M R Eddy
- Liberal Democrat (1): Mr I S Chittenden
- Independents (1) Mr M E Whybrow

#### Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

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

#### UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes  
To receive apologies for absence and notification of any substitutes present
- 3 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.

- 4 Minutes of the meetings held on 12 January and 18 January 2017 (Pages 7 - 20)  
To consider and approve the minutes as a correct record
- 5 Verbal updates  
To receive verbal updates from the relevant Cabinet Members for the Environment & Transport Cabinet Committee portfolio
- 6 Performance Dashboard (Pages 21 - 32)  
To receive a report that shows progress made against targets set for Key Performance Indicators
- 7 Local Transport Plan 4: Delivering Growth without Gridlock - revised plan (Pages 33 - 128)  
To receive a report from the Cabinet Member, Environment and Transport and the Corporate Director, Growth, Environment and Transport which asks the Committee to consider and make recommendations on the revised Local Transport Plan 4 before it is considered by Cabinet and County Council
- 8 17/00025 Highways and Transportation Schemes funded through the Local Growth Fund Round 3 (Pages 129 - 140)  
To receive a report from the Cabinet Member, Environment and Transport and the Corporate Director, Growth, Environment and Transport which asks the Committee to consider and endorse or make recommendations on the proposed decision to take the schemes listed below through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts
  - a) Dartford Town Centre improvements scheme, in drg. No. 4300378/000;
  - b) A2500 Lower Road improvement scheme, in drg No. 43000416/000/06;
  - c) A2/A28 Coast bound off-slip, Wincheap scheme, in drg. No. 5269/GA01
- 9 17/0028 Minerals and Waste Safeguarding Supplementary Planning Document (Pages 141 - 204)  
To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport which asks the Committee to consider and endorse, or make recommendations on the proposed decision to adopt the Kent Minerals and Waste Safeguarding Supplementary Planning Document March 2017 (SPD). In addition, the Cabinet Committee is asked to endorse a delegation to the Corporate Director of Environment, Planning and Enforcement to make any further minor modifications which may be needed (such as formatting changes and typographical errors), in order to publish the Minerals and Waste Safeguarding Supplementary Planning Document
- 10 17/00016 Re-procurement and award of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges (Maidstone, Dartford, Canterbury & Thanet). (Pages 205 - 210)  
To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport which asks the



Committee to consider and endorse, or make recommendations on the proposed decision to re-procure and delegate to the Director of Highways, Transportation and Waste authority to award contract/s for the urban grass, shrubs & hedges service

11 17/00020 Active Travel Strategy and Action Plan (Pages 211 - 252)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport which asks the Committee to consider and endorse, or make recommendations on the proposed decision to approve the Active Travel Strategy and Action Plan. In addition, to endorse the delegation to the Corporate Director, Growth Environment and Transport for the authorisation to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Active Travel Strategy and Action Plan

12 17/00029 Fees & Charges for Highways activities 2017/18 (Pages 253 - 274)

To receive a report from the Cabinet Member for Environment and Transport and the Director of Highways, Transportation and Waste which asks the Committee to consider and endorse, or make recommendations on the proposals to amend fees and charges for 2017/18

13 16/00148 A2 Bean and Ebbsfleet Junction Improvement - funding contribution by the Strategic Transport Infrastructure Programme (STP) (Pages 275 - 288)

To receive a report from the Cabinet Member, Environment and Transport and the Corporate Director, Growth Environment and Transport which asks the Committee to consider and endorse or make recommendations to the Cabinet Member for Economic Development on the proposed decision to:

a) approve the full and final contribution from the Strategic Transport Infrastructure Programme (STIP) towards the A2 Bean and Ebbsfleet (A2BE) junction improvements; and

b) To support the approach that KCC will not forward fund or guarantee the proposed contribution

14 17/00017 Dartford Town Centre transport improvements and public realm works - Approval to enter in to a Legal Agreement (Pages 289 - 296)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport which asks the Committee to consider and endorse, or make recommendations on the proposed decision of the Corporate Director Growth, Environment and Transport and the Corporate Director Finance and Procurement, to negotiate and execute legal and/or partnership agreements for the delivery of the Dartford Town Centre scheme

15 Growth, Environment & Transport Directorate Business Plan 2017-18 (Pages 297 - 342)

To receive a report from the Cabinet Member, Environment and Transport the Cabinet Member, Community Services and the Corporate Director, Growth, Environment and Transport which asks the Committee to consider and comment on the final draft Growth, Environment and Transport Directorate Business Plan (2017-

18) and note that the final Directorate Business Plan will be published online in April 2017

16 Risk Management: Growth, Environment and Transport Directorate (Pages 343 - 366)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport which asks the Committee to consider and comment on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2

17 Department for Transport consultation on Night Flight Restrictions (Pages 367 - 388)

To receive a report from the Cabinet Member for Environment and Transport and the Corporate Director for Growth, Environment and Transport which asks the Committee to note the KCC response to the consultation on night flight restrictions at Heathrow, Gatwick and Stansted

18 Find & Fix Pothole Blitz Update and 2017/18 Campaign (Pages 389 - 392)

To receive a report from the Cabinet Member for Environment and Transport and the Director Highways, Transportation and Waste which asks the Committee to note this report, and to make comments to the Cabinet Member for Environment and Transport concerning future Find and Fix (Pothole Blitz) campaigns and to delegate authority to the Director of Highways Transportation and Waste to procure and award contracts and allocate funding as it becomes available to deliver a programme of works for 2017/18 and for future years' DfT funding

19 Work Programme 2017 (Pages 393 - 398)

To receive a report by the Head of Democratic Services which asks the Committee to consider and agree its Work Programme for 2017

### **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)*

John Lynch,  
Head of Democratic Services  
03000 410466

**Friday, 3 March 2017**

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

**KENT COUNTY COUNCIL**

---

**ENVIRONMENT & TRANSPORT CABINET COMMITTEE**

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 12 January 2017.

PRESENT: Mr M J Harrison (Chairman), Mr C R Pearman (Vice-Chairman), 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, Mr M E Whybrow and Mr M A Wickham

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mrs L Whitaker (Democratic Services Manager (Executive) for minutes 232-241 and 245-246 and Mrs A Hunter (Principal Democratic Services Officer) for minutes 242- 244

**UNRESTRICTED ITEMS****232. Apologies and Substitutes**  
*(Item A2)*

Apologies for absence were received from Mr Baldock. Mr Shonk attended as his substitute.

**233. Declarations of Interest by Members in items on the Agenda**  
*(Item A3)*

There were no declarations of interest.

**234. Minutes of the meeting held on 17 November 2016**  
*(Item A4)*

Resolved that the minutes of the meeting held on 17 November 2016 are a correct record and that they be signed by the Chairman  
*(Item A4)*

**235. Dates of Environment and Transport Cabinet Committee in 2017/18**  
*(Item A5)*

- (1) Mr Harrison asked that he be advised if any Member of the Committee who could not attend the meeting arranged for 18 January to discuss the budget.
- (2) Resolved that meetings of the Environment and Transport Cabinet Committee be held on 18 January 2017, 15 June 2017, 21 September 2017, 30 November 2017, 31 January 2018 and 20 March 2018.

## 236. Verbal updates

*(Item A6)*

- (1) Mr Hill (Cabinet Member for Community Services) gave a verbal update. He said that there were effective and productive links between KCC and Kent Police and in particular through the Kent and Medway Police and Crime Panel and the Kent Community Safety Partnership (KCSP). He said the activities of the KSCP were reviewed annually by the Scrutiny Committee meeting as the Crime and Disorder Committee and there were regular meetings with the Police and Crime Commissioner and the Chief Constable.
- (2) Mr Hill said Kent Police had recently been assessed as outstanding following a recent inspection by Her Majesty's Inspectorate of Constabulary. He had written to congratulate the Chief Constable and the Police and Crime Commissioner.
- (3) Mr Hill concluded his update by saying the Chief Constable's employment contract had been extended by three years to 2022.
- (4) Mr Balfour (Cabinet Member for Environment and Transport) gave a verbal update. He said the Kent Environment Strategy had been launched at an event led by the Kent Environment Champions at Allington Castle on 1 December. The event was hosted by Sir Robert Worcester and the key note speakers included John Selwyn Gummer - Baron Deben (Chairman of the Independent Committee on Climate Change) and Emma Howard Boyd (Chairman of the Environment Agency). The Kent Environment Strategy Impact report 2011-16 setting out achievements to date was released at the event and copies were available for Members today.
- (5) Mr Balfour said that following the Member Task and Finish Group on Highway Soft Landscaping, officers had engaged with parish councils about the future of the service. 49 parishes had expressed interest and two confirmed their wish to take up the service. He said a detailed report would be brought to the Cabinet Committee in due course.
- (6) Mr Balfour said that the £40m LED street lighting conversion project was on target for completion in residential areas by May 2017. 45,000 lights had been converted to LEDs to date. Following completion of conversions in residential areas it was planned to convert lights in town centres and on high speed roads.
- (7) Mr Balfour said the winter programme was underway and precautionary salting of roads was carried out on 22 nights between October and December 2016 with a further six runs so far in January 2017.
- (8) Mr Balfour said the Maidstone Bridges new traffic layout had opened on 1 December in time for Christmas trading period and although some work on soft landscaping and phasing of the traffic lights needed to be completed, he considered the project to be a success.
- (9) Mr Balfour said that he and Mr Carter (Leader of the Council) had met with Chris Grayling (Secretary of State for Transport) who was supportive of Kent's

plans. Since that meeting, it had been confirmed that Kent's bid for funding to improve Brenley Corner had not been successful. However the Minister appeared to understand the problems in Kent and was supportive of schemes being developed which would enable Kent to bid for funding from the Investment Strategy II fund and the pinch point funding scheme when they were announced by government.

- (10) In response to comments and questions, Mr Balfour said the contractors were to be commended for their work on the LED conversion; and the letter confirming funding had not been received for the Brenley Corner improvements, had said the fund had been over-subscribed with 50 bids received and the 12 short-listed subject to further assessment before the funding was released.
- (11) Resolved that the verbal updates be noted.

**237. 16/00146 Adoption of the Kent Waste Disposal Strategy**  
*(Item B1)*

*Roger Wilkin (Director of Highways, Transportation and Waste), David Beaver (Head of Waste Management and Business Services) and Hannah Allard (Waste Business Development Manager) were in attendance for this item*

- (1) Mr Pearman (Deputy Cabinet Member for Environment and Transport) introduced the report which asked the Cabinet Committee to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to adopt and publish the Kent Waste Disposal Strategy. He said that the strategy was a high level document looking forward to 2030/35 and the next step would be to develop an implementation plan. He also thanked officers and Members who had been involved in the working group.
- (2) A number of Members commented on the usefulness of the Member and officer working group and said they would be happy to be involved in any working group established to develop the implementation plan.
- (3) Comments were also made about considering the feasibility of providing access to some waste and recycling sites for people bringing waste on foot and about increasing the amount of waste that was re-used. Issues were also raised about specific sites in Thanet which Mr Balfour (Cabinet Member for Environment and Transport) undertook to answer outside the meeting.
- (4) In response to questions, officers said that:
- In 2015/16, 6.5% of waste was sent to landfill which placed KCC among the top performing councils. It was, however, anticipated that the figures for 2016 would show that less than 3% of waste went to landfill and this would put KCC among the top 4 or 5 councils nationally
  - It was envisaged that Members would be closely involved in the development of the implementation plan associated with the strategy particularly as there was a small possibility that the Brexit negotiations might result in changes to legislation.

- (5) Resolved that the proposed decision to adopt and publish the Kent Waste Disposal Strategy be endorsed.

**238. 16/0068(2) Implementing Our Approach to Asset Management in Highways**

*(Item B2)*

*Roger Wilkin (Director of Highways, Transportation and Waste), Andrew Loosemore (Head of Highways Asset Management) and Alan Casson (Road and Footway Asset Manager were in attendance for this item*

- (1) Mr Pearman (Deputy Cabinet Member for Environment and Transport) introduced the report which asked the Cabinet Committee to consider and endorse or make recommendations on the proposed decision.
- (2) Mr Pearman said the development of an asset management approach to highways maintenance was essential as the government had changed its rules for funding local road maintenance to encourage local authorities to fully embed the use of asset management techniques into their management of highway maintenance and their decision-making around funding and priorities.
- (3) Mr Pearman also thanked the officers and Members who had participated in the working group to develop the strategy.
- (4) Officers said that the approach was necessary to ensure the current level of funding from the Department of Transport was maintained and that there was no additional funding on offer. It was also said that decisions relating to highway maintenance were currently taken using engineering data and annual surveys, however there was now a requirement to consider lifecycle costing and asset management. The condition of local roads and the funding of maintenance were national issues and not unique to Kent.
- (5) Members supported the adoption of the asset management approach to highway maintenance but concerns were raised about the reduction in overall funding and the need to make information available to Members to enable them to deal with queries from residents.
- (6) In response to questions and comments, officers gave the following information.
  - (i) A new Code of Practice entitled "Well-managed Highway Infrastructure had been introduced and local authorities had two years to implement it. The main change from existing guidance is a move from suggested standards to a risk based approach to dealing with highway maintenance. An officer group had been set up to understand and evaluate the implications for Kent. It was also explained that safety critical work on the highway was dealt with separately from the asset management approach.
  - (ii) A pro-forma for an asset management strategy had not been provided by government, however there tended to be a large degree of similarity across authorities.

(iii) Authorities were not required to provide evidence that they met a particular standard, however, their self-assessments had to be approved by the Section 151 officer and were subject to audit.

(7) Resolved that the proposed decision for the Implementation and Publication of Our Approach to Asset Management in Highways be endorsed.

**239. 16/00147 Revision of KCC Environment Policy**

*(Item B3)*

*Katie Stewart (Director of Environment, Planning and Enforcement), Carolyn McKenzie (Head of Sustainable Business and Communities) and Deborah Kapaj (Sustainable Estates Programme Manager) were in attendance for this item.*

(1) Officers introduced the report which set out a proposed revision to the KCC Environment Policy. They said the Kent Environment Strategy was a Kent-wide policy and this policy set out KCC's approach to contributing to the strategy. The policy was similar to the previous policy adopted in 2012. The key changes were that it is more succinct and written in plain English as well as being closely aligned with the revised Kent Environment Strategy priorities and incorporated requirements arising from the revised ISO14001 Standard.

(2) In response to questions and comments, officers said the document that had been circulated during the Member visit to Allington could be re-circulated and that progress on the achievement of targets set out in the policy could be reported to the Cabinet Committee in conjunction with reports on the Kent Environment Strategy.

(3) Resolved that the proposed decision to approve the revised KCC Environment Policy to the report be endorsed.

**240. New South Eastern Franchise: key points for Kent County Council response to Department for Transport public consultation**

*(Item C1)*

*Stephen Gasche (Principal Transport Planner – Rail) was in attendance for this item*

(1) Mr Balfour (Cabinet Member for Environment and Transport) said it was important to ensure that the specification for the next franchise for train services in Kent met the needs of people in Kent.

(2) Mr Gasche introduced the report which set out the key points to be included in Kent County Council's response to the Department for Transport's public consultation on the new South Eastern franchise due to start in February 2017. He referred to the Council's rail policy set out in the Rail Action Plan for Kent and to the new Local Transport Plan that was being prepared. He also drew Members' attention to the schedule for consultation, the principal requirements to be included in the franchise specification, capacity issues at some key locations in relation to the high speed and mainline services, station improvements and community rail partnerships.

- (3) He answered a number of questions relating to specific services and stations. He also said that station car parks were owned by Network Rail and operated by South Eastern who sub-contracted the management of them to private operators. He said that the revenue generated from the car parks covered the maintenance and upkeep of the car parks; however it was desirable that consideration be given to “decking” car parks at some stations where demand exceeded the spaces available.
- (4) In response to further questions, Mr Gasche said:
  - The opportunities to reduce journey time to be included in the specification for the franchise related to changes to stopping patterns rather than infrastructure intervention
  - The significant increase in demand for services from Ebbsfleet and other areas of North Kent was recognised
  - It was unlikely that the current problems relating to driver-only trains would apply to South Eastern because current working practices did not envisage driver-only operation.
- (5) A Member suggested that in addition to reflecting their business location stations should also reflect their heritage location.
- (6) Mr Balfour said that smart ticketing was important and its use should be extended to include other forms of public transport.
- (7) Mr Balfour said that Mr Gasche, at the request of the Department for Transport would be embedded in the new franchise team to ensure that the interests of Kent’s rail passengers were recognised in the service specification for the new franchise.
- (8) Resolved that the key issues to be included in KCC’s response to the Department for Transport’s public consultation on the new South Eastern Franchise be endorsed.

**241. Local Transport Plan 4: Delivering Growth without Gridlock - consultation results**

*(Item C2)*

*Katie Stewart (Director of Environment, Planning and Enforcement) and Katie Pettit (Principal Transport Planner – Strategy) were in attendance for this item*

- (1) Mr Pearman (Deputy Cabinet Member for Environment and Transport) introduced the report which set out a high level summary of the consultation on a new draft Local Transport Plan (LTP4). He said that consultation had been extensive with responses from a range of organisations and individuals. He thanked the Members and officers involved in the task and finish group.
- (2) Officers said the draft LTP4 had been presented to the Cabinet Committee before the consultation and the final draft would also be presented to it before it was considered by Cabinet and adopted by County Council.
- (3) In response to comments and questions, Mr Balfour said that Gravesham Borough Council’s response to the consultation, including any comments



about the siting of the Lower Thames Crossing, would be considered and taken into account. He said that the government announcement on the preferred site might be made and that he would talk to Mr Caller and Mr Sweetland (Member for Gravesham Rural) about the Lower Thames Crossing before the LTP4 was finalised.

- (4) Comments were also made about transport issues in particular areas, including traffic access to Dover, dualling of the A256, the A20 tunnel to connect Dover town centre to the seafront, traffic flows at the Dartford Tunnel and the Thanet Parkway.
- (5) Resolved that the summary of consultation comments on the draft LTP4 be noted.

## **242. Ash Dieback – Update** *(Item C3)*

*Katie Stewart (Director of Environment, Planning and Enforcement) and Tony Harwood (Resilience and Emergencies Manager) were in attendance for this item.*

- (1) Mr Balfour said that ash was Kent's most common tree and their large scale loss would have a significant impact on the landscape. He said he was concerned about the number of ash trees growing in verges adjacent to the highway because this could have a big impact on the Highways Maintenance budget. He also said that efforts were being made to convene a national conference to bring the relevant organisations together to share information and best practice in dealing with ash die back.
- (2) In response to questions, Ms Stewart said she would provide information about White Horse Wood to Mr Harrison. Mr Harwood said that expenditure on dealing with ash die back was closely monitored and if the Bellwin threshold was reached a detailed application for a grant within the scheme would be submitted.
- (3) Mr Harwood referred in particular to paragraphs 2.7 and 2.8 of the report which set out information about the prevalence of ash trees in the county and the minimum intervention approach being pursued.
- (4) Mr Pearman said that in country parks only diseased limbs were lopped off and any resulting wood was chopped, logged and sold. He also said that contractors had to bring sterilised equipment to and from sites in order to prevent the spread of the fungus.
- (5) Mr Harwood said that tree safety surveys were conducted regularly and minimum interventions to ensure safety and to minimise the spread of the fungus were taken. Where ash trees on private or unregistered had to be lopped for safety reasons, every effort was made to establish the ownership so costs could be recovered.
- (6) Mr Harwood said that Managing Ash Die Back Guidance, developed by the Forestry Commission, KCC, Arboricultural Association and Kent Downs AONB

Unit which had been developed by the Kent Tree Officers' Group had been rolled out nationally and was available on the KCC website.

(7) Resolved that:

(a) The serious threat posed to the environment and economy of Kent by ash die back be noted;

(b) The approach being adopted by KCC and outlined within the report be endorsed.

**243. Kent Resilience Team - Review of the business case for the permanent establishment of KRT**  
*(Item C4)*

*Mike Overbeke (Group Head of Public Protection) was in attendance for this item*

(1) Mr Hill (Cabinet Member for Community Services) introduced the report which asked the Cabinet Committee to consider and endorse the proposal to establish a Kent Resilience Team on a permanent basis from April 2017, through a shared Service Level Agreement between Kent County Council, Kent Police and the Kent and Medway Fire and Rescue Authority.

(2) In response to questions, Mr Overbeke said discussions were taking place with Medway Council about its involvement in the Kent Resilience Team and that KCC was making a larger financial contribution at the moment. It was however considered that joint working was the most efficient way of meeting its statutory duties.

(3) Resolved that the proposal to establish the Kent Resilience Team on a permanent basis from April 2017, through a shared Service Level Agreement between Kent County Council, Kent Police and the Kent and Medway Fire and Rescue Authority be endorsed.

**244. Freight Action Plan (Consultation Draft)**  
*(Item C5)*

*Andrew Westwood (Traffic Manager) and Sam Yates (Transport Planner) were in attendance for this item*

(1) Mr Balfour (Cabinet Member for Environment and Transport) introduced the report which included a draft Freight Action Plan designed to mitigate the negative impacts of road freight in Kent. Mr Balfour said that this draft was subject to an eight-week public consultation and the Cabinet Committee would have another opportunity to comment before a final decision to adopt the plan was taken.

(2) Mr Balfour said it was important to provide safe, secure and serviced parking for HGV and their drivers and that KCC had participated in round table discussions with the Department of Transport. He said that both Helen Whately (MP for Faversham and Mid Kent) and John Hayes (Minister of State at the Department of Transport) had been supportive of KCC's efforts to find a

solution to unofficial lorry parking. Mr Balfour also said that the proposed lorry park at Stanford was currently subject to judicial review.

- (3) Mr Westwood said that road freight in the county had increased by 84% over the last 20 years, just under 11,000 HGVs crossed the Strait of Dover each day and the road freight industry was worth £74 billion to the UK economy. He outlined some of the successes of the previous Freight Action Plan and the key actions proposed to mitigate the negative impacts of road freight to the county. He also said that there would be some minor changes to the photographs in the final consultation draft compared with the draft currently being considered.
- (4) In response to a question, he confirmed that the Freight Action Plan was subservient to the Local Transport Plan 4 and the results of both public consultations would be taken into account.
- (5) In response to a further question relating to Operation Stack and the Dover Traffic Assessment Project, Mr Balfour it was important to continue to lobby Highways England to put appropriate signage and variable speed limits with the Dover TAP to minimise disruption to residents when Operation Stack was put in place.
- (6) Mr Balfour said that KCC supported Thanet District Council's efforts to regenerate Ramsgate, however, it was not possible for force operators to use Ramsgate or other ports in the county.
- (7) Mrs Cooper said that signage for Operation Stack was checked whenever the authority was advised that there might be an issue resulting in congestion.
- (8) Resolved that the proposed decision to approve the draft content of the Freight Action Plan for Kent and release it for public consultation be endorsed.

**245. KCC draft response to Highways England's discussion paper "The Road to Growth"**  
*(Item C6)*

*Joe Ratcliffe (Transport Safety Manager) was in attendance for this item*

- (1) Mr Balfour introduced the report which outlined KCC's response to Highways England's discussion paper "Roads to Growth: Maximising the Economic Contribution of Highways England and the Strategic Road Network. He e said that KCC was responsible for more miles of road than Highways England had nationally. He also said Highways England received approximately £200,000 per mile for the maintenance of its roads while KCC received £6,000 per mile.
- (2) Mr Ratcliffe referred to the summary of the discussion paper set out in paragraph 2 of the report, the discussion paper at Appendix A and to the full response at Appendix B.
- (4) In response to comments and questions, Mr Balfour said that the creation of a "smart motorway" and the use of variable speed limits between junctions 3-5

of the M20 was a more realistic and affordable option compared with expanding the motorway.

- (5) Resolved that the draft response to the consultation be noted.

**246. Work Programme 2017**  
*(Item C7)*

- (1) The Chairman encouraged Members of the Cabinet Committee to suggest items for inclusion in the Committee's work programme.
- (2) In response to a suggestion that the rules associated with Waste and Recycling Centres be reviewed, Mr Balfour said that these centres would be part of the implementation plan to be developed following the adoption of the Waste Disposal Strategy and the Cabinet Committee would have the opportunity to consider the implementation plan in due course.
- (3) Resolved that the work programme for 2017 be noted.

## ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 18 January 2017.

PRESENT: Mr M J Harrison (Chairman), Mr C R Pearman (Vice-Chairman), Mr C W Caller, Mr I S Chittenden, Dr M R Eddy, Mr P M Harman (Substitute for Mr M E Whybrow), Mr P J Homewood, Mr B E MacDowall, Mr R A Marsh (Substitute for Mr C Simkins), Mr J M Ozog, Mr A Terry (Substitute for Mr M Baldock), Mrs C J Waters and Mr M A Wickham

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

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport) and Mrs A Hunter (Principal Democratic Services Officer)

### UNRESTRICTED ITEMS

#### **247. Apologies and Substitutes**

*(Item A2)*

Apologies for absence were received from Mr Baldock, Mr Simkins and Mr Whybrow. Mr Terry, Mr Marsh and Mr Harman attended as substitutes for Mr Baldock, Mr Simkins and Mr Whybrow respectively.

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

*(Item A3)*

There were no declarations of interest

#### **249. Draft 2017-18 Budget and Medium Term Financial Plan**

*(Item D1)*

*Katie Stewart (Director of Environment, Planning and Enforcement), Kevin Tilson (Finance Business Partner – Growth, Environment and Transport) and Roger Wilkin (Director of Highways, Transportation and Waste) were in attendance for this item*

- (1) Mr Tilson introduced the report which set out the key assumptions underpinning the 2017/18 budget proposals and savings relevant to the remit of the Environment and Transport Cabinet Committee, information from KCC's budget consultation, the Chancellor's Autumn Budget Statement and the provisional local government finance settlement. He drew particular attention to: paragraph 2.6 of the report which set out a summary of changes to the 2017/18 budget equation since the Autumn Budget Statement was published for County Council on 20 October 2016; and to paragraph 2.8 which set out the most significant movements between the Autumn Budget Statement and the Final Draft Budget as well as the appendices.

- (2) Mr Tilson said that local government spending over the medium term was intended to remain at “flat cash”, which meant that reductions in government funding would need to be offset by growth in council tax and business rates. There would be no additional funding for rising costs or demand pressures and any increases would have to be met by savings or spending reductions elsewhere in the budget.
- (3) Mr Tilson said that about 75% - 80% of the gross budget for the Growth, Environment and Transport Directorate (GET) related to contracts and there was a significant pressure from contractual price increases. These were set out in the Medium Term Financial Plan (MTFP) and summarised in Appendix 1 of the report. The net budget for the GET Directorate was £163m and £5.2m worth of spending demands had been included in the budget for 2017/18.
- (4) In response to questions officers gave the following information.
- (i) The authority had a duty to monitor and control pollution from closed landfill sites to ensure public safety and environmental protection.
  - (ii) Pressures of £4.5m had been identified in the budget for 2016/17 and this had increased to approximately £5.2m for 2017/18.
  - (iii) The reduction in budget proposed for traffic management services would not damage the service and reflected good commissioning and service management.
  - (iv) The replacement and improvement of pedestrian signals was funded from the capital budget.
  - (v) Further detailed information about the data used for calculating inflationary increases could be provided outside the meeting. However the MTFP listed inflationary pressures of £239,000 for energy costs, £394,000 for highway contracts, £1.1million for waste contracts and £477,000 for public transport, all of which were based on recommendations from the Council’s energy and transport consultants and/or based on RPI/CPI/contractual inflationary uplifts
  - (vi) Income projected from development planning and planning applications reflected both an inflationary increase, an analysis of demand and income generated over the previous four years and the number of planning applications known to be in the “pipeline”.
  - (vii) The budget for Subsidised Bus Services reflected an inflationary increase and there were no plans to reduce particular services, with the only saving being the full year effect of the saving agreed in the prior year
  - (viii) Information about the amount KCC paid to meet claims for damage arising from potholes could be provided outside the meeting. As a result of a rigorous highway maintenance programme, KCC had among the

lowest rates of successful claims when compared with councils of a similar size.

- (ix) “Hotboxes” were used in Kent and were included in the highways maintenance contract.
  - (x) In addition to the provision for potholes in the 2016/17 budget a further £2.77m had been spent with the possibility of a further £300,000 by the end of the year. A further £2.2m Pothole Fund had recently been announced by government to be spent in 2017/18. The proposed budget for dealing with potholes in the 2017/18 budget showed a modest reduction in spending, however, this could change if further ad hoc sources of funding became available.
  - (xi) The relatively mild winters in the last four years had resulted in underspends in the Adverse Weather Budget and were used for additional soft landscaping. In September 2016 it had been agreed that future underspends in the Adverse Winter Budget would be ring-fenced for soft landscaping works, however, it was not yet clear whether current year’s budget would be underspent.
  - (xii) Improvements to the A299 (Thanet Way) were funded from the Council’s Capital Programme.
  - (xiii) The budget for the Young Persons Travel Pass was based on the projections for school rolls and the percentage of those on the roll who currently used a travel pass. The budget had also been aligned to reflect current year activity, as well as the number of school days the pass would be used in 2017/18. The number of days the pass is used changes each year, with fewer days in 2017/18 because of the timing of the Easter holidays.
  - (xiv) Members’ community grants appeared within the Strategic and Corporate Services Budget and any Highways’ related spend would be subject to in-year transfers between budgets depending on how Members chose to spend them.
  - (xv) Grants to district and borough councils for Public Rights of Way came from the Capital Programme and included some money from the Regional Growth Fund.
  - (xvi) The small increase in budget for Adverse Weather was only to take account of inflation.
  - (xvii) The small increase proposed in the draft budget for Public Rights of Way recognised a new statutory duty in relation to planning searches. It was however anticipated that for subsequent years this additional service would be cost neutral and generate a small income stream.
- (5) Comments were also made about: the value of including information about the exchange rates used when calculating inflationary increases in energy and other costs (which would be fed back to Finance as it related to the entirety of

the budget papers); the need to use a large font in reports and their appendices to enable robust scrutiny; and the need to consider changing the name of the Eurokent Road.

- (6) Mr Hill (Cabinet Member for Community Services) said the success of the Turner Contemporary in Margate was well-recognised and it was hoped that the level of funding from KCC would be reduced over time.
- (7) Resolved that the draft budget and Medium Term Financial Plan (including responses to consultation and government announcements) be noted.



From: Matthew Balfour, Cabinet Member for Environment and Transport  
 Susan Carey, 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 – 13 March 2017

Subject: Performance Dashboard

Classification: Unrestricted

**Summary:**

The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators. The latest Dashboard is for December 2016.

**Recommendation(s):**

The Environment and Transport Cabinet Committee is asked to 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 2016/17 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 December.
- 2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.5. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

- 2.6. Performance for December was ahead of target for four indicators in Highways & Transportation, with two indicators, streetlights repaired and publically reported faults repaired in timescale behind target. Both these indicators have been impacted on by the transition of the service provider from Amey to Bouygues. The number of LED streetlights converted is now ahead of schedule.
- 2.7. Performance is ahead of target for all indicators for Waste Management, although volumes remain on the high side of expectations.
- 2.8. For Environment, Planning and Enforcement, Country Parks income is ahead of target. Public Rights of Way priority repairs are showing a longer resolution time behind target due to completion of some longer standing faults which have impacted on the overall figure. Carbon Dioxide emissions are reducing towards target and will improve further as the LED streetlight programme progresses. Two Trading Standards indicators narrowly missed their target levels, with good results for keeping dangerous products from entering the market. Income for Kent Scientific Services is behind last year's level and target.

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

The Environment and Transport Cabinet Committee is asked to 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**

Report Author: Richard Fitzgerald  
Business Intelligence Manager - Performance  
Strategic Business Development and Intelligence  
03000 416091  
[richard.fitzgerald@kent.gov.uk](mailto:richard.fitzgerald@kent.gov.uk)

Relevant Director: Barbara Cooper  
Corporate Director, Growth, Environment and Transport  
03000 415981  
[Barbara.Cooper@kent.gov.uk](mailto:Barbara.Cooper@kent.gov.uk)

# **Environment and Transport Performance Dashboard**

## **Financial Year 2016/17**

### **Results up to December 2016**

Page 23

**Produced by Strategic Business Development and Intelligence**

**Publication Date: February 2017**

## Guidance Notes

Data is provided with monthly frequency except for Waste Management where indicators are reported with quarterly frequency and on the basis of rolling 12 month figures, to remove seasonality.

### RAG RATINGS

<b>GREEN</b>	Performance has met or exceeded the current target
<b>AMBER</b>	Performance is below the target but above the floor standard
<b>RED</b>	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Directorate Business Plans and represent levels of performance where management action should be taken.

### DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has fallen in the latest month/quarter
↔	Performance is unchanged this month/quarter

### Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**.

## Key Performance Indicators Summary

Highways and Transportation	Month RAG	YTD RAG
Potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
Faults reported by the public completed in 28 calendar days	AMBER	AMBER
Streetlights repaired in 28 calendar days	AMBER	AMBER
Customer satisfaction with service delivery (100 Call Back)	GREEN	GREEN
Resident satisfaction with Highways schemes	GREEN	GREEN
Number of actual LED streetlight conversions	GREEN	GREEN

Environment, Planning and Enforcement	Month RAG	YTD RAG
Country Parks - Income generated (£000s)	GREEN	GREEN
PROW – median number of days to resolve faults (rolling 12 months)	AMBER	N/A
CO2 emissions from KCC estate (excluding schools) in tonnes	N/A	AMBER
Trading Standards - Rogue traders disrupted	N/A	AMBER
Trading Standards – Dangerous / hazardous products removed from	N/A	GREEN
Trading Standards - Businesses assisted for business growth and development	N/A	AMBER
Kent Scientific Services - External income (£000s)	AMBER	AMBER

Waste Management	RAG
Municipal waste recycled and composted	GREEN
Municipal waste converted to energy	GREEN
Municipal waste diverted from landfill	GREEN
Waste recycled and composted at HWRCs	GREEN

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

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target	Floor	Previous Year
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	95%	GREEN	↓	96%	GREEN	90%	80%	92%
HT02	Faults reported by the public completed in 28 calendar days	87%	AMBER	↓	89%	AMBER	90%	80%	93%
HT03	Streetlights repaired in 28 calendar days	89%	AMBER	↓	87%	AMBER	90%	80%	93%
HT04	Customer satisfaction with service delivery (100 Call Back)	90%	GREEN	↑	91%	GREEN	75%	60%	86%
HT05	Resident satisfaction with Highways schemes	83%	GREEN	↑	81%	GREEN	75%	60%	84%
HT11c	Number of actual LED streetlight conversions	5,900	GREEN	↑	44,270	GREEN	43,000	38,700	n/a

HT02/HT03 – The amber status for both these measures is related to streetlighting as we transition from Amey as the provider of services to Bouygues.

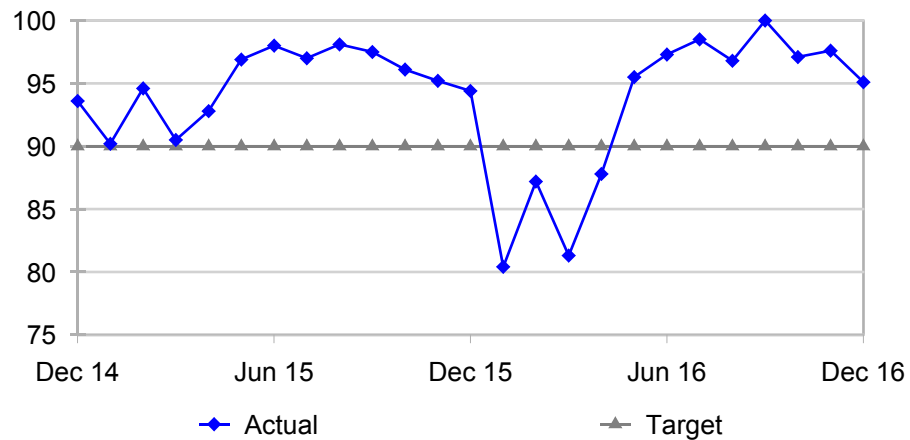
Service Area	Director	Cabinet Member
Highways & Transportation	Roger Wilkin	Matthew Balfour

Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Prev. Yr YTD
				Upper	Lower	
HT01d	Potholes repaired (as routine works and not programmed)	7,096	<b>Below</b>	10,200	7,200	7,554
HT02d	Routine faults reported by the public completed	41,467	Yes	45,500	36,000	39,305
HT03d	Streetlights repaired	8,355	<b>Below</b>	16,200	11,700	12,144
HT07	Number of new enquiries requiring further action	74,394	Yes	80,000	65,000	70,260
HT08	Work in Progress	5,975	Yes	7,400	5,900	5,645

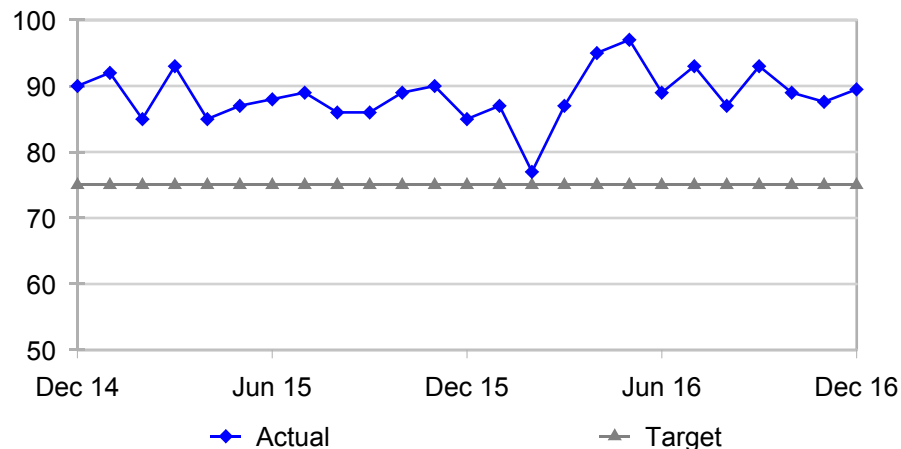
HT01d - Milder weather up to Christmas helped reduce demand for pothole repairs, but post-Christmas the weather has been much colder and we are now seeing an increase.

HT03d – Fewer streetlights are being repaired as conversion to LED progresses across the County.

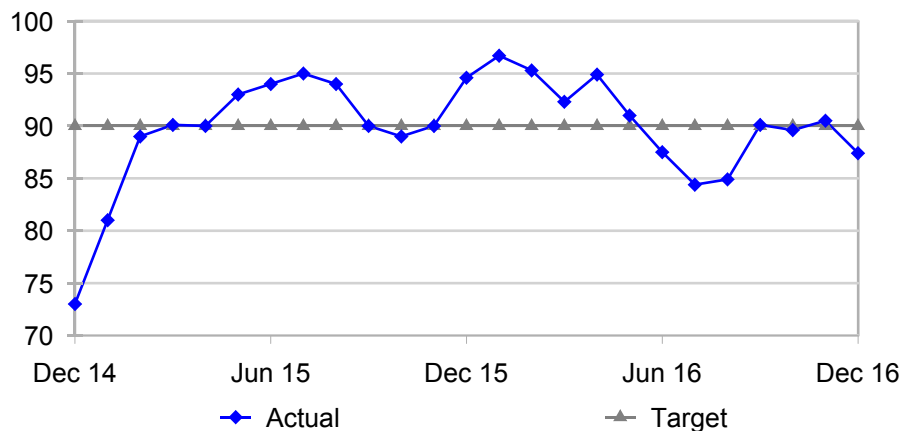
HT01 - Percentage of potholes repaired in 28 calendar days



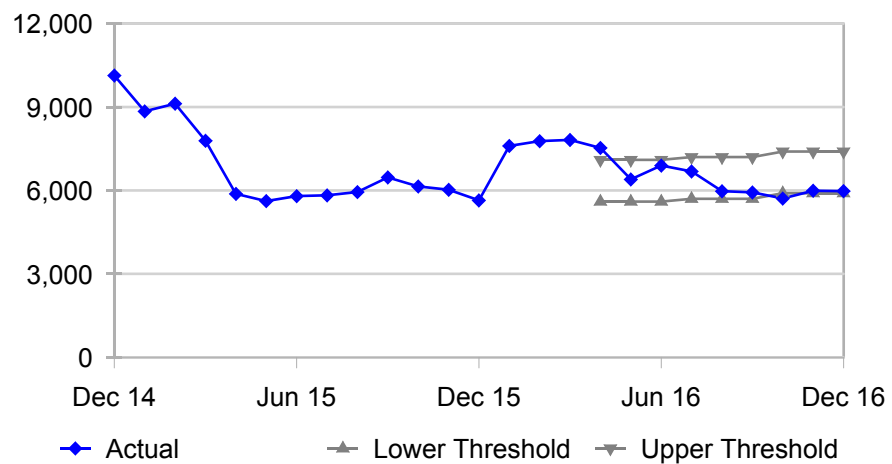
HT04 - Customer satisfaction with service delivery (100 Call Back)



HT02 - Percentage of faults reported by the public completed in 28 calendar days



HT08 - Work in Progress



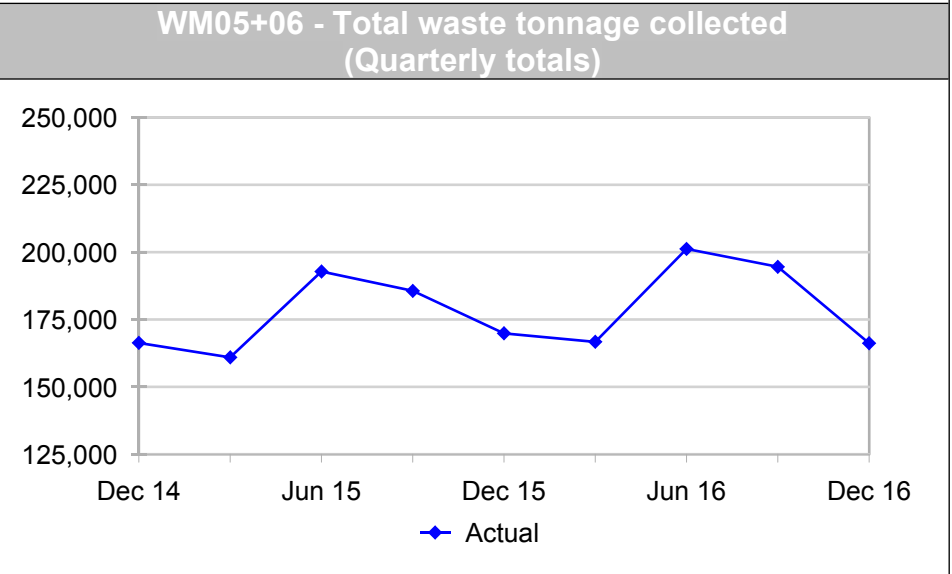
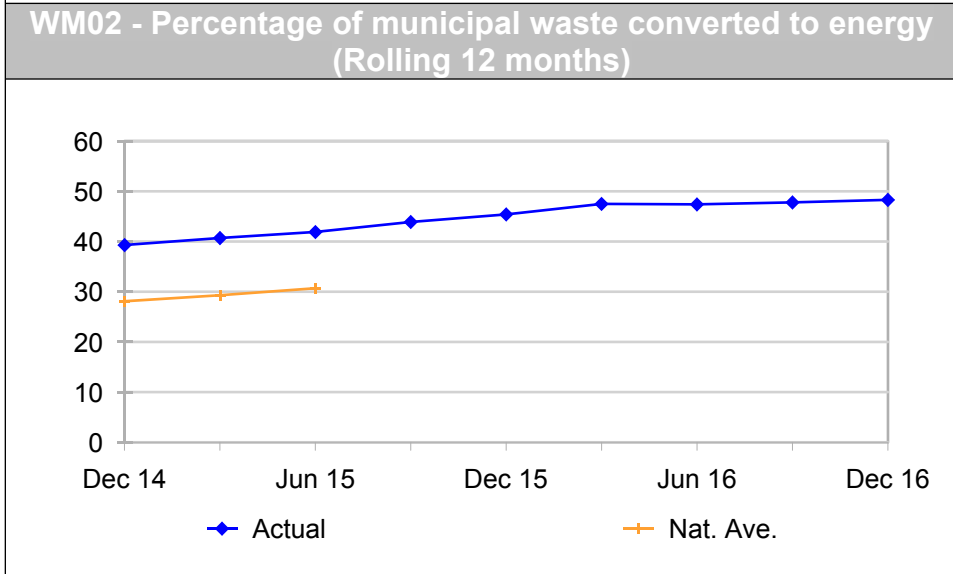
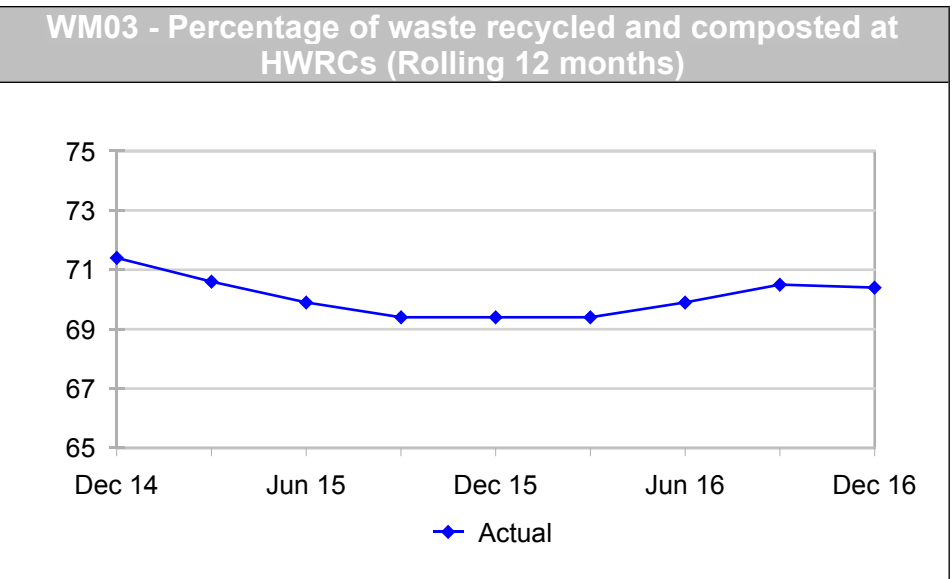
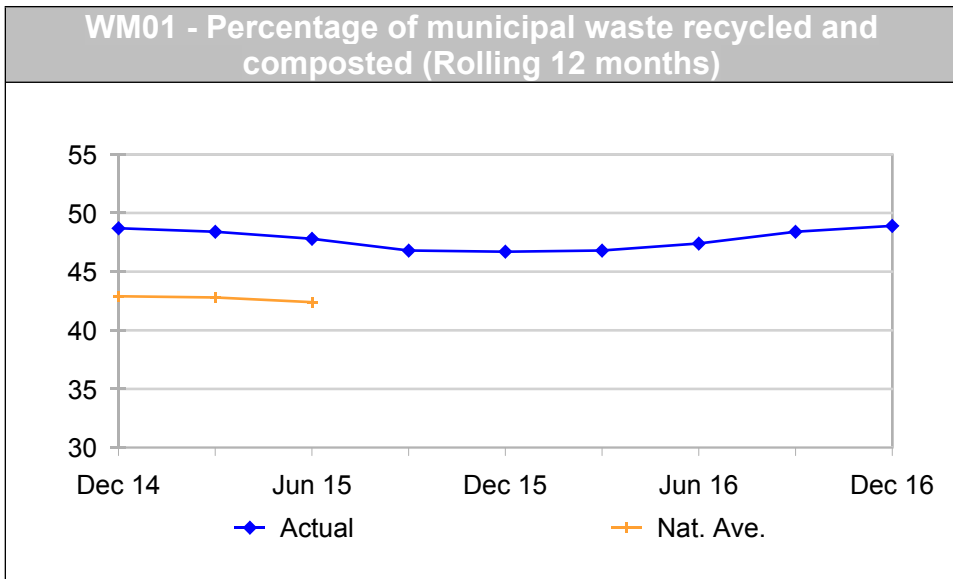


Service Area	Director	Cabinet Member
Waste Management	Roger Wilkin	Matthew Balfour

Results below are for the rolling 12 months to December 2016.

Ref	Performance Indicators	Latest Quarter	RAG	DOT	Previous Quarter	Target	Floor	Previous Year
WM01	Municipal waste recycled and composted	48.9%	GREEN	↑	48.4%	46.8%	41.8%	46.9%
WM02	Municipal waste converted to energy	48.2%	GREEN	↑	47.8%	47.9%	42.9%	47.5%
01+02	Municipal waste diverted from landfill	97.0%	GREEN	↑	96.2%	94.7%	89.7%	94.4%
WM03	Waste recycled and composted at HWRCs	70.4%	GREEN	↓	70.5%	69.3%	67.3%	69.4%

Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Previous Year
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	545,900	Yes	555,000	525,000	537,300
WM06	Waste tonnage collected at HWRCs	182,700	Yes	185,000	165,000	172,000
05+06	Total waste tonnage collected	728,600				709,300



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

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)	75	GREEN	↑	954	GREEN	897	852	930

Indicator below is for rolling 12 months

Ref	Performance Indicator	Latest Month	RAG	DOT	Target	Floor	Previous Year
EPE16	PROW – median number of days to resolve priority faults	27	AMBER	↔	25	35	21

A number of longer standing issues were closed during the last two months which brought performance to behind target.

Results below are for the rolling 12 months to September 16

Ref	Performance Indicator	Latest Quarter	RAG	DOT	Target	Floor	Previous Year
EPE13	CO2 emissions from KCC estate (excluding schools) in tonnes	44,226	AMBER	↑	42,750	46,150	46,936

The Street lighting LED upgrade programme commenced in March 2016 and is not yet being reflected in the data due to a lag between actual installations and agreement of the updated inventory with the electricity supplier.

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

Ref	Performance Indicators	Year to Date	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
EPE02	Trading Standards – Serious or persistent offenders investigated	22	AMBER	23	20	28
EPE03	Trading Standards – Dangerous / hazardous products prevented from entering or removed from the market	86,685	GREEN	74,800	67,500	97,018
EPE04	Trading Standards - Individual Businesses assisted for business growth and development	150	AMBER	153	135	N/a

EPE 02 - Investigations are 'reactive' (to a suspected crime) and not something that can be pro-actively generated.

EPE 04 - Business advice is also a reactive target (next year it will be wider) logging those that have contacted us for advice, which has been affected by the fact there is now a charge for advice.

Page 32

Division	Interim Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Susan Carey

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)	65.5	AMBER	438	AMBER	492	438	472

EPE06 - Income is variable month by month depending on customer demand.

From: **Matthew Balfour, Cabinet Member for Environment and Transport**

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

To: **Environment and Transport Cabinet Committee – 13 March 2017**

Subject: **Local Transport Plan 4: Delivering Growth without Gridlock – revised plan**

Classification: **Unrestricted**

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

**Future Pathway of Paper:** Cabinet (March 2017) and County Council (July 2017)

**Electoral Division:** All divisions

**Summary:**

Kent County Council (KCC) has a statutory duty to have a Local Transport Plan (LTP). The current LTP3 (2011-16) needs replacing and so a new draft LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016-31)*, was produced incorporating a refresh of 2010's *Growth without Gridlock: A transport delivery plan for Kent*. The draft LTP4 was taken to Cabinet Committee on 8<sup>th</sup> July 2016, and then a full 12 week public consultation was undertaken. The Consultation Report and a summary of the results were presented to Cabinet Committee on 12<sup>th</sup> January. Since then, the consultation comments have been reviewed and revisions made to LTP4. This report summarises the revisions to LTP4, and provides in appendices the revised LTP4, the 'You Said, We Did' document and the revised Equalities Impact Assessment.

**Recommendation:**

The Cabinet Committee is asked to consider and make recommendations to the Cabinet Member for Environment and Transport on the revised Local Transport Plan 4 before it is considered by Cabinet and County Council.

In addition, Environment and Transport Cabinet Committee is asked to endorse for approval by the County Council that the Corporate Director of Growth, Environment and Transport be authorised to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Local Transport Plan 4: Delivering Growth without Gridlock.

**1. Background**

1.1 Kent County Council (KCC) is in the process of replacing its current Local Transport Plan (LTP3), which is dated 2011-16. Under the Local Transport Act 2008, it is a statutory requirement for Local Transport Authorities (LTAs) to

have a Local Transport Plan (LTP) in place, although the Act allows LTAs the freedom to replace LTPs as and when they see fit rather than requiring a five year planning cycle as in previous legislation (Transport Act 2000).

- 1.2 The LTP is a critical tool in supporting and facilitating appropriate growth and in assisting Kent to attract investment from Government to its priority transport schemes. It is thus vital that KCC has a robust LTP in place.
- 1.3 The current refresh provides an opportunity for KCC to produce a new longer-term plan, enabling the Council to take a strategic view of transport along the same timescales as those that have been used to set out the county's growth ambitions. The new LTP4 therefore spans the period 2016 to 2031 to align with the timeframe of the Kent and Medway Growth and Infrastructure Framework (GIF).
- 1.4 LTP4 is integrated with Kent's transport delivery plan, *Growth without Gridlock* (GwG). GwG was produced in December 2010 setting out the strategic aims for transport to support economic growth in Kent over a 20-year period. Many of the ambitions of this original plan have been achieved, or significant progress towards delivery has been made. These priorities, along with new ambitions, have been incorporated in the 'Strategic Transport Priorities' section of LTP4. KCC therefore now has one document covering both strategic and local transport priorities.

## **2. The consultation process**

- 2.1 For a 12-week period from August 8<sup>th</sup> to October 30<sup>th</sup> 2016, the consultation documents and questionnaire for LTP4 were available to view and respond to online, with hard copies available on request. Hard copies were also available in all libraries, Gateways and district/borough council offices across Kent. In addition, all KCC Members received a hard copy. A report on LTP4 was also offered to each Joint Transportation Board (JTB). Seven JTBs were attended by officers: Canterbury, Maidstone, Sevenoaks, Swale, Thanet, Tonbridge and Malling, and Tunbridge Wells. The Maidstone Business Partnership meeting was also attended.
- 2.2 We received over 500 individual responses, including 40 parish councils and the Kent Association of Local Councils, all of the district/borough councils, Medway Council, and the London Borough of Bromley. In addition, a range of other stakeholders responded including the Kent Downs Area of Outstanding Natural Beauty (AONB), High Weald AONB, Port of Dover, Port of London Authority, Freight Transport Association, Highways England, and Natural England.

## **3 Overview of consultation responses**

- 3.1 The consultation report was presented to Cabinet Committee in January 2017. Overall, the draft *Local Transport Plan 4: Delivering Growth without Gridlock* was well received. In particular, the ambition, outcomes and supporting policies were supported by a majority of respondents. The named transport priorities at

all levels (strategic, Kent-wide and district) received a mix of responses but nevertheless there was more support than disagreement, including calls for swift action to address transport problems in the county. The 12 district councils and Medway Council were all generally supportive of the plan, although all made suggestions for changes and additional priorities.

## **4 Revisions to Local Transport Plan 4**

4.1 The consultation responses have been considered and Local Transport Plan 4 modified where appropriate to address any concerns from members of the public/stakeholders, make the plan clearer, and include more information where needed. These changes have been summarised in the 'You Said, We Did' document that will be published alongside the revised plan (Appendix B). The full revised LTP4 has also been appended to this report (Appendix A).

4.2 The most substantial changes to LTP4 are:

- Pages 2 and 11 – The strategic priorities map has been updated so the bifurcation of the M2/A2 and M20/A20 is clearer and the labels match the revisions later on in the document.
- Page 9 – The supporting policy for Outcome 5 (Better health and wellbeing) has been changed to include a commitment to *provide*, as well as *promote*, active travel choices in line with the Active Travel Strategy.
- Page 12 – The 'Enabling Growth in the Thames Gateway' has been amended to reflect the geography of the Thames Estuary Commission, including the whole of the north Kent coast.
- Pages 20 and 21 – The splitting of the previous priority "Rail and Bus Improvements" into two separate priorities, one for rail and one for bus. Many respondents wanted more information on both the rail and bus networks and felt more emphasis on public transport provision was needed.
- Page 23 – A new section on Public Rights of Way has been added as a countywide priority. This was requested in the consultation and now the links between highways, Public Rights of Way, public transport and active travel are better reflected.
- Pages 24 and 27 – The cross-district priorities were previously displayed on a map but the consultation showed that the public did not fully understand what the schemes were without a description. Separately, respondents felt that there was a general lack of sustainable transport schemes in the draft LTP4. These cross-district priorities are targeted at sustainable transport and include initiatives to encourage modal shift. Therefore, they have been moved to a new section on Sustainable Transport in the 'Countywide Priorities' section. Additionally, a section has been added to explain the importance of travel within Kent and the schemes that will deliver benefits across district boundaries.

- The transport priorities section in the consultation draft was divided into 'Strategic', 'Kent-wide' and 'District' level schemes. In the consultation respondents questioned whether these were in a priority order, and the use of the term 'Kent-wide' for priorities such as highway maintenance was confusing when also categorising some of the strategic priorities as 'countywide'. Consequently, in this section the first page has been amended to introduce the three geographical levels of transport priorities (which are now called 'Strategic', 'Countywide' and 'Local') Some of the 'Strategic' priorities have also been highlighted as being of national importance, reflecting feedback from key stakeholders including the Port of Dover.
  - District priorities – There were many suggestions for new priorities, which have all have been considered and, where feasible, they have been added to the district maps.
  - Page 57 – A new section has been added to signpost to Strategic Environmental Assessment and Equalities Impact Assessment and explain what they are.
- 4.3 The Equalities Impact Assessment (EqIA) has been updated to reflect comments raised in the consultation (Appendix C). The Strategic Environmental Assessment (SEA) is also being updated and a final Environmental Statement will be produced and submitted to County Council alongside the final revised *Local Transport Plan 4: Delivering Growth without Gridlock*.

## **5 Financial Implications**

- 5.1 Following the consultation, officer time has been used to revise Local Transport Plan 4. The cost to complete the Strategic Environmental Assessment is estimated at £7,500, which is to be met by existing budgets. Once adopted, there will be some design and print costs.

## **6 Legal Implications**

- 6.1 There is a legal requirement for KCC to have a Local Transport Plan and to consult on the proposed plan.

## **7 Equalities Implications**

- 7.1 The draft LTP4 was subject to an Equalities Impact Assessment (EqIA), which has demonstrated that it will not have an adverse impact on any group with protected characteristics. This was consulted on alongside the draft plan and has now been updated taking into account the comments raised in the consultation and following the revisions made to the plan.

## **8 Other Corporate Implications**

- 8.1 The *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)* meets the objectives of *'Increasing Opportunities, Improving Outcomes: Kent*



*County Council's Strategic Statement (2015-2020)*' in that it helps to achieve a number of the supporting outcomes:

- supporting Kent business growth by enabling access to jobs through improved transport;
- supporting well planned housing growth;
- protecting and enhancing Kent's physical and natural environment;
- helping children and young people have better physical and mental health;
- giving young people access to work, education and training opportunities; and
- helping older and vulnerable residents feel socially included.

## **9 Governance**

9.1 Following this Cabinet Committee's consideration, or recommendations to the Cabinet Member for Transport and Environment on the revised LTP4, it will be considered by Cabinet. Subject to any changes by Cabinet, the revised LTP4 will then be recommended by Cabinet for adoption by County Council as specified in the Constitution.

## **10 Conclusion**

10.1 KCC has a statutory duty to have a Local Transport Plan (LTP). The current LTP3 (2011-16) needs replacing and so a new draft LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016-31)*, was produced incorporating a refresh of 2010's *Growth without Gridlock: A transport delivery plan for Kent*. The draft LTP4 was taken to Cabinet Committee on 8th July 2016, and then a full 12 week public consultation was undertaken. The Consultation Report and a summary of the results were presented to Cabinet Committee on 12th January. Since then, the consultation comments have been reviewed and changes made to LTP4 which is attached in Appendix A. The changes made to LTP4 have been described in this report and are summarised in the 'You Said, We Did' document attached as Appendix B.

## **11 Recommendation**

11.1 The Cabinet Committee is asked to consider and make recommendations to the Cabinet Member for Environment and Transport on the revised Local Transport Plan 4 before it is considered by Cabinet and County Council.

11.2 In addition, Environment and Transport Cabinet Committee is asked to endorse for approval by the County Council that the Corporate Director of Growth, Environment and Transport be authorised to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Local Transport Plan 4: Delivering Growth without Gridlock.

## **12 Background Documents**

- Appendix A: Revised draft Local Transport Plan 4: Delivering Growth without Gridlock

- Appendix B: 'You Said, We Did'
- Appendix C: Revised Equalities Impact Assessment

### 13 Contact details

Report Author: Katie Pettitt, Principal Transport Planner – Strategy 03000 413759 <a href="mailto:Katie.Pettitt@kent.gov.uk">Katie.Pettitt@kent.gov.uk</a>	Relevant Director: Katie Stewart, Director of Environment, Planning and Enforcement 03000 418827 <a href="mailto:Katie.Stewart@kent.gov.uk">Katie.Stewart@kent.gov.uk</a>
--	---

# Local Transport Plan 4: Delivering Growth without Gridlock

---

2016 - 2031

Final Draft for Environment and Transport Cabinet Committee

# Contents

Foreword.....	1
Transport in Kent .....	4
Improved Transport to Enable Growth.....	4
What is the Local Transport Plan? .....	6
Outcomes for Transport.....	8
Kent’s Transport Priorities .....	9
Strategic Priorities.....	10
Enabling Growth in the Thames Estuary.....	11
New Lower Thames Crossing .....	12
Bifurcation of Port Traffic .....	13
Port Expansion .....	14
A Solution to Operation Stack.....	15
Provision for Overnight Lorry Parking.....	16
Ashford International Station Signalling (Ashford Spurs) .....	17
Journey Time Improvements and Thanet Parkway Railway Station .....	18
Rail Improvements.....	19
Bus Improvements.....	20
Countywide Priorities.....	21
Local Priorities.....	25
West Kent.....	27
North Kent.....	33

East Kent ..... 43

Our Funding Sources ..... 53

Conclusion ..... 55

Strategic Environmental Assessment and Equalities Impact Assessment ..... 56

Annexe – Prioritisation for the Integrated Transport Programme ..... 57

## Foreword

Kent has ambitious targets for growth. Our role is to enable planned, sustainable growth and ensure the necessary infrastructure is in place, which will stimulate regeneration and encourage people and businesses to come to Kent. To be able to travel easily, safely and quickly to our destinations we need a transport network that can cater for current demand, enables economic growth, and supports a growing population.

The Kent and Medway Growth and Infrastructure Framework (GIF) has been developed in conjunction with the twelve districts (Local Planning Authorities) and Medway Council to identify infrastructure requirements up to 2031. By identifying where growth will occur, the GIF sets out the transport schemes necessary to address current and future capacity issues. These schemes are replicated in this Local Transport Plan to reinforce our commitment to securing sustainable growth in Kent.

The GIF (2017) has forecast a population increase of 381,800 in Kent between 2011 and 2031. These people will require jobs and new homes, of which 172,600 are needed over the same period. Such growth is unachievable without substantial improvements to Kent's transport infrastructure. We will take every opportunity in this changing world to be creative and bold in our approach to deliver what Kent needs to boost its economy and deliver real growth and real jobs.

Kent also has an ageing population that is increasingly reliant on public transport, particularly the bus network. However, the commercially operated bus network is fragmented and services

### Our strategic transport priorities are:

- A new Lower Thames Crossing;
- Bifurcation of port traffic;
- Transport infrastructure to support growth in the Thames Estuary including Crossrail extension to Ebbsfleet;
- A solution to Operation Stack;
- Provision for overnight lorry parking;
- Journey time improvements and Thanet Parkway Railway Station;
- Ashford International Station signalling;
- Rail improvements;
- Bus improvements.

may end early in the evening, not run all weekdays or be withdrawn altogether. The public transport network must be more diverse to match up to this changing demand.

Investment in Kent's infrastructure is important both nationally and locally. This Plan brings together our strategic ambitions for the county as well as the local schemes that are vital for supporting economic growth. We want to ensure that these schemes are delivered at pace. Local transport schemes are substantially underfunded compared with the budgets available for national networks for road and rail. Local transport schemes are essential for delivering growth and therefore more funding is required. We also need increased funding to maintain our existing highway

assets, which has become increasingly challenging in recent years due to reduced funding from central government.

Kent County Council (KCC) is the Local Transport and Highway Authority for local roads in Kent. We are part of the Kent and Medway Economic Partnership (KMEP), itself a part of the South East Local Enterprise Partnership (SELEP), and we work collaboratively to deliver transport projects identified in SELEP’s Strategic Economic Plan (SEP) with funding from the Local Growth Fund (LGF). A number of our key transport priorities fall under the remit of Highways England, Network Rail, or other organisations. We are therefore committed to working closely with these agencies

to ensure schemes and services supporting growth in Kent are given the highest priority for delivery. With potential opportunities for devolution from government, now is the time for us to set out our plans and our asks. This Local Transport Plan articulates what we will do to make sure transport is playing its part in making Kent a great place to live, work and do business.

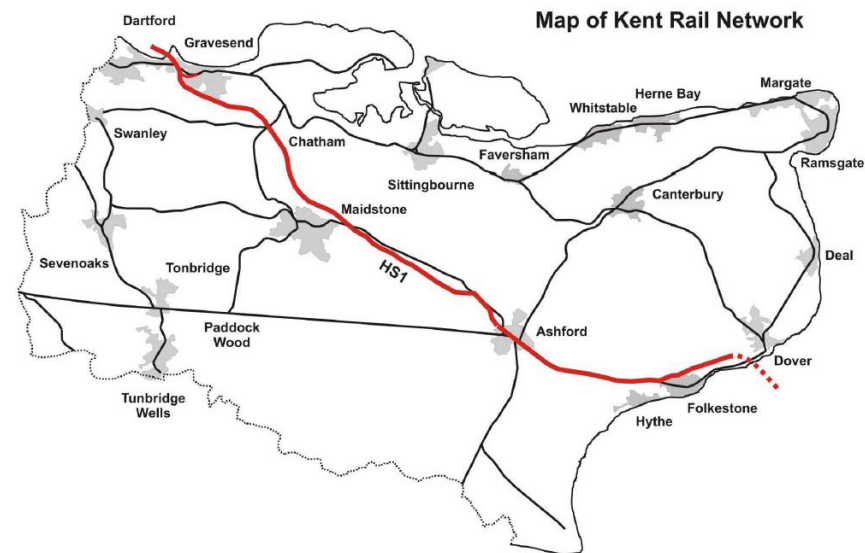
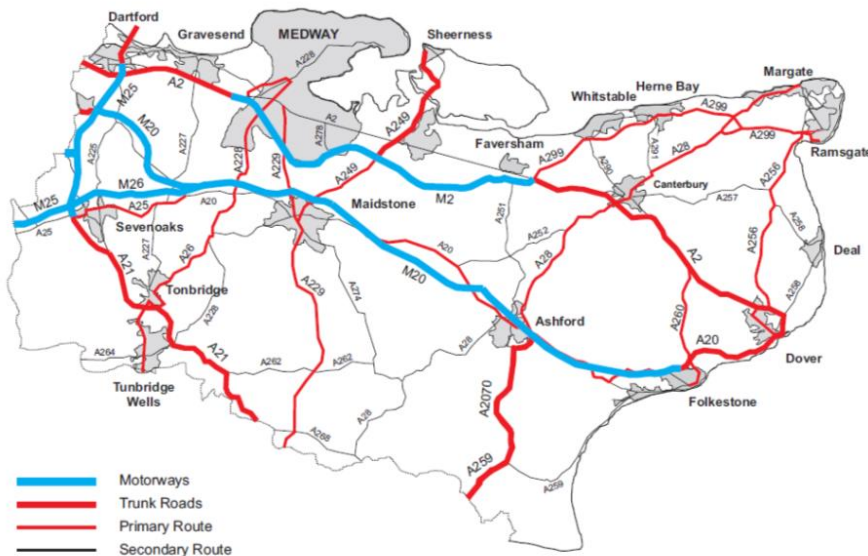


**Matthew Balfour**

Cabinet Member for Environment and Transport

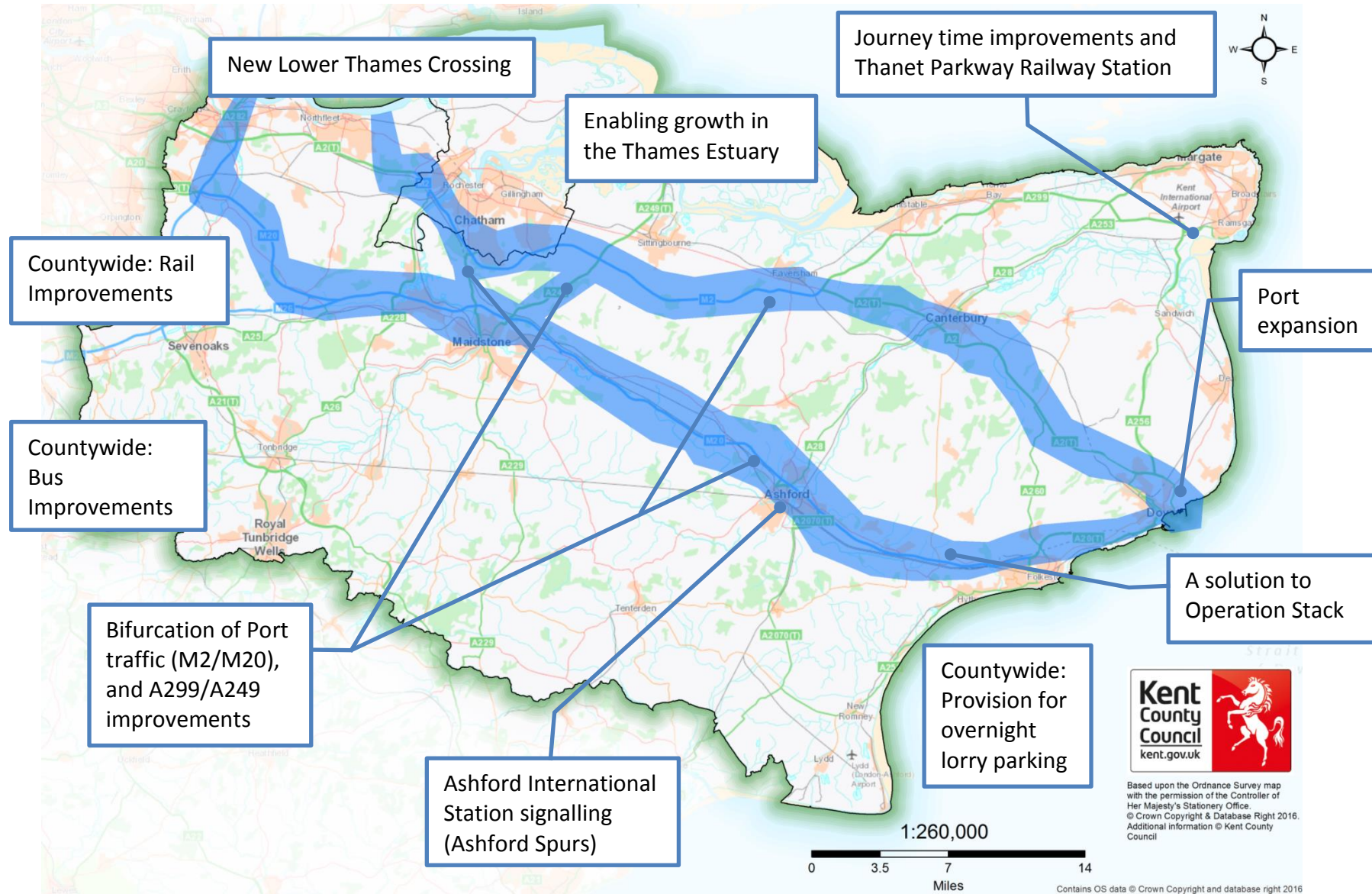
**Kent’s Motorways, trunk roads, primary and secondary routes, and Kent’s mainline and High Speed rail network**

Page 43





# Strategic Transport Priorities





# Transport in Kent

## Improved Transport to Enable Growth

Our close proximity to London, our nationally important ports, and road and rail connections to the rest of the UK and continental Europe provide real opportunities for continued growth. But, we are currently facing increased congestion, on both road and rail. Major routes such as the M20/A20, M2/A2 and A21 form important local and strategic links but when they are congested it results in delay on the local network, and can have an impact on the wider strategic network also. With increasing congestion in the major town centres such as Ashford, Canterbury, Maidstone and Royal Tunbridge Wells, growth across the county will be constrained unless we invest in increasing capacity or can reduce demand on the network. Increased funding for local transport schemes is essential to facilitate housing growth, for example much-needed relief roads for urban areas.

Kent's rail network is divided between the High Speed line that runs from London to continental Europe via Ebbsfleet and Ashford, and the mainline. Recent investment such as the High Speed rail service has improved access along its corridor to London but further investment is required on the whole network to increase service capacity. There is also an extensive bus network delivered on a largely commercial basis by a combination of national operators and local companies. Kent's ageing population is increasingly reliant on bus services in particular, as are younger people and those without access to a car. Growth across the county will place additional pressure on these alternative modes of transport and improvements are required to accommodate this changing demand.

## What we've already delivered

- A commitment from Government to deliver a new Lower Thames Crossing and identification of significant private sector interest in its financing.
- A solution to Operation Stack as a result of our lobbying, with £250m of Government funding now committed for a Lorry Area.
- Successfully influencing Government to introduce an HGV Levy and getting the A21 Tonbridge to Pembury Dualling back on Highways England's delivery programme.
- Securing almost £120m of Local Growth Funding from central Government for transport schemes.
- Delivery of East Kent Access Road, M20 Junction 9 and A20 Drivers roundabout upgrading, A2 slip road at Canterbury and Rushenden Relief Road.
- Presenting a realistic solution to UK aviation capacity opposing a hub airport in the Thames Estuary.
- Securing a range of transport investments, including £19.7m for a new partial Junction 10a on the M20 in Ashford which will now form a contribution towards the full J10a scheme to be delivered by Highways England. £4.2m towards improvements on the A226 London Road in Dartford. £11.8m for rail journey time improvements between Ashford and Ramsgate. £5.3m for schemes at Westwood Cross and North Farm to reduce congestion.
- Delivery of high speed rail services to Deal and Sandwich, along with a Maidstone West to St Pancras service.

Growth pressures across the South East, and particularly in London, mean that over the coming years the importance of London as a destination for Kent's residents is likely to grow. Analysis undertaken for the GIF (2015) forecasts that 17% of all new commuting trips across Kent will be destined for London, a large proportion of which will be by rail. Therefore, the importance of connectivity to support sustainable growth across Kent cannot be overstated. By working with the Department for Transport (DfT) to influence the specification for the next South Eastern franchise, we will strive to get the best services for Kent's rail commuters. We also support the plans to extend Crossrail from Abbey Wood to Dartford and Ebbsfleet. We are working in partnership with other authorities along the proposed route so that this would deliver the increase in rail capacity needed to support the planned growth at Ebbsfleet Garden City and the surrounding area.

It is vital that national government looks at strategic transport issues in Kent and the wider UK holistically and seeks alternative solutions, such as increasing the proportion of freight carried by rail. Freight trains can reduce pressure on the road network, and produce far fewer carbon emissions and air pollutants per tonne of haulage. We support the growth of rail freight on HS1 and mainline wherever possible, although we acknowledge that there is limited scope for freight transport by rail, partly due to capacity limitations on the rail network for additional paths for freight trains.

Our county is the Gateway to continental Europe and a reliable and connected transport network is needed to maintain this status so Kent, as a vital part of the greater South East, can compete on an international stage and complement London as a growth corridor.

Efficient transport that reliably connects places is vital for economic **Growth without Gridlock.**

### Roles and Responsibilities

We are responsible for the management and maintenance of all of Kent's local roads and Public Rights of Way (excluding motorways and trunk roads that are managed by Highways England). We have an obligation to promote and improve the economic, social and environmental wellbeing of the county, and to do this we implement local transport schemes that support these long term objectives. We also articulate the county's needs for major transport infrastructure, such as a new Lower Thames Crossing, an alternative to Operation Stack, a solution for inappropriate overnight lorry parking, and improvements to bus and rail services.

We have a strong record of delivery since 2011 when the previous Local Transport Plan (LTP) and the strategic transport delivery plan 'Growth without Gridlock' were published; and we will continue to work through this latest LTP to get greater investment in transport infrastructure for the benefit of the residents and businesses of Kent. To date, we have successfully secured almost £120m of Local Growth Funding from central Government and we will continue to put the case forward for further investment. However, funding from central government for local transport, including maintenance, is in continual decline. Local transport is underfunded compared with the national Strategic Road Network on a per mile basis.

We are working with other Local Transport Authorities (LTA) in the south east to establish a Sub-National Transport Body, known as Transport for the South East (TfSE). The body will include

representatives the south east LTAs along with the Department for Transport, Local Enterprise Partnerships, Highways England, Network Rail, and port, airport, train and bus operators. TfSE will agree a transport strategy for the area and allow us to influence investment in the strategic road and rail networks in the south east. TfSE will be working in shadow form until it is approved by the Secretary of State for Transport and becomes fully operational.

### What is the Local Transport Plan?

As the Local Transport Authority, we have a statutory duty under the Transport Act 2000, as amended by the Local Transport Act 2008, to produce a LTP for the administrative county of Kent. This strategy clearly identifies our transport priorities for the county, as well as emphasising to national Government and the South East Local Enterprise Partnership<sup>1</sup> (SELEP) the investment required to support growth. The LTP is informed by national and local policies and strategies, and is delivered through supporting strategies, policies and action plans, as summarised in Figure 1.

The SELEP is a business-led, public/private body set up to drive economic growth in the South East. In partnership with business groups, Kent County Council, Medway Council and the district councils form the Kent and Medway Economic Partnership (KMEP). As part of a federated SELEP, KMEP has been integral in producing the Strategic Economic Plan (SEP), which includes the transport schemes required to support growth. The SEP forms the basis of bids for Government funding through the SELEP, including the Local Growth Fund (LGF).

<sup>1</sup> The SELEP has been established to drive economic growth in Kent, East Sussex, Essex, Medway, Southend and Thurrock. See: <http://www.southeastlep.com/>

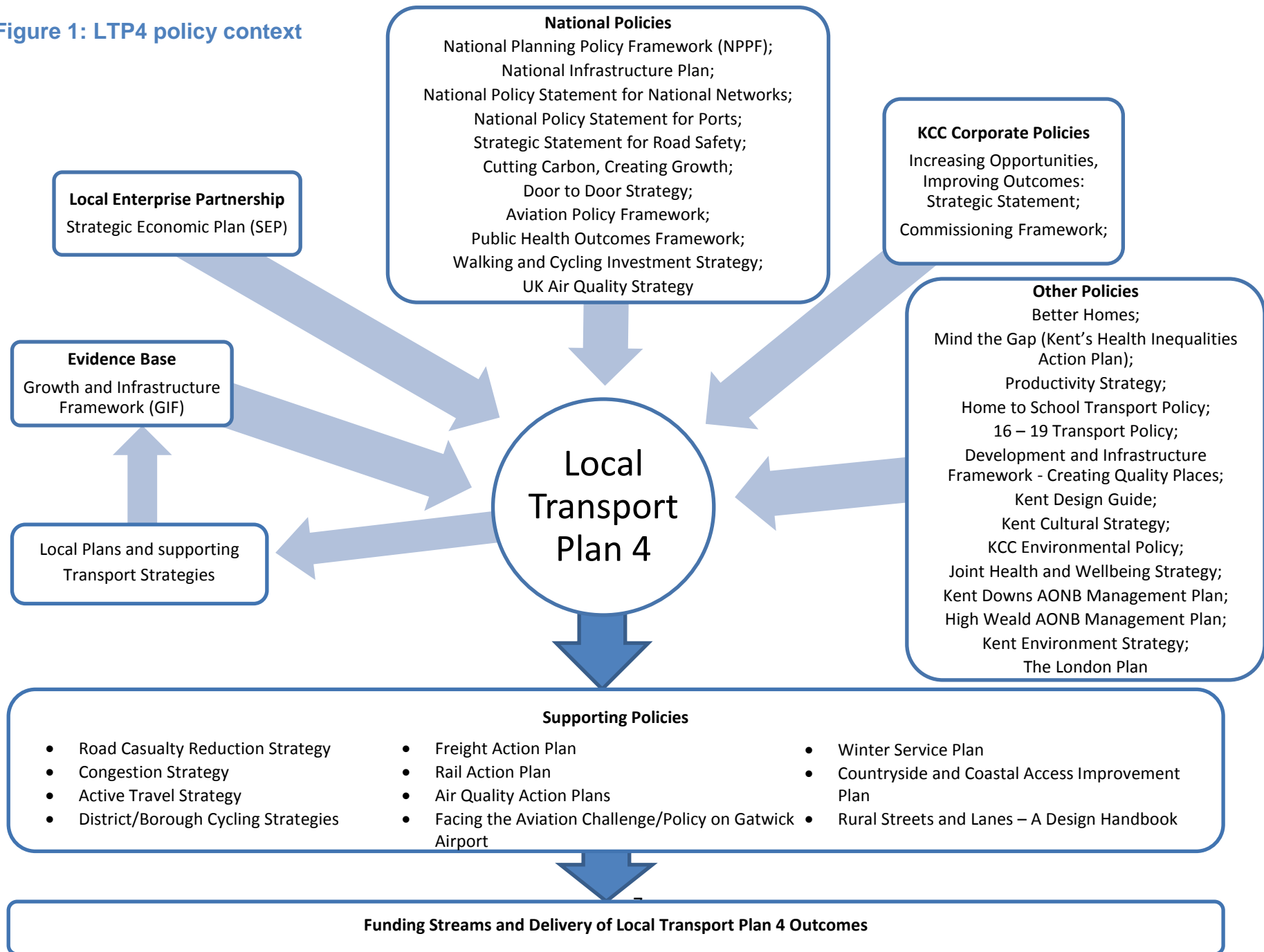
The Kent and Medway Growth and Infrastructure Framework<sup>2</sup> (GIF) provides the evidence base for LTP4. It has identified the scale of growth expected in Kent in the coming years and therefore what infrastructure investment is required to support it and to help grow the Kent economy. We will work closely with all Local Authorities both within and neighbouring Kent to plan our future transport needs, and work with the districts to identify better ways of working.

LTP4 sets out our policies to deliver strategic outcomes for transport and is accompanied by implementation plans and a methodology for prioritising funding. It details our key transport priorities and our longer term transport objectives. **With this plan we have a clear, evidenced basis from which to bid for funding and deliver infrastructure to support housing and economic growth. LTP4 is designed to deliver 'Growth without Gridlock'**



<sup>2</sup> Kent and Medway Growth and Infrastructure Framework, September 2015. Available at: [www.kent.gov.uk/gif](http://www.kent.gov.uk/gif)

**Figure 1: LTP4 policy context**



## Outcomes for Transport

We have the following ambition for Kent:

*To deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported.*

This ambition will be realised through five overarching policies that are targeted at delivering specific outcomes. All of these policies align with the vision in *Increasing Opportunities, Improving Outcomes: KCC's Strategic Statement 2015 – 2020*<sup>3</sup>.

Investment in transport networks is essential for unlocking development sites, relieving congestion, improving safety and enabling a shift to more sustainable modes of travel. KCC's ambition for transport in Kent reflects the aim of KMEP and the SELEP, namely to drive economic growth across the South East.



### **Outcome 1: Economic growth and minimised congestion**

**Policy:** Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population.

### **Outcome 2: Affordable and accessible door-to-door journeys**

**Policy:** Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

### **Outcome 3: Safer travel**

**Policy:** Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.

### **Outcome 4: Enhanced environment**

**Policy:** Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.

### **Outcome 5: Better health and wellbeing**

**Policy:** Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

<sup>3</sup> Available at: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/increasing-opportunities-improving-outcomes>

## Kent's Transport Priorities

Kent's transport priorities in this LTP are described as being strategic, countywide or local. The distinction between these types of priorities is set out below.

The strategic priorities are the schemes that are required to deliver **Growth without Gridlock**. They are infrastructure projects that the County Council may not directly deliver or operate and are likely to affect a number of districts. Some of these are national priorities in terms of their importance to the Kent and UK economy. They have been labelled to show this.

The schemes listed here will be subjected to all required environmental and equalities assessments as they are developed

and designed for delivery. This includes where there are impacts on designated sites, such as the Kent Downs Area of Outstanding Natural Beauty (AONB). We will also work to ensure that all the schemes proposed deliver beneficial outcomes for all users, especially the most vulnerable.

Many of the strategic priorities are linked in some way, for example a new Lower Thames Crossing will enable KCC's policy of bifurcation (splitting traffic between the two motorway corridors) to be enacted. Therefore, the schemes have been set out in that order rather than an order of priority.



### Strategic

- Enabling Growth in the Thames Estuary
- New Lower Thames Crossing
- Bifurcation of Port Traffic
- Port Expansion
- A Solution to Operation Stack
- Provision for Overnight Lorry Parking
- Ashford International Station Signalling (Ashford Spurs)
- Journey Time Improvements and Thanet Parkway Railway Station
- Rail Improvements
- Bus Improvements



### Countywide

- Road Safety
- Highway Maintenance and Asset Management
- Home to School Transport
- Active Travel
- Public Rights of Way
- Aviation



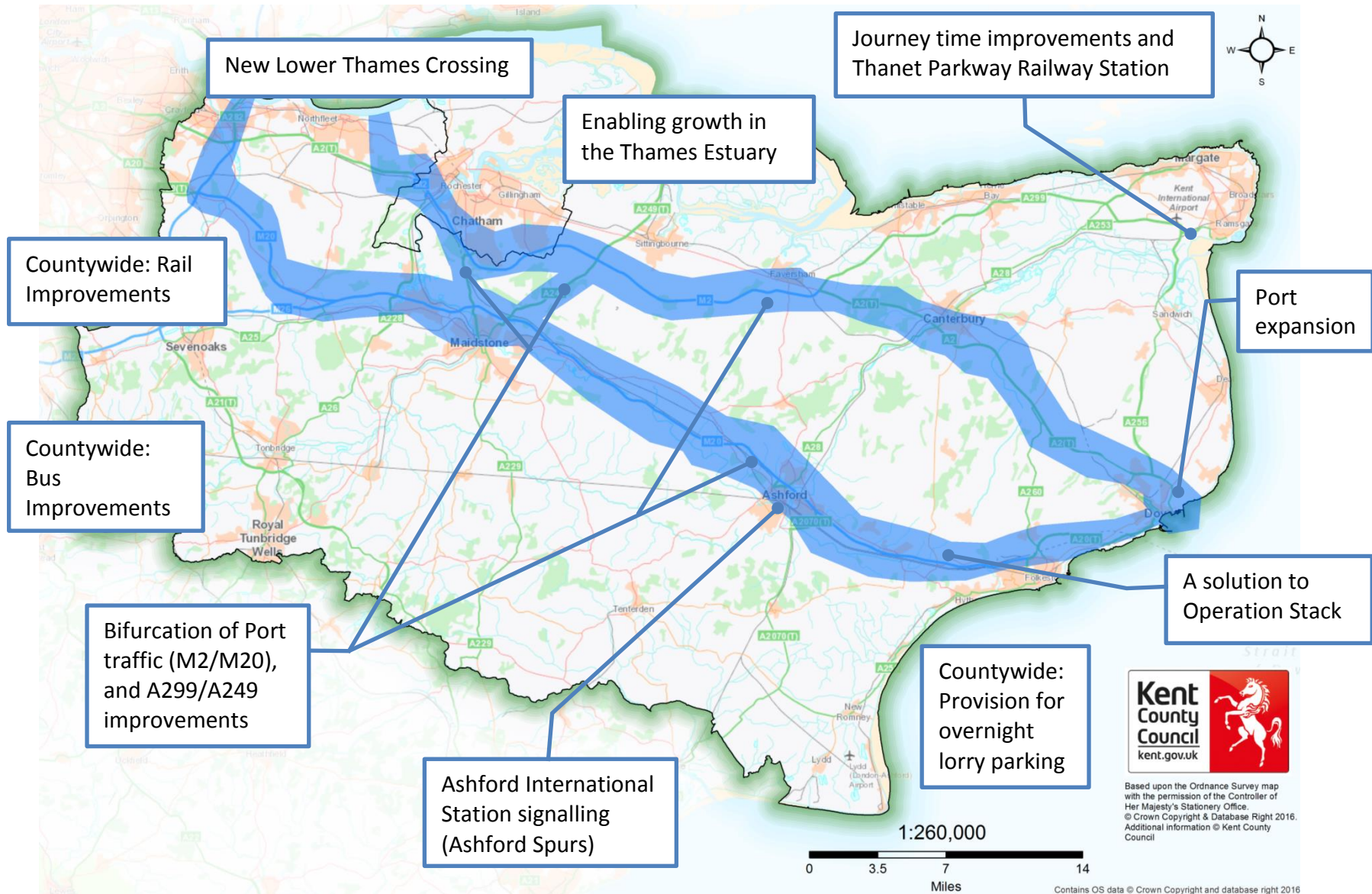
### Local

- Local Priorities for each district/borough



# Strategic Priorities

Page 51



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
 © Crown Copyright & Database Right 2016.  
 Additional information © Kent County Council

Contains OS data © Crown Copyright and database right 2016

**Enabling Growth in the Thames Estuary**

<b>Issue</b>	The Thames Estuary is the area’s most important location for housing and commercial growth. Unlocking its potential depends on bringing forward significant new infrastructure, given existing levels of congestion and lack of resilience.
<b>Action</b>	Prioritise the transport improvements that are required to deliver the major commercial and residential developments planned over the next 10 – 15 years.
<b>Outcome</b>	87,000 new homes within the Kent Thames Estuary (2011 – 2031), up to 20,000 new jobs at Ebbsfleet Garden City and up to 27,000 new jobs at the leisure resort proposed on the Swanscombe Peninsula <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 4 Enhanced environment</b>
<b>Cost</b>	A2 Bean and Ebbsfleet junctions c. £125 million, Crossrail to Ebbsfleet c. £2 billion, three train sets for increased Ebbsfleet High Speed rail services c. £23 million

The Thames Estuary is essential to the growth of London and the South East, and covers most of the districts of Dartford, Gravesham, Swale, Canterbury and Thanet. The area’s importance has been acknowledged by Government with the establishment of the Ebbsfleet Development Corporation (tasked with the delivery of a Garden City at Ebbsfleet), and the Budget 2016 announcement that Lord Heseltine is to chair a review into the area’s regeneration. London Resort Company Holdings (LRCH) has also chosen this area in North Kent for the proposed development of the UK’s largest entertainment resort. Dartford town centre and Northern Gateway are other areas with substantial potential for growth.

Much has been achieved in transforming the area over the past three decades and yet there is much more to be done. Timely provision of transport investments is required to deliver planned

development at an enhanced rate, as well as a high level of modal shift if the network is to operate at an acceptable level. Transport schemes include upgrades to the road network along the A2 corridor and public transport improvements including extending Crossrail to Ebbsfleet and expanding the Fastrack bus network. These measures require strategic Government decisions, public sector funding and efforts to secure private investment.

**Transport improvements needed to deliver growth in the Thames Estuary in Kent:**

- A2 Bean and Ebbsfleet junctions upgrade;
- M2 Junction 5 upgrade;
- Increased high speed rail services to Ebbsfleet;
- Crossrail extension to Dartford and Ebbsfleet;
- Expanded Fastrack bus network.



## New Lower Thames Crossing

<p><b>Issue</b></p>	<p>The Dartford Crossing carries over 50 million vehicles a year and congestion costs the UK economy by constraining growth, impacting on north Kent, south Essex and southeast London. It has one of the highest incident rates on the major road network and there is no real alternative route.</p>
<p><b>Action</b></p>	<p>Provision of a new Lower Thames Crossing to the east of Gravesend.</p>
<p><b>Outcome</b></p>	<p>Over 50,000 new homes and 26,000 jobs across North Kent. Significant cost savings to UK businesses by improving journey time reliability and network resilience.  <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 3 Safer travel, 5 Better health and wellbeing</b></p>
<p><b>Cost</b></p>	<p>Highways England 2016 consultation estimates the cost to be in the range £4.1bn to £5.7bn (if Route 3 with Western Southern Link is chosen).</p>

Page 53

The existing Dartford Crossing is the shortest freight route between Kent and the major distribution centres in the Midlands and the North. However, the capacity is overloaded for large periods of the day and it is extremely vulnerable to incidents - over 300 times a year the Crossing is fully or partially closed. Due to congestion and delays, it affects productivity and constrains economic growth.

We are clear that a new Lower Thames Crossing, to the east of Gravesend, is required to unlock growth, improve journey time reliability, improve network resilience, and enable opportunities for regeneration. In the 2016 consultation, our response was adamant that the Western Southern Link should be chosen and that with careful route alignment and tunnelling, the environmental and

heritage impacts could be substantially minimised. As part of the project to deliver the new Lower Thames Crossing the A229 between M2 Junction 3 and M20 Junction 6 should be upgraded (what has previously been called Option C 'variant') along with improvements to the A249 and other links between the two motorways and the upgrades identified for 'bifurcation of port traffic' set out in the next section.



**Bifurcation of Port Traffic**

<b>Issue</b>	Inefficient motorway network along the Channel Corridor as all traffic is routed along the M20/A20.
<b>Action</b>	Bifurcate (split traffic) between the M20/A20 and M2/A2 routes.
<b>Outcome</b>	A resilient transport network and major regeneration of Dover. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 3 Safer travel, 5 Better health and wellbeing</b>
<b>Cost</b>	Approximately £400m.

Page 54

It is vital to the UK economy that the Channel Corridor operates efficiently at all times and is resilient to incidents on the network. Port traffic is currently routed along the M20/A20, which results in severance between Dover town centre and the harbour. With the construction of a new Lower Thames Crossing, a second strategic route will be available between Dover and the Midlands and North. The project to revive the Dover Western Docks plus expansion of the existing Port would naturally split traffic so that for the Western Docks and Channel Tunnel would use the M20/A20, and traffic for the Eastern Docks would be encouraged to use the M2/A2. Bifurcation will also facilitate growth of Whitfield, Folkestone, Ashford and Maidstone by releasing capacity on the M20.

**To deliver bifurcation, the following upgrades are required:**

- M2 Junction 7 (Brenley Corner) improvements to improve capacity and provide free-flow between the M2 and A2.
- Dualling sections of single carriageway on the A2 north of Dover along Jubilee Way to Whitfield and near Lydden.
- M20 Junction 7 improvements to provide ease of access between the A249 and M20.
- M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249.
- Increased capacity on M2 Junction 4 – 7.

Port Expansion

<b>Issue</b>	Annual forecast for growth at the Port of Dover is between 2% and 4% so capacity is needed to support increasing freight movements and the resilience of the Port.
<b>Action</b>	Work with Dover Harbour Board and other port operators to support their development.
<b>Outcome</b>	Job creation, regeneration and the redistribution of freight traffic. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion</b>
<b>Cost</b>	Dover Western Docks Revival c. £250m

The Port of Dover is forecasting a 40% increase in roll on – roll off ferry traffic by 2030 (HGVs and LGVs driving on and off ferries). To accommodate this growth, constraints in the south east’s capacity for short-sea routes to the Continent have to be overcome. Dover Harbour Board’s master planning has shown that the existing Eastern Docks would not provide sufficient capacity and therefore the Port plan to redevelop the Western Docks.

The Western Docks will provide a cargo terminal with a port-centric distribution centre, allowing the existing cargo operations to move out of the Eastern Docks so a dedicated ferry terminal and an increase in freight vehicle space can be delivered. The redevelopment would also kick-start the regeneration of Dover town, attracting investment, creating jobs and improving the appearance of the Waterfront. The scheme will remodel the Prince of Wales and York Street roundabouts on the A20.

Other ports in the county are also growing. The Port of London has set its goal to become the busiest it has ever been by 2035, including greater use of the Thames wharves for river transport of freight that will take up to 400,000 lorries of the region’s roads. The Port of Sheerness largely handles bulk goods and also has significant expansion plans. The Port of Ramsgate has potential for growth and could also contribute to the strategic priority of bifurcation.



### A Solution to Operation Stack

<b>Issue</b>	Significant and prolonged disruption to the county when Operation Stack closes sections of the M20.
<b>Action</b>	Highways England to deliver an Operation Stack Lorry Area for 3,600 HGVs.
<b>Outcome</b>	Fewer instances of disruption, ultimately improving the image of Kent as a place to do business. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion</b>
<b>Cost</b>	£250m allocated in 2015 Autumn Statement.

Page 56

When there is disruption at the Port of Dover or Eurotunnel, Operation Stack may be implemented and sections of the M20 closed to hold lorries. The impacts are estimated to cost the Kent and Medway economy over £1.5m per day, with the wider costs to the UK economy being much greater. When the motorway traffic is rerouted onto M2, A20 and the local road network it has detrimental impacts on the communities along these routes. The use of Operation Stack creates a negative perception of Kent as a place to do business.

We are working with Highways England who is leading on the delivery of a Lorry Area that will reduce the need to use the M20 to queue freight vehicles during times of disruption to cross-Channel services. In addition to this work, we will lobby for more freight to be transported by rail although we acknowledge that limited train

paths for rail freight and the economics of transporting goods by roads limits the scope for significant modal shift.



## Provision for Overnight Lorry Parking

<b>Issue</b>	There is a significant amount of unofficial and often inappropriate overnight lorry parking that causes distress for the communities affected and potential safety issues on Kent's roads.
<b>Action</b>	Identify a network of smaller overnight lorry parks and work with Kent Police to enforce against offenders.
<b>Outcome</b>	Relocation of overnight lorry parking away from communities and reduced antisocial behaviour. <b>LTP4 Outcomes: 3 Safer travel, 4 Enhanced environment</b>
<b>Cost</b>	Lorry parks to be commercially operated, typical construction cost £2.6m to £6m per lorry park.

Kent has a high demand for lorry parking spaces because of its connectivity to continental Europe attracting high volumes of cross-Channel freight. We are developing a strategy for a network of small lorry parks at suitable locations across Kent and a partnership approach with the Districts and the Police to address enforcement. The proposed Operation Stack Lorry Area adjacent to the M20 at Stanford should be integrated with this overall strategy. This strategy should also include improved management of freight traffic through Kent utilising technology to direct HGVs to parking sites and available cross Channel services, i.e. 'ticketing' flexibility between Eurotunnel and ferry operators to ensure optimum fluidity of freight movement.

Combined with a multi-agency approach to enforcement, the provision of additional lorry parking capacity will reduce antisocial

behaviour on the public highway, including littering. This will also reduce unsafe lorry parking, such as vehicles overhanging laybys, and so improve road safety.



## Ashford International Station Signalling (Ashford Spurs)

<b>Issue</b>	The signalling on the Ashford Spurs needs upgrading to retain international services to Ashford International Station.
<b>Action</b>	KCC is working in partnership with Ashford Borough Council, Network Rail, Eurostar and High Speed 1 to secure the delivery of the signalling upgrade at Ashford International, for which funding is being sought through the Local Enterprise Partnership.
<b>Outcome</b>	Ashford will continue to operate as an international station and be served by the new trains as well as any future international rail operators. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys</b>
<b>Cost</b>	£10.5m



Ashford International Station is linked to High Speed 1 by two sections of railway known as the Ashford Spurs. The signalling on these spurs needs to be upgraded to permit the operation of the new Eurostar Class e320 trains into Ashford International Station. We, working in partnership with Ashford Borough Council, have led a working group with all concerned stakeholders to fund, procure and deliver an upgrade to the signalling system. The

delivery of the upgraded signalling system by Network Rail will enable Ashford to continue to operate as an international station, serving the new fleet of Class e320 Eurostar trains, as well as any future international rail operators such as Deutsche Bahn.

We will continue to support enhanced international rail services at Ebbsfleet and Ashford. Eurostar plans to commence operation of a new London – Brussels – Amsterdam service, and in the future we would expect to have at least one journey on this new route serving Ashford. We also look forward to other new opportunities for travel by international rail between Kent and mainland Europe as operators develop services to new destinations.



## Journey Time Improvements and Thanet Parkway Railway Station

<b>Issue</b>	East Kent has real opportunity for growth but currently is beyond the 'magic hour' time from London, which discourages employers from locating in the area. Regeneration in East Kent is dependent on improving accessibility.
<b>Action</b>	Delivery of Thanet Parkway railway station.
<b>Outcome</b>	Improved rail connectivity between East Kent, London and the wider Kent area, and increased attractiveness of East Kent to employers. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys</b>
<b>Cost</b>	Thanet Parkway cost of £21m(at 2020 prices)

Page 59

East Kent suffers from increased deprivation when compared with West Kent, and the wider South East. Poor accessibility has discouraged major employers from locating in the area, and limits regeneration. We are seeking to deliver a new railway station to significantly improve rail connectivity to the area.

The station will provide access to greater employment opportunities for local residents, and increase the attractiveness for investment in Discovery Park Enterprise Zone and numerous surrounding business parks in Thanet. It will also support local housing. The estimated journey time from Thanet Parkway to London St Pancras will be just over 20 minutes shorter than that from Deal to London St Pancras; therefore a new station enhances the accessibility of the wider area of East Kent.

Rail connectivity between London, Ashford and Thanet will be improved by delivery of the Journey Time Improvement (JTI) scheme. This aims to reduce the journey time between Ashford and Ramsgate. The first phase, between Ashford and Canterbury West, is due for completion by May 2017; the second phase, between Canterbury West and Ramsgate, is due for completion by 2019/20.



## Rail Improvements

<b>Issue</b>	Growth in housing and jobs will increase demand for rail travel, especially to and from London. The cost of commuting by rail to access employment is a major barrier for many people. The new South Eastern franchise will need to offer increased capacity on both High Speed and Mainline services in Kent.
<b>Action</b>	Create a coordinated public transport network and promote initiatives to encourage greater use of rail in Kent. Extend Crossrail to Ebbsfleet. Liaise with partners to identify options for reducing the 'rail price penalty'.
<b>Outcome</b>	Increased access to jobs, education and health by public transport, providing opportunities to Kent's residents without the need for a private car and therefore reducing road congestion. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 3 Safer travel, 4 Enhanced environment</b>
<b>Cost</b>	Total infrastructure on the rail network in Kent between 2019 and 2024 c. £500m.

We have made good progress on promoting improvements to rail passenger services through the Rail Action Plan for Kent. We will now work to influence the new South Eastern rail franchise (2018) as well as continuing to host annual Rail Summits to stand up for Kent's rail passengers. We support the proposal for an extension of Crossrail eastwards from Abbey Wood to increase rail capacity for Ebbsfleet Garden City and the surrounding area. We will work with Government and the new rail franchisee to identify options to reduce the 'rail price penalty'.

We will influence the specification for the new South Eastern franchise by taking up the offer from the DfT to engage with their new franchise team. We expect a significant increase in capacity on both the High Speed and Mainline networks across Kent during the new franchise. We welcome the new Thameslink services (2018)

which will restore the link between stations on the Maidstone East line and the City, as well as linking the North Kent line to the Thameslink network. We support the decision to retain the Metro services, and we will work with the DfT to ensure improved services to Dartford, Gravesend and Sevenoaks. Smart ticketing will be an important element in the new franchise, and we also expect wider delivery of the 'Access for All' programme to facilitate disabled access.

We will influence Network Rail's Kent Route Study (2017), which we expect to include improvements to rail services across Kent, such as the upgrading of the Marsh Link Line to enable the introduction of High Speed services to Hastings. In the longer term we will join other stakeholders in making the case for a dedicated link between HS1 and HS2 to facilitate through services to the Midlands.



## Bus Improvements

<b>Issue</b>	Growth in housing and jobs will increase traffic on Kent's roads and we have an ageing population who are more reliant on public transport. Bus operators need to ensure that services are reliable and cater for additional demand.
<b>Action</b>	Work closely with bus operators and other partners to ensure that public transport has a high level of modal share.
<b>Outcome</b>	Increased access to jobs, education and health by public transport, providing opportunities for Kent's residents without the need for a private car and therefore reducing road congestion. <b>LTP4 Outcomes: 1 Economic growth and minimised congestion, 2 Affordable and accessible door-to-door journeys, 3 Safer travel, 4 Enhanced environment</b>
<b>Cost</b>	For 2016/17, £5.6m on supported bus services, £16.9m on older and disabled person's bus pass, £8.7m on young person's travel pass, £300k on public transport infrastructure, and c. £600k on Kent Karrier support.

We lead eight voluntary Quality Bus Partnerships (QBP) with bus companies, aiming to encourage bus use by developing high quality and reliable services. QBPs also allow for discussions so that appropriate financial contributions are requested from new development to deliver sustainable solutions. We also hold regular Punctuality Improvement Partnership (PIP) meetings, which look to improve time keeping through consideration of congestion solving measures. In 2016 we launched the Kent Connected Smartcard, which is the first step in our drive to introduce smart ticketing initiatives across the county and make travel by public transport easier and more attractive.

Currently around 97% of bus journeys in Kent operate on a commercial basis, with no contract in place with KCC. We have to take a pragmatic approach to funding commercially unviable bus services and will seek to support other means of provision that can

achieve the same aims, such as community buses. We will review the potential benefits that the new Buses Bill (2017) could bring to Kent and the opportunities for enhanced partnership working.

The successful Fastrack bus service will be extended and improved to support growth in the Ebbsfleet area and encourage greater bus use in the north of the county. In rural areas, buses are relied upon but there are challenges with infrequent services or timetables ending early. We run the Kent Karrier service, providing door-to-door transport for the less mobile or for those who live more than 500m from a bus stop. We also work with community transport operators, holding regular forums to share best practice, information and guidance. Community transport is regarded as a key part of the transport mix for rural communities and will become increasingly important in the coming years. KCC recently became a member of the Community Transport Association (CTA).

## Countywide Priorities

### Road Safety

Under the Road Traffic Act 1989, KCC has a duty to promote road safety and act to reduce the likelihood of road casualties occurring. We also have a moral and financial imperative to do this. Our target is to reduce the number of killed and seriously injured (KSI) by 33% and child KSI by 40% (2014 to 2020). One means of addressing this is through the Crash Remedial Measures (CRM) Programme which targets safety critical schemes. These are locations where there is a statistically higher than expected number of KSI casualties. At least

50% of the Integrated Transport block funding is top sliced for CRM schemes. Therefore, at least 50% of transport scheme funding is prioritised for Outcome 3: Safer travel.

In addition to this, we carry out a number of educational and enforcement activities, including working with partners in the Safer Roads Partnership. More information on this can be found in the Road Casualty Reduction Strategy. Further,

through the highway maintenance programme every road and footway in the county is inspected and repairs carried out where necessary.

### Highway Maintenance and Asset Management

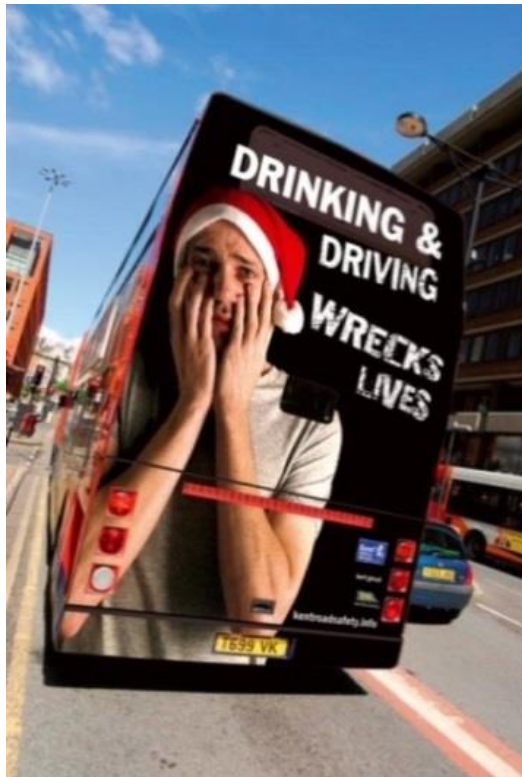
One of KCC's primary roles is to maintain the structural integrity of the public highway, which includes targeting potholes for repair, both to ensure safe travel and prolong the life of assets. The Department for Transport (DfT) allocates Highway Maintenance Block funding based on the size of our roads, bridges, and street lighting assets as a proportion of the total asset size in England. From 2018/19 the cycleway and footway network will also be included in the funding calculation. To make the best use of this, and to support bids for additional central Government funding, we will implement the asset management approach advocated by the Highway Maintenance Efficiency Programme (HMEP)<sup>4</sup>.

However, maintenance grants from Government have been severely reduced and unavoidably impacted the level of service we can provide.

### Home to School Transport

High quality education is a priority, and where transport to school is a barrier we aim to get pupils to school safely and on time. This can take the form of advice or the provision of free or subsidised transport where the child is eligible under Section 509 of the Education Act 1996. The criteria for free transport can be found in

<sup>4</sup> HMEP is a DfT funded programme to produce savings and efficiencies in the highways sector. Available at: <http://www.highwaysefficiency.org.uk/>



the Home to School Transport Policy. We also offer the Young Person's Travel Pass and this has been instrumental in encouraging school journeys to be made by bus.

### Active Travel

We aim to make active travel an attractive and realistic choice for short journeys in Kent. Active travel means walking or cycling as a means of transport rather than for leisure purposes, and it can be undertaken for a whole journey or parts of it. It can benefit health and wellbeing by incorporating physical activity into everyday routine as well as reduce the number of vehicles on the road and improve air quality. By integrating active travel into planning, providing and maintaining appropriate routes for walking and cycling, and supporting people through training and building skills, we plan to establish Kent as a pioneering county for active travel. More information on how we plan to encourage greater walking and cycling rates in the county can be found in the Active Travel Strategy available on our website.



### Public Rights of Way

KCC manages a network of 7,000km of public rights of way. People use this network to access the countryside, as a means to enjoy beautiful landscapes, to improve their health and wellbeing, and to support the rural economy. Much of the network still fulfils the purpose from which it evolved: providing motor-vehicle free access to schools, public transport hubs and local amenities. It has been demonstrated that walking, cycling and access to green spaces improves overall health – including lowering blood pressure, reducing stress, and improving mental health. Further, the attraction of these routes draws visitors to Kent, and countryside recreational activities benefit the local economy, which in turn supports essential services in rural areas.



This valuable resource benefits the quality of life of our residents and visitors alike. Our [Countryside and Coastal Access Improvement Plan](#) sets out opportunities provided by local rights of way for exercise and leisure, and assesses how these routes meet the present and likely future needs of the population. The Plan explains our priorities for walking, cycling, equestrians and motorised routes, as well as for improving access by disabled users and minority groups.

## Sustainable Transport

We are progressing transport schemes that have a countywide impact (particularly in terms of supporting sustainable travel); these are:

- **Kent Thameside Local Sustainable Transport Fund (£4.5m LGF funding)** – a capital programme of works for Dartford and Gravesham delivering schemes to promote the use of alternative modes of transport to the private car, e.g. cycle parking, cycle and walking routes and bus infrastructure.
- **West Kent Local Sustainable Transport Fund (£4.9m LGF funding)** – a capital programme of works delivering schemes to promote the use of alternative modes of transport to the private car, including Snodland Station forecourt, Tonbridge Station access improvements, Maidstone East Station improvements and Swanley Station improvements.
- **Sustainable access to education and employment (£1m LGF funding)** – schemes to upgrade or create new Public Rights of Way as identified by local communities to encourage walking and cycling to places of education and employment. This will deliver new Public Footpath and Cycling routes in Tonbridge & Malling, Ashford, Maidstone and Tunbridge Wells and assists in delivery of our Countryside and Coastal Access Improvement Plan.
- **Kent Sustainable Interventions supporting growth programme (£3m LGF funding)** – the delivery of smaller schemes designed to encourage users to switch to walking, cycling and public transport through the provision of facilities such as crossings, footway improvements, bus priority and cycle lanes, as well as Smarter Choices initiatives such as publicity and travel plans.

- **Kent Connected journey planning and smart ticketing for public transport** – an innovative journey planner and information hub which allows users to make an informed decision on how to travel. This includes the development of the Connected Kent and Medway Smartcard which offers users a convenient cashless way to pay for bus travel.

## Aviation

‘Facing the Aviation Challenge’ clearly sets out our position on aviation. This centres on maximising use of existing regional airport capacity, along with some expansion of existing airports and improved rail connections. In Kent, operation of Manston Airport ceased on 15<sup>th</sup> May 2014 and our position at the meeting of the County Council on 16<sup>th</sup> July 2015 is:

*“That we the elected members of KCC wish it to be known that we fully support the continued regeneration of Manston and East Kent and will keep an open mind on whether that should be a business park or an airport, depending upon the viability of such plans and their ability to deliver significant economic growth and job opportunity.”*

Lydd (London Ashford) Airport plans to extend its runway and expand its terminal so that it will be capable of handling passenger flights. Currently, Lydd caters for a range of aircraft operations, including executive jets, helicopters and private light aircraft. We are clear that processes are needed to properly measure, minimise and mitigate the noise impacts of existing airport operations and airport expansion. We, along with Medway Council, are robustly opposed to the proposals for a new hub airport in the Thames Estuary. We are also opposed to a second runway at

Gatwick; one of the reasons for this is the doubling of the already unacceptable noise impacts. There needs to be an immediate reduction in overflight and noise in West Kent and so we oppose proposed airspace changes that would not share the burden of overflight equitably between communities. Multiple arrival and departure routes should be used to provide periods of respite. Additionally, the level of night flights should be reduced at Gatwick to a level comparable with Heathrow.

As part of our view on long-term aviation capacity issues, we are pressing Government for immediate action to keep UK airports competitive with European airports in terms of Air Passenger Duty (APD). This currently has a negative impact on the UK's global

connectivity and is therefore damaging UK business and tourism. Differential charging of APD at uncongested airports could also help to stimulate growth at regional airports and free up capacity at congested airports.

The announcement of the Government's preference for a third runway at Heathrow makes connectivity to the London airport system increasingly important. This will be improved when the new Thameslink services commencing in 2018. An extension of Crossrail to Dartford and Ebbsfleet will also improve connections to Heathrow Airport. We are still supportive of the reinstatement of a direct service from Tonbridge to Gatwick Airport via Edenbridge if this is shown to be commercially viable.





## Local Priorities

Along with the strategic and countywide priorities highlighted, LTP4 provides a unique opportunity to bring together the priorities from individual Local Plans and supporting Transport Strategies that set out the transport infrastructure requirements to support growth in each district/borough. The following pages in this Local Transport Plan have been developed in partnership with the district/borough Local Planning Authorities and bring together priority schemes from each Local Plan/Transport Strategy as well as schemes that will help

support local journeys across Kent. Many of these priorities have also been highlighted in the GIF.

Whilst not a comprehensive compilation of all local Transport Strategies, LTP4 provides a framework for highlighting cross-district and local priorities of particular significance.



### Cross-District Transport Priorities

Many of the schemes on the following pages will not only facilitate local growth but improve travel within Kent for residents by delivering benefits across district boundaries. Although it is incredibly important that we invest in major routes to London and schemes with a local impact, we must also invest in routes (both road and rail) that connect towns within Kent so that opportunities for work and leisure within the county can be taken advantage of.

The map on this page shows the transport network in Kent and Medway, highlighting the major roads and district boundaries. We have identified a range of priorities on the following pages that will improve travel within Kent including:

- Dualling the A21 between Kipping's Cross and Lamberhurst, improving the route through the county;
- 'Smart' (managed) motorway to increase capacity on the M20 and M26;
- Enhancement to Medway Valley rail services to improve connectivity between Tunbridge Wells and Maidstone;
- Local road network improvements, such as A228 Colts Hill Relief Scheme and Leeds and Langley Relief Road.



In addition, we are currently delivering the Kent Strategic Congestion Management Programme (awarded £4.8m of LGF funding) that looks countywide to identify areas of poor journey time reliability and develop schemes that seek to improve reliability, and in doing so support economic growth.



## West Kent

### Sevenoaks

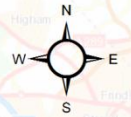
Congestion in Sevenoaks district is concentrated around Sevenoaks town and Swanley. However, when there is congestion on the M25 and/or M26 it can lead to inappropriate use of local roads, such as the A25 leading to the villages along the route experiencing congestion with associated air pollution concerns. The District is heavily dependent on rail for commuting into London and there is a need to maintain and improve services to satisfy growing demand. Owing to the frequent and fast rail services, there are also issues with “park and rail” use of stations in the District, and possible parking concerns.

Sevenoaks is an affluent rural district with high reliance on the private car and as such, in common with much of the county, providing frequent and commercially viable bus services is challenging. The rural towns and villages in the district, including Westerham, Edenbridge, New Ash Green, and Otford, amongst others, would benefit from improved connectivity. Where public transport services are challenging to sustain, improved walking and cycle routes may provide important links.





# Transport Priorities for Sevenoaks



Alleviate congestion in Swanley with traffic management control and sustainable travel schemes

New railway station and guided busway for Swanley

New pedestrian footbridge over the railway line at Swanley to connect the town centre

Junction improvements outside Sevenoaks station and on the High Street/Pembroke Road junction

Improvements to rail/bus interchanges

M26 capacity improvements through the use of 'smart' or managed motorway system

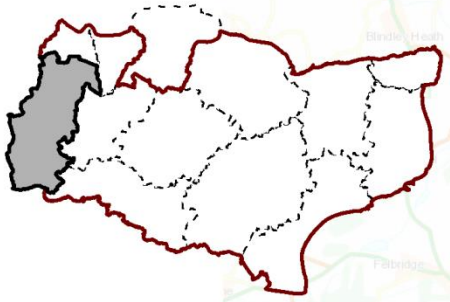
Heavy Goods Vehicle monitoring system on A25

Sevenoaks traffic signal optimisation

Implementation of Sevenoaks Cycling Strategy



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Kent County Council



Contains OS data © Crown Copyright and database right 2015

### Tonbridge and Malling

Tonbridge town is closely linked to Royal Tunbridge Wells in the neighbouring district. Tonbridge is a significant transport interchange, with good road and rail connections, whereas Royal Tunbridge Wells is a substantial economic and service centre, meaning that there are many movements between the complementary centres. The fast and frequent London Cannon Street services from Tonbridge attract a lot of rail commuters from outside the town and can overcrowd trains.

Tonbridge town has a lot of through traffic, and positive signing and the public realm enhancements to the High Street are aiming to reduce this. In the north of the district, capacity issues on the road network are closely tied to issues in Maidstone district such as around M20 Junction 5. There is also congestion on the M20, A26 (particularly around Watlingbury) and the A20 and A228 corridors.





# Transport Priorities for Tonbridge and Malling

M25/M26 east facing slips to alleviate movement restrictions

M20 Junctions 3 – 5 'smart' (managed) motorway system

Improvements for A229 Bluebell Hill and other routes connecting the M20 and M2

A20 corridor improvements between A228 and M20 Junction 5

Borough Green Relief Road

Potential for Urban Traffic Control (traffic signal coordination) in Tonbridge to help alleviate congestion and improve air quality

Tackling congestion in Tonbridge town

Tonbridge town centre regeneration

Implementation of Tonbridge and Malling Cycling Strategy

Improvements to A26 and links to A20 via Hermitage Lane, and through Wateringbury and East Malling

Wateringbury A26/B2015 junction improvements

A228 corridor improvements



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office. © Crown Copyright & Database Right 2016. Additional information © Kent County Council



Contains OS data © Crown Copyright and database right 2015



## Tunbridge Wells

There are severe congestion problems in Tunbridge Wells, especially at peak times, with a number of major A roads converging on Royal Tunbridge Wells (A26, A264, A267, A288). Traffic congestion on the A26 between Tonbridge and Royal Tunbridge Wells town centre, particularly in Southborough, and also on the A264 between Pembury and the town centre is particularly acute. This congestion is due to the strength of the town as a sub-regional employment and service centre, as well as a location of numerous high performing secondary schools that have wide catchment areas. The district borders East Sussex to the west and consequently there are traffic movements across the border, such as from Crowborough and Uckfield.

Routes that are also liable to congestion are the A264 Pembury Road, A228 Colt's Hill, and the A21 dualling between Kipping's Cross and Lamberhurst (once the Tonbridge to Pembury dualling is complete in 2017). There are limited opportunities to improve the A26 due to constraints of the built environment.

The Borough has a cycling strategy and is working to design and construct priority cycle routes, and is additionally implementing the first 20mph scheme in a residential area. Rail and bus are both important transport modes in the area, especially commuter services to London.





# Transport Priorities for Tunbridge Wells



Paddock Wood junction improvements:  
Badsell Road/Mascalls Court Road and  
Colts Hill roundabout

Further phases of the  
North Farm Highway  
Masterplan

A228 Colts Hill relief  
scheme

Enhancement to Medway Valley  
train services to improve  
connectivity between Tunbridge  
Wells and Maidstone

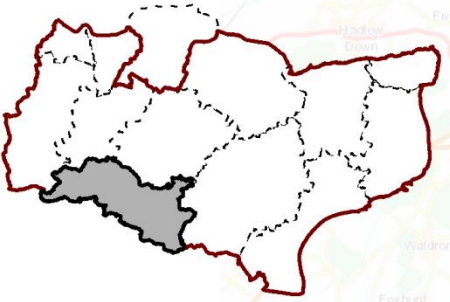
A264 Pembury Road  
capacity improvements

Dualling the A21  
between Kippings  
Cross and Lamberhurst

Tunbridge Wells town centre  
improvements, including  
public realm phase 3 (Mount  
Pleasant to Station)

Tunbridge Wells Cycling Strategy  
priority schemes (including A26  
cycle route to Tonbridge, 21<sup>st</sup>  
Century Way, A21 non-motorised  
user routes and related links)

20mph zones in  
residential areas, towns  
and village centres



Based upon the Ordnance Survey map  
with the permission of the Controller of  
Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Kent County  
Council

1:110,000



Contains OS data © Crown Copyright and database right 2015

## North Kent

### Dartford

The major interchange of two strategic traffic routes, the M25 and the A2(T) is located within Dartford. Both of these routes, but particularly the A282 (Dartford Crossing), suffer from congestion at peak times and when there are traffic incidents. This results in congestion spreading out into the town and reducing the performance of the local road network over a very wide area. Incidents at the Dartford Crossing and its approach are frequent and severe. These important parts of the strategic road network provide a route from Dover to the Midlands and beyond but also cater for local journeys. Bluewater shopping centre attracts many vehicles to the district, particularly at prime shopping times, placing further strain on the A2(T) and its junction at Bean.

Parts of the local road network are reaching capacity, as a result of the high levels of development taking place. A significant modal shift is needed to accommodate the projected growth.

Rail capacity on the North Kent line is stretched and likely to be overcapacity in the near future. Stone Crossing and Swanscombe stations have significant access and safety issues and do not have capacity to cater for projected levels of growth. There are poor bus interchange facilities at all stations other than Greenhithe. Train services at Ebbsfleet International provide 17 minute journey times into London but the station has limited connectivity via public transport corridors or walking or cycling and is instead reliant on being accessible by private car. The proposed Strategic Rail Freight Interchange at Howbury, in the London Borough of Bexley, would potentially remove up to 540 HGVs from the road network. KCC supports modal shift from road to rail, provided that it does not

adversely affect peak rail passenger services and impacts on the local road network are properly mitigated.

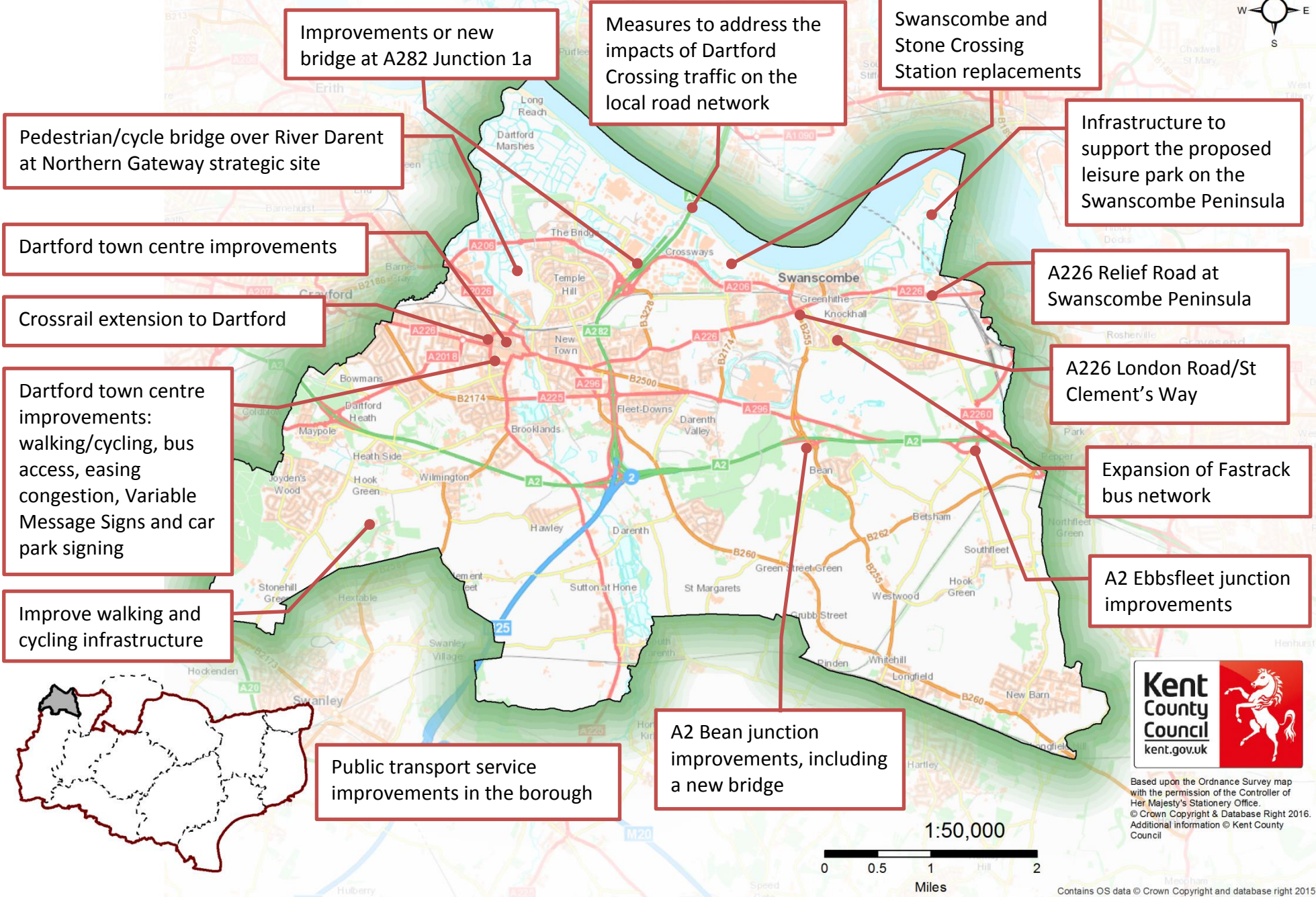
There is a relatively good network of bus services in the urban northern part of the Borough. This has been supplemented by the introduction of Fastrack in 2006. However, the frequent severe congestion on the road network results in unreliable journey times. Whilst Fastrack runs on a segregated route, this is incomplete and it is likewise impacted by congestion. Bus services in the rural southern part of the Borough are poor.

Dartford Town Centre suffers from congestion as a result of rat-running when incidents at the Dartford Crossing occur. The ring road acts as a barrier for walking/cycling into the town centre and access on foot, bicycle and bus into the heart of the town centre is poor.

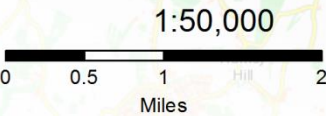




# Transport Priorities for Dartford



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
 © Crown Copyright & Database Right 2016.  
 Additional information © Kent County Council



**Gravesham**

Gravesham's highway network is dominated by the M2/A2 to the south of urban Gravesend. The A226 runs parallel from Dartford to Strood through the town centre. Rural parts of the district are served by the A227, which runs to Tonbridge in the south. There is particular concern with the increasing congestion on the A2 affecting the operation of the local road network. There is significant out-commuting, particularly to Dartford and central London, causing congestion and poor air quality.

High Speed train services from Gravesend now give a journey time of just 24 minutes into St Pancras, and Ebbsfleet International in neighbouring Dartford provides connections to continental Europe. The bus network (including Fastrack) is focused on Gravesend, with high frequency links to Dartford town centre, Bluewater and Darent Valley Hospital. The Tilbury Ferry also connects Gravesend to Tilbury in Thurrock.





# Transport Priorities for Gravesend



Congestion relief associated with new developments

Cross-river links by ferry to Thurrock

Improved link between Northfleet and Ebbsfleet stations

Increasing highway capacity: A226 Thames Way dualling, Rathmore Link Road, Springhead Bridge

Expansion of the Fastrack bus network

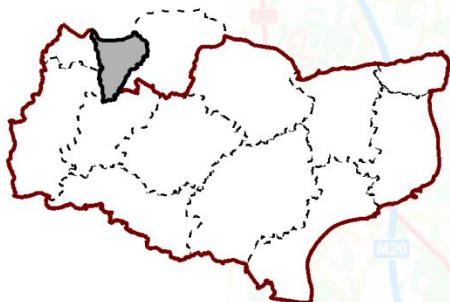
Crossrail extension to Ebbsfleet

Enhancement to A2 junctions in Gravesend to cope with proposed development

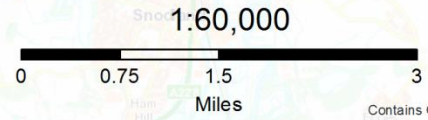
Walking and cycling links in urban Gravesend

Gravesend transport interchange

Public transport service improvements in the borough



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Kent County Council



Contains OS data © Crown Copyright and database right 2015

## Maidstone

Maidstone is the County Town of Kent and has a road and rail network that is based on the historic development of the town. The town centre is at the point where several main roads (A26, A20, A229 and A249) converge and provide onward connectivity to four nearby junctions with the M20.

The constrained nature of the town centre has contributed to peak period congestion and the designation of the wider urban area as an Air Quality Management Area. A scheme to relieve congestion at the Bridges Gyratory has recently been implemented, although continued traffic growth on other parts of the network is expected to result in severe worsening delays for road users. These pressures are most evident on the congested A229 and A274 corridors in south and south eastern Maidstone and on the A20 corridor in north western Maidstone. We will be prioritising a feasibility study for the Leeds and Langley Relief Road to assess its potential for mitigating congestion in Maidstone, alongside other strategic transport mitigation options.

Rail links across the district are comparatively poor, with Maidstone currently having no direct service to the City of London (although proposed Thameslink extension from 2018) and a slow journey into Victoria. In the south of the district, Headcorn, Staplehurst and Marden have access to direct train services to the City via Tonbridge and Sevenoaks, making them attractive locations for commuters.

Bus services within the urban area are largely focused around serving the town centre and hospital. Many outlying suburban and rural communities are afforded a more limited level of service that does not provide a convenient travel option for many potential users. The examination of the Maidstone Borough Local Plan 2011 – 2031 began in 2016 and, once adopted, the Plan will require new and upgraded transport infrastructure to support development.

At times when Operation Stack is initiated Maidstone has no direct access to the M20 coastbound. This results in extensive congestion as motorway traffic diverts onto the A20.





# Transport Priorities for Maidstone

M20 Junctions 3 – 5 'smart' (managed) motorway system

Maidstone Integrated Transport Package, including M20 Junction 5 and northwest Maidstone improvements

M20 Junction 7 improvements

Public transport improvements (redevelop Maidstone East, refurbish Maidstone bus station, and bus infrastructure improvements)

Thameslink extension to Maidstone East by 2018 giving direct services to the City of London

Bearsted Road corridor capacity improvements

Implementation of Maidstone Walking and Cycling Strategy

A229/A274 corridor capacity improvements

Junction improvements and traffic management schemes in the Rural Service Centres

Leeds and Langley Relief Road

Public transport improvements on radial routes into town

Maidstone sustainable access to employment areas



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office. © Crown Copyright & Database Right 2016. Additional information © Kent County Council



## Swale

The M2/A2 corridor runs through Swale and the A249 provides a primary north-south route for Kent. Capacity issues at M2 Junction 5, where the two meet, is acting as a major barrier to growth in the Borough. Highways England is currently evaluating options to improve the M2 J5 and consultation with the wider public on final proposed options is proposed for early 2017. Further east, J7 of the M2 is key for development across East Kent, with growth loading traffic on to a junction already operating over capacity.

A corridor study of the A249 is needed to define what improvements to the principal junctions (Grovehurst, Key Street and Bobbing) will be required to support the new allocations in the Local Plan, with the A249/Grovehurst Road Junction already identified in the GIF. On the Isle of Sheppey, serious congestion on the A2500 is also a barrier to growth, and the local highway authority is working to progress a scheme to upgrade the junction of Lower Road/Barton Hill Drive to improve traffic flow, with the potential for further improvements back towards the A249.

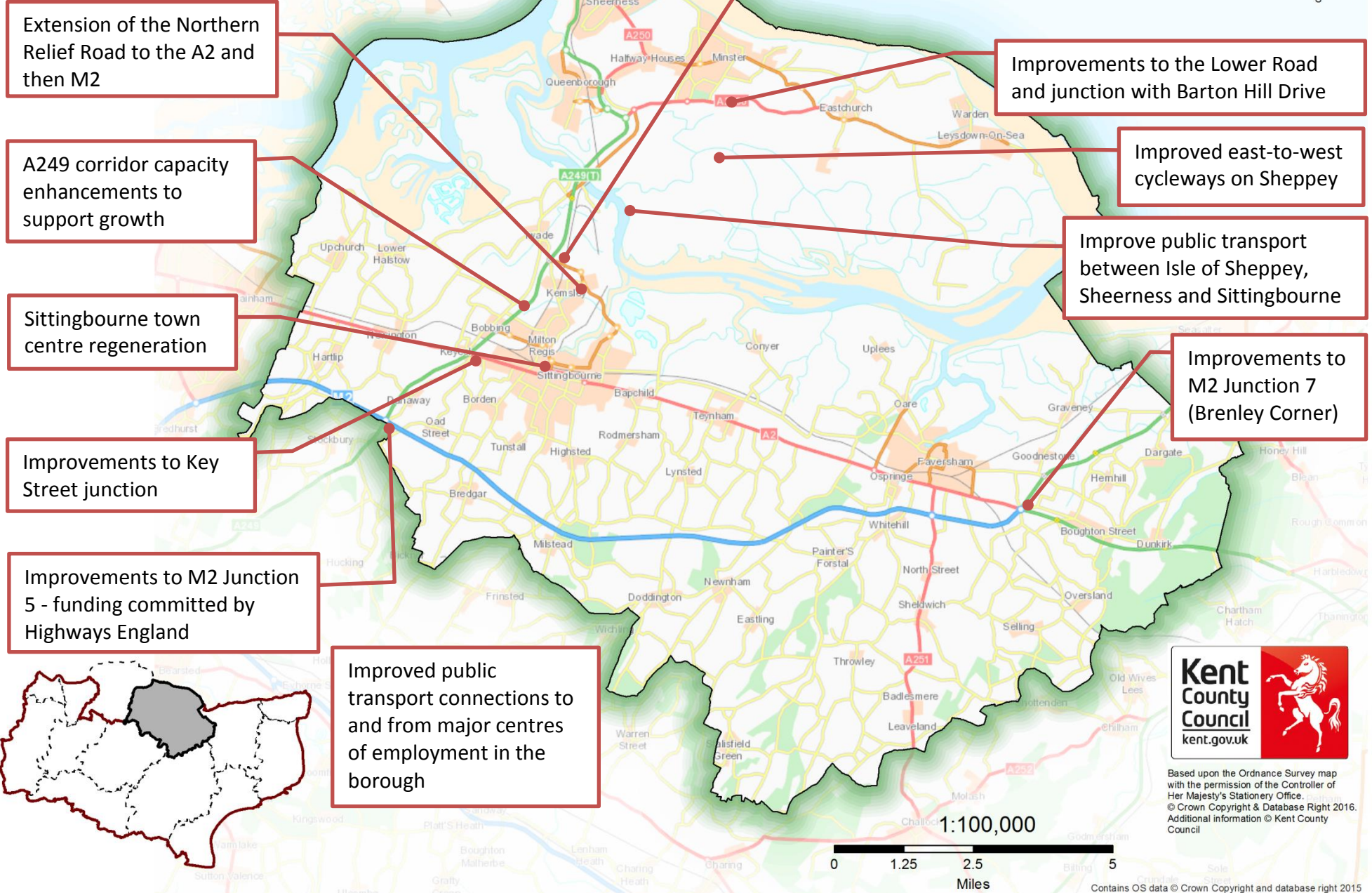
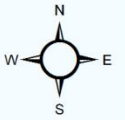


In common with much of Kent, the extensive rural communities in Swale tend to be less well served by public transport and therefore can be isolated from the main centres. This is very evident on the Isle of Sheppey, where east-west travel is challenging and links to the mainland are largely dependent upon the Sheerness-Sittingbourne branch line. This vital link must be maintained whilst securing improved options to access services, including cycling.





# Transport Priorities for Swale



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
 © Crown Copyright & Database Right 2016. Additional information © Kent County Council



## Medway

Medway Council is the Highway Authority, Local Transport Authority and Local Planning Authority for the Medway unitary area, which is part of the Thames Gateway North Kent area. Medway is part of the Thames Gateway and so will see demands for growth and increased travel like Kent's districts in the area, such as Dartford and Gravesham. KCC has a duty to cooperate with neighbouring authorities and works with Medway on cross-border issues and where the two Councils might be able to jointly bid for funding for transport infrastructure that affect both areas.

Medway Council has its own Local Transport Plan and has set out five priorities, which are:

**Priority 1** - To support Medway's regeneration, economic competitiveness and growth by securing a reliable and efficient local transport network.

**Priority 2** - To support a healthier natural environment by contributing to tackling climate change and improving air quality.

**Priority 3** - To ensure Medway has good quality transport connections to key markets and major conurbations in Kent and London.



**Priority 4** - To support equality of opportunity to access employment, education, goods and services for all residents in Medway.

**Priority 5** - To support a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of crime.

Transport infrastructure requirements to support growth in Medway are also explored in the GIF, with key schemes being:

- A289 Four Elms to Medway Tunnel improvements,
- Improvements to the A229 corridor between Maidstone and Medway,
- Strood and Chatham Town Centre Improvements,
- Public Transport, Journey Time and Road Safety Improvements through the Medway Local Transport Plan,
- Rail improvements at Strood and Chatham Stations,
- Tackling congestion hotspots along the A2 corridor through Medway,
- Improved cycling facilities throughout Medway.

More information on transport priorities and schemes in Medway can be found in the Medway Local Transport Plan 2011 – 2026 at: [www.medway.gov.uk/parkingandtransport/transportplansandpolicies/localtransportplan.aspx](http://www.medway.gov.uk/parkingandtransport/transportplansandpolicies/localtransportplan.aspx)



# Medway Council's Transport Priorities

Public Transport Improvements through the Medway Integrated Transport Project

Improved cycling facilities throughout Medway

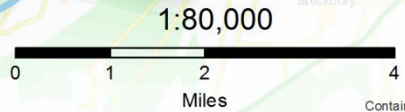
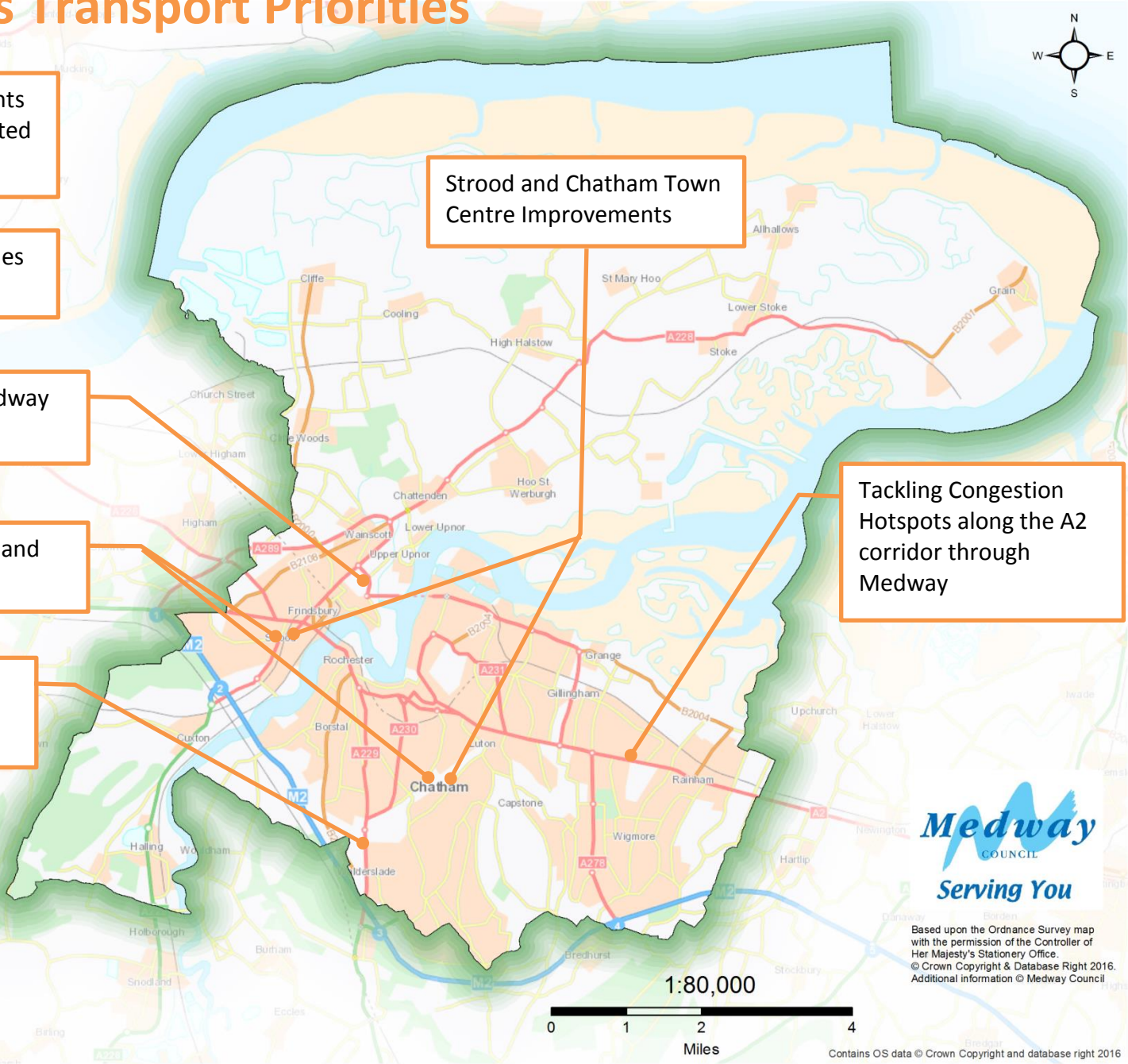
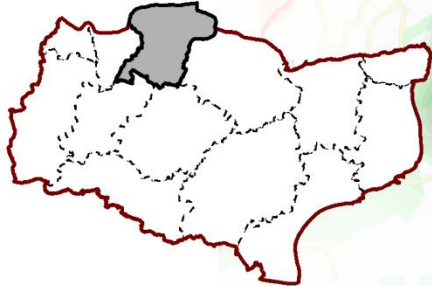
A289 Four Elms to Medway Tunnel Improvements

Rail Improvements at Strood and Chatham Stations

Improvements to the A229 corridor between Maidstone Medway

Strood and Chatham Town Centre Improvements

Tackling Congestion Hotspots along the A2 corridor through Medway



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Medway Council

Contains OS data © Crown Copyright and database right 2016

## East Kent

### Ashford

Travel in Ashford is currently dominated by the private car, but the area is largely flat which makes travel on foot or by bicycle easy and feasible. The M20 runs through the district and bisects the town, connecting the area with the Channel Ports to the south and Maidstone and London to the north. Generally, the M20 operates with spare capacity but when Operation Stack is called the town is heavily congested as all motorway traffic is diverted via Junction 9 through the town. Further, the capacity of Junction 10 is restricting development to the south of the Ashford urban area, as both strategic and local traffic place high demand on this junction. A preferred route for a new motorway Junction 10a has been identified and Highways submitted a Development Consent Order (the approvals process for major infrastructure) to Government in 2016. Ashford is a growing town and development pressures on the transport network must be considered.

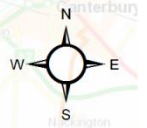
Ashford is historically a railway town, which is also connected to London St Pancras by HS1 and is therefore a rail transport hub with good connections to Maidstone, Canterbury, Tonbridge, Folkestone and Hastings, as well as internationally via Ashford International and the Channel Tunnel. The bus network includes urban, inter-urban and rural services; and Stagecoach is the main bus operator in East Kent.

The A28 Chart Road improvement scheme is critical to the delivery of 5,750 homes at Chilmington Green and the reduction in congestion along this route is a priority scheme for both Ashford Borough Council (ABC) and KCC. ABC also plans to promote Ashford as a Cycling Town. The delivery of an improving cycle network and the doubling of cycle parking at Ashford International Station in 2015 (as well as its 2010 Station of the Year award in the National Cycle Rail Awards) provide opportunities to capitalise on the use of this mode of transport.





# Transport Priorities for Ashford



Improvements to the former ring road

Ashford International rail connectivity (Ashford Spurs)

Implementation of Ashford Cycling Strategy

Improvements to pedestrian facilities

Ashford town centre project – including Ashford Station access and junction improvement – Station Approach/Elwick Road and Victoria Way

A28 Chart Road

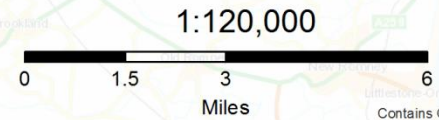
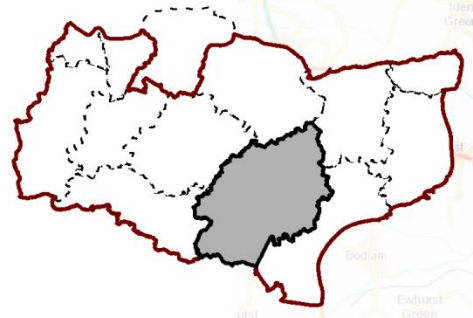
Bus service improvement – bus provision, capacity and frequency, including between major growth points and town centre

M20 Junction 10a

Pound Lane Strategic Link (Kingsnorth)

Orbital Park and Ashford Retail Park access and egress upgrades

Page 85



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Kent County Council

Contains OS data © Crown Copyright and database right 2015

## Canterbury

Canterbury is a medieval city with a historic and constrained road network so congestion in the peaks is a regular occurrence and the four level crossings cause further delays. The district also contains the coastal towns of Whitstable and Herne Bay and many villages in the rural areas. The A2 trunk road runs through the district north-south and gives good access from Canterbury to the Port of Dover and to the rest of the UK, and the A28 runs east-west connecting the area to Ashford and into Thanet.

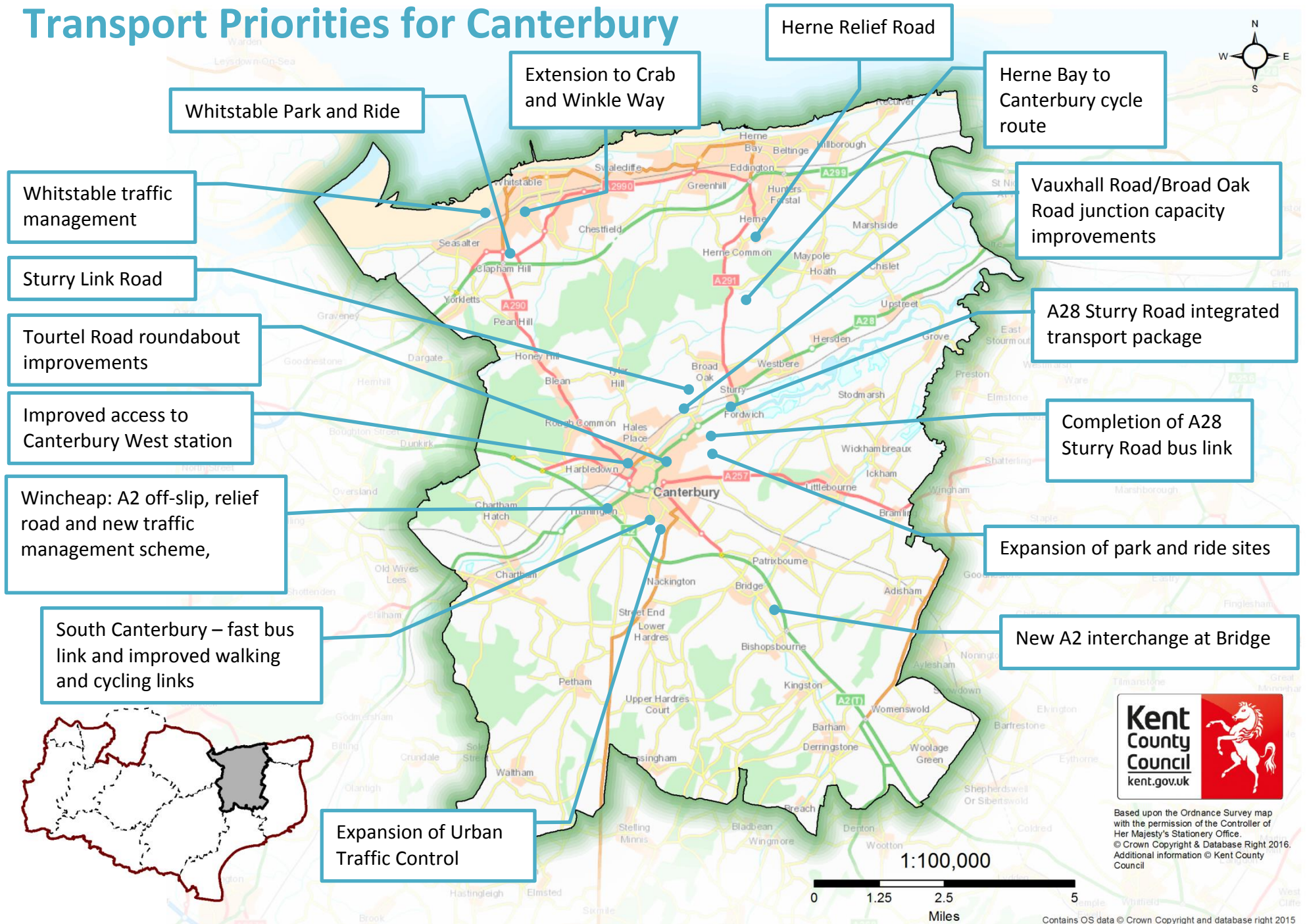
High Speed rail services in the city have cut journey times to London St Pancras to under an hour. The popular Canterbury Triangle bus route links the three urban areas in the district with a 10 minute frequency during the daytime. Stagecoach is the main operator in the area. Canterbury City Council operates three park and ride sites on the edges of the city, which saves many vehicle trips into the city centre each day. There are well-established cycle and walking routes in the district, such as the Crab and Winkle Way and the Great Stour Way. There is a need to prioritise active travel and public transport use in relation to the private car, making best use of the existing infrastructure.

The city is a popular tourist destination and has two universities and so there is an increase in population associated with term times and the summer. The city is a local attractor of traffic and 90% of journeys on the A28 have an origin, destination or both in the city. Whitstable has its own traffic problems, as it too is a popular visitor destination. This is particularly evident along the High Street because this is the main route to the harbour but it is narrow with conflict between parking, buses, zebra crossings and deliveries.



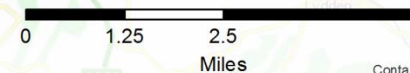


# Transport Priorities for Canterbury



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office. © Crown Copyright & Database Right 2016. Additional information © Kent County Council

1:100,000



## Dover

Bus services in Dover serve the town and connect to surrounding towns including Canterbury, Deal, Sandwich and Folkestone. The High Speed rail services from Dover to St Pancras have significantly reduced journey times to London, making the journey more attractive to commuters in particular. However, Dover District Council will press for a journey time of less than 1 hour between the two stations, additional capacity on the High Speed route, and investigation into a new Whitfield Station. It will continue to support Thanet Parkway to reduce the journey time to London from the district and Thanet to within an hour.

The A2 and A20 trunk roads terminate in the town at the entrance to the Port. These become the M2 and M20 motorways and connect the Port to the M25, London, and further north via the rest of the strategic road network. However, the A20 causes severance

in the town and is associated with air quality concerns owing to its use by heavy goods vehicles before and after their Channel crossing. The A2 approaching the town is of an inferior quality to the rest of the route with sections of single carriageway.

Port related traffic has a major influence on the town and the East Kent districts as a whole, including the strong seasonal fluctuations in traffic flows during the holiday periods. Consequently there is a pressing need for the dualling of the remaining sections of single carriageway on the A2 and improvements to the Duke of York's Roundabout. Outside of the district, congestion at M2 J7 (Brenley Corner) also affects the area. The temporary Dover Traffic Assessment Project (used to restrict the flow of freight vehicles into the town when there is disruption at the Port) needs a permanent solution of variable speed limits on the A20.





# Transport Priorities for Dover

Whitfield Bus Rapid Transit (including improvements to York Street, Dover BRT hub, and Dover Priory Station connections)

A257 route study review

Projects to facilitate Whitfield development (including a Park and Ride)

A2/A258 Duke of York roundabout improvements

A2 Lydden to Dover improvement

Dover Western Docks Revival

Dover waterfront link to town centre, including bridge over A2

A260 upgrade

Dover Priory Car Park

Sandwich coach and car park

Improvement of Sandwich Station

North Deal A258 Eastern Connecting Road

North Deal transport improvements

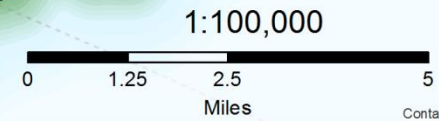
Deal improvements and alternative access routes to compliment the A258 corridor

Improved strategic road network to manage port traffic, including permanent solution for Dover TAP

A258 route study review



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Kent County Council



## Shepway

The district experiences seasonal fluctuations in traffic flows, having higher levels during the summer months (especially August) due to tourism as well as higher levels at Christmas. The Channel Tunnel terminal is situated within the district, accessed from the M20, and being close to the Port of Dover means the area has a lot of foreign motorists on the network. Therefore appropriate signing and routing for tourist traffic is important for the district. Most of the freight traffic uses the M20, whilst the A259 picks up most seasonal holiday traffic. Small and historic villages or towns, like New Romney, are situated on main routes through the district and can suffer from congestion and conflict between through-traffic, tourist traffic, loading/unloading and parking. Folkestone is the largest town and main shopping destination within Shepway and it too can suffer from congestion at peak times. The district has a well-connected bus network with services to Ashford, Canterbury, Dover, and along the coast towards Hastings.

High Speed rail services have reduced journey times to London to 55 minutes which will introduce new transport routes and improve accessibility. However, there is a need for more capacity on these services to accommodate growing demand for business, work and leisure commuting to the coast. KCC will work with the District Council to make this case in the new franchise.

There is substantial future housing growth in the district, including the proposed Otterpool Park garden town, which will require considerable infrastructure investment to support this new town, including upgrading Westenhanger Station. The redevelopment of the harbour and seafront area of Folkestone is currently underway, which will introduce new transport routes and accessibility.





# Transport Priorities for Shepway

South of Hawkinge A20/A260  
Junction Improvements

Cheriton High Street/A20

Upgrading of  
Westenhanger Station

Upgrades to M20 Junction 11

Newingreen junction  
improvements

Highway improvements  
and sustainable access to  
support Lydd Airport

Tram Road link  
walkway and cycleway

Folkestone  
Seafront

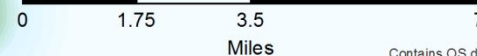
Seafront schemes:  
Grace Hill system  
and Tontine Street  
junction

New Romney South  
Spine Road, A259 west  
of New Romney to  
Mountfield Road

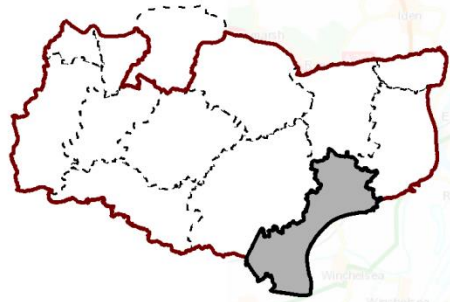


Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Kent County Council

1:120,000



Contains OS data © Crown Copyright and database right 2015



## Thanet

The perceived isolation of Thanet, and remoteness from London, has been a disincentive for investors and business but transport infrastructure has done much to change that, such as the dualling the A299 Thanet Way, the East Kent Access scheme and the introduction of High Speed rail services. In common with Shepway, Thanet has a seasonal pattern to traffic flow with more tourists in the summer months and the popularity of Westwood Cross shopping area at Christmas. Investment in the road network at Westwood Cross is alleviating traffic problems and unlocking development sites.

The other towns in the district are relatively uncongested, except for peak times such as school rush hour. However, there are a number of junctions that need addressing. The bus network in Thanet is well utilised, with the Thanet Loop being a particularly successful service. However, there is scope for greater use of public transport and faster rail times to London.

The District Council also has plans to maximise the advantageous geographical location of the Port of Ramsgate, being the second closest port to continental Europe after Dover.





# Transport Priorities for Thanet



Rail journey time improvements and connections to London

Inner circuit of new and improved highway routes, including improved links to Westwood Cross

Westwood Relief Strategy - Westwood Road to Margate Road Link

Margate junction improvements

Bus priority measures

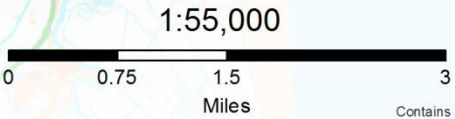
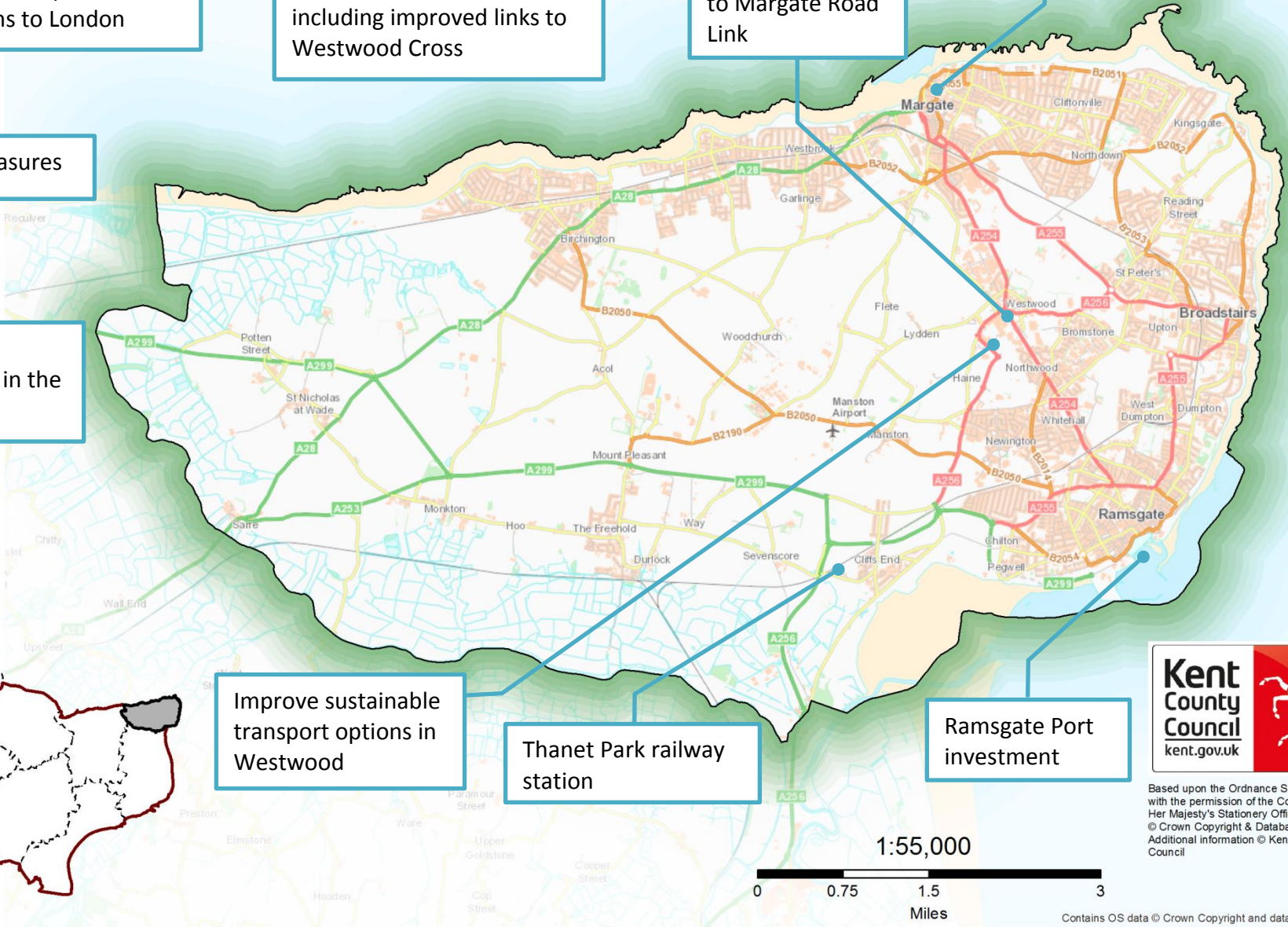
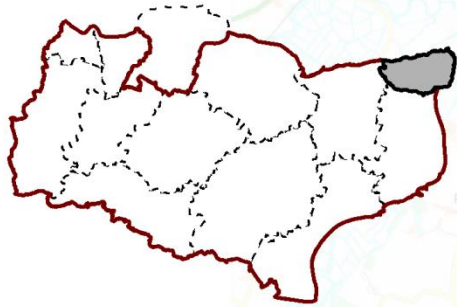
Public realm improvements in the coastal towns

Improve sustainable transport options in Westwood

Thanet Park railway station

Ramsgate Port investment

Page 93



Based upon the Ordnance Survey map with the permission of the Controller of Her Majesty's Stationery Office.  
© Crown Copyright & Database Right 2016.  
Additional information © Kent County Council

Contains OS data © Crown Copyright and database right 2015

## Our Funding Sources

We have access to a range of funding streams, including Department for Transport (DfT) funding direct to KCC for highway maintenance, competitive funding through the SELEP, and financial contributions from developers through the planning process.

The GIF describes the transport infrastructure (both strategic and local) required to support growth and enhance the lives of existing residents. It reports a significant funding gap, which highlights the need to lobby and explore other sources of funding. The policies and schemes set out in LTP4 form a basis for such bids, and a means of prioritising transport infrastructure.

This section sets out how we will make the best use of these existing funds as well as access new sources of funding to maintain and improve the assets we have and deliver new infrastructure to support growth. The District Priorities schemes will be put forward for funding using the sources described below.

### **National Funding Sources and Local Growth Fund**

At present, the most significant funding source for transport infrastructure is the Local Growth Fund (LGF), which focuses on unlocking barriers to economic growth. This is administered through the SELEP and it is therefore essential that our transport priorities are prominent in the SELEP's SEP. We will continue to put forward a robust case to Government for LGF investment to support our economic growth objectives. To date, we have successfully secured nearly £120m from the LGF.

As LGF is a limited pot of funding and distributed across England we must prioritise using a list of key criteria to determine which

projects should be put forward for funding. The SELEP has provided a Common Assessment Matrix which is then used to score each scheme with the aim that Government can make an informed decision when allocating funding. LTP4 Outcome 1 is targeted by the LGF as it only considers schemes that drive economic growth and cut congestion.



The DfT has also periodically launched pots of funding specifically for sustainable transport initiatives, and we will endeavour to bid for these. Our Kent Connected project has been funded in this way.

### **Innovative Funding Sources**

We will also continue to lobby for other, more innovative, sources of funding. This includes Kent receiving a fair portion of the income from the HGV Road User Levy, fuel loyalty discounts and port landing charges related to the impact of these activities in the county.

### **Local Plans and Supporting Transport Strategies**

District and borough councils have a statutory responsibility for making Local Plans. Thus, individual transport strategies that

support Local Plans should have regard for this strategic countywide LTP. By setting out our vision for transport in LTP4, KCC has a platform from which to engage these councils and help shape their Local Plans when identifying areas for potential development. Through the planning process developer contributions are sought towards infrastructure. Under Section 106 (s106) of the Town and Country Planning Act 1990, Local Planning Authorities can enter into a legally binding agreement with the landowner to pay a contribution towards infrastructure or services required to make their development acceptable in planning terms. KCC and the Local Planning Authority receive this funding to deliver infrastructure projects tied to development, for instance it may be used to support a public transport service.

The Community Infrastructure Levy (CIL) is similar in that a fixed charge is applied to specific types of development for infrastructure projects that have been defined during the establishment of the CIL Charging Scheme. Developer contributions can still be secured through s106 Agreements where a CIL Charge also applies but the two mechanisms cannot be used to fund the same infrastructure project. A Section 278 agreement (of the Highways Act 1980) is a means for a developer to make modifications to the existing highway network, typically what is required to mitigate the impact of the development.

### **Integrated Transport Programme**

For small scale transport schemes (typically under £1 million) to be allocated funding from the Integrated Transport Block (Department for Transport funding) there must be a robust system of appraisal to prioritise investment where it will have the greatest value for money. The methodology for achieving this is detailed in the Annex. A cost-benefit analysis is undertaken by scoring individual

schemes on their total impacts compared with the total cost. The cost includes a whole life approach to maintenance and factors in any external funding. The highest scoring schemes are then scrutinised to provide assurances that they will meet their objectives to achieve the LTP outcome(s), and that they can be feasibly constructed within budget and timescales.

The funding is top sliced for safety critical schemes (see Road Safety). The remaining budget is then allocated amongst the five outcomes (40% to economic growth and minimised congestion, 15% to affordable and accessible door-to-door journeys, 15% to safer travel, 15% to enhanced environment, and 15% to better health and wellbeing). This option for funding allocation is being environmentally assessed to ensure that it achieves a balanced Integrated Transport Programme (ITP).



### **Highway Maintenance and Asset Management**

We receive income from a series of Government Support Grants for specific duties we undertake, such as highway maintenance. However, Government funding allocated to KCC directly for transport has decreased and is likely to continue to do so.



## Conclusion

This fourth Local Transport Plan explains our main transport infrastructure priorities to deliver **Growth without Gridlock** in Kent. Our other funding streams, such as the Integrated Transport Programme (used to deliver small scale transport schemes) and the Crash Remedial Measures Programme (for safety-critical schemes), are a major part of our annual work to improve the highway network. The delivery programmes for these budgets and detail of the individual schemes that will receive funding are updated annually. However, these budgets are increasingly constrained and so we must carefully prioritise how we spend them. The methodology for prioritising is available in the Annexe.

Not all interventions vital for growth fall within the remit of KCC as the Local Transport and Highway Authority. A number of key projects fall under the responsibility of Highways England or Network Rail. We are therefore committed to working closely with both of these agencies to influence their future delivery programmes, and to ensure these schemes are given the highest priority for delivery.

As a Council, what we want to achieve from transport for our residents, businesses and visitors is clearly set out in the outcomes described in this LTP4. These are:

- Outcome 1: Economic growth and minimised congestion**
- Outcome 2: Affordable and accessible door-to-door journeys**
- Outcome 3: Safer travel**
- Outcome 4: Enhanced environment**
- Outcome 5: Better health and wellbeing**

From our own work, and from liaising closely with our district council partners in supporting the development of their Local Plans and, more specifically, the transport strategies needed to deliver that growth, we have built up a detailed knowledge of transport needs across the county. We will continue to build on this relationship to ensure that our transport priorities use the latest forecasts for housing and population growth. Above all, we are committed to delivering **Growth without Gridlock**.



## Strategic Environmental Assessment and Equalities Impact Assessment

This fourth Local Transport Plan has been subject to a Strategic Environmental Assessment (SEA) and Equalities Impact Assessment (EqIA). The SEA is a process to ensure that significant environmental impacts arising from policies, plans and programmes are identified, assessed, mitigated, communicated to decision makers and monitored. The SEA, non-technical summary and final Environmental Report are available alongside this plan on the [kent.gov.uk](http://kent.gov.uk) website.

An EqIA is a tool to assess the impact any policies or strategies would have on the following protected characteristics: race, age, disability, gender, gender reassignment, sexual orientation, religion or belief and carer's responsibilities. The EqIA found no significant effects on any protected characteristics as a result of this plan. However, individual schemes will be assessed for any impacts as they are designed and investigated further. The EqIA is available alongside this plan on the [kent.gov.uk](http://kent.gov.uk) website.



# Annexe – Prioritisation for the Integrated Transport Programme

## Background and overview

A robust method of appraising and prioritising local transport schemes is required to ensure that those delivered help to achieve the outcomes specified by this fourth Local Transport Plan (LTP4). The previous prioritisation methodology, developed as a result of the third Local Transport Plan (LTP3), has been updated and modified to enable Kent County Council (KCC) to generate a score for every proposed scheme, with the highest scoring schemes representing the highest value for money and contributing towards the LTP4 outcomes.

This methodology applies to schemes seeking Integrated Transport Block funding and used to form the Integrated Transport Programme (ITP). In addition to the ITP, KCC implements a Crash Remedial Measure (CRM) programme, which identifies locations where statistical data shows that an unexpectedly high number of crashes occur. If suitable, schemes are then designed and implemented aiming to prevent future crashes from following the

same pattern. More information can be found in the KCC Road Casualty Reduction Strategy. The funding for these schemes is top-sliced from the ITP budget representing the importance with which KCC views safety. CRM funding is allocated on a needs basis but KCC will endeavour to ensure a minimum of 50% of the total budget is allocated to these schemes (achieving Outcome 3: safer travel).

For the remainder of the funding forming the ITP, each proposed scheme will be assessed for the impact it achieves compared to the cost to implement and maintain it. As illustrated in Figure A4.1, at the beginning of the first financial year proposed schemes should be assessed and prioritised. The top schemes selected should form approximately 120% of the anticipated budget and then for the remainder of that year should be worked up to be deliverable in the second financial year, when the budget is formally allocated.

## Pre-assessment criteria

Schemes should be put forward from valid sources, such as Transport Strategies that support district/borough Local Plans, approvals at Joint Transportation Boards (JTB) or similar bodies, or from Member and Parish Council suggestions. This requires that some public consultation must have been carried out. Members of the public are encouraged to go through their local Parish Council

or County Council Member to gain community support; they will then be able to promote the scheme for inclusion in the ITP. They should also be at a stage where minimal additional design work is required so that a reasonable estimation of cost is available. For a scheme to be put forward for the ITP it must demonstrably achieve one or more of the outcomes from LTP4, these are:

**Outcome 1: Economic growth and minimised congestion**

**Outcome 2: Affordable and accessible door-to-door journeys**

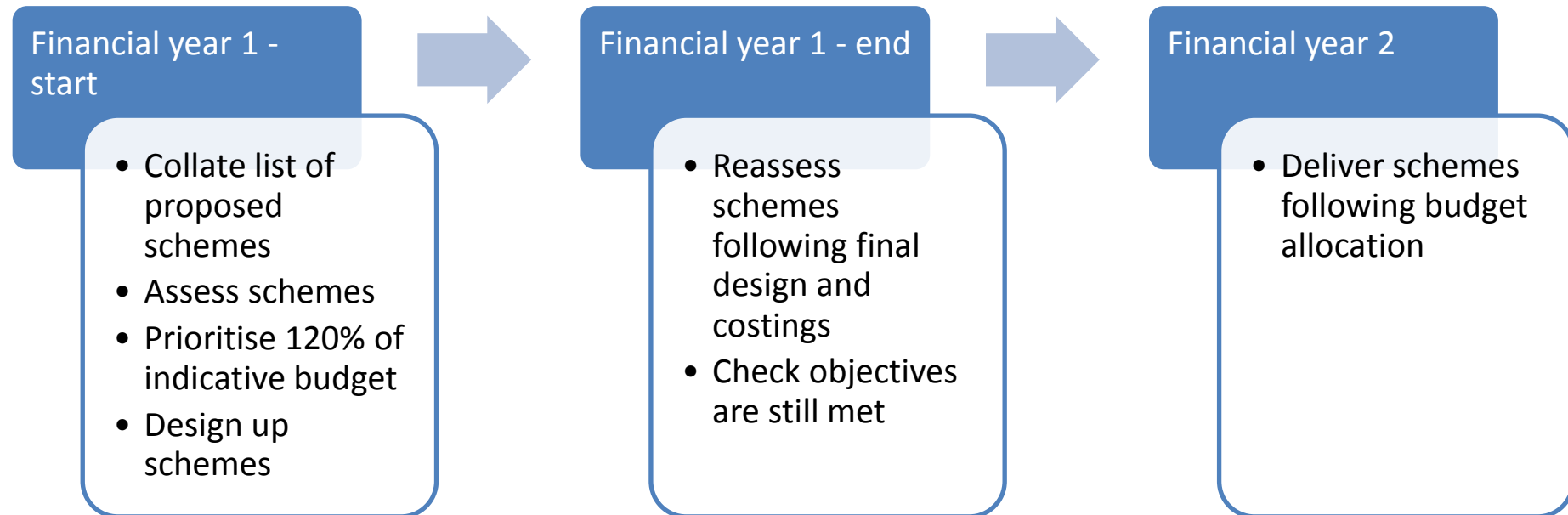
**Outcome 3: Safer travel**

**Outcome 4: Enhanced environment**

**Outcome 5: Better health and wellbeing**

However, where a request has been investigated in the last three years and rejected, and the situation has not changed significantly enough to justify reconsidering, it will not be assessed.

**Figure A4.1: ITP scheme prioritisation, design and delivery process.**



## Funding allocation

Consistent with LTP3, available funding will be allocated to the LTP4 outcomes so that the ITP is a rounded programme that targets all of KCC's outcomes. Funding will be allocated as follows:

Outcome	ITP budget allocation (once CRM budget has been top sliced)
<b>Economic growth and minimised congestion</b>	40%
<b>Affordable and accessible door-to-door journeys</b>	15%
<b>Safer travel</b>	15% (in addition to top slicing for safety critical schemes)
<b>Enhanced environment</b>	15%
<b>Better health and wellbeing</b>	15%

## Value for money assessment

The value for money assessment considers both the positive and negative effects of a scheme to produce an overall score. However, it has no mechanism to cease the progression of a scheme in the case that the scheme has some strong positive impacts (resulting in a high score) and a wide range of weakly negative impacts (reducing that score slightly). In these cases, the officers need to ensure that sufficient consultation has been conducted and, where possible, alter the scheme to mitigate negative impacts.

The first part of the process is an assessment, producing a score for the scheme. These have broadly been grouped into the five LTP4 outcomes, although it is recognised that there is some crossover. Each scheme will be assessed against each criterion regardless of which LTP4 Outcome the scheme is targeting. When assessing the scale of the impact consideration should be given to the size of the scheme, for example it would be expected that large schemes should have stronger impacts than the smaller schemes and therefore a highly significant positive impact would be required for a small scheme to be awarded 6 points.



Score:	-6	-3	0	3	6
<b><u>Outcome 1: Economic growth and minimised congestion</u></b>					
Is the scheme directly connected with delivering development?	N/A		No	Yes	Yes – with developer funding contribution
Does the scheme have impacts in one of the most deprived Lower Super Output Areas using the Index of Multiple Deprivation?	N/A		No direct impacts in one or more of Kent's 60% most deprived LSOAs	Direct impacts in one or more of Kent's 20% – 60% most deprived LSOAs	Direct impacts in one or more of Kent's 20% most deprived LSOAs
Congestion – what impact will the scheme have on congestion and journey time?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b><u>Outcome 2: Affordable and accessible door-to-door journeys</u></b>					
Accessibility – what impacts will the scheme have on access to key services (jobs, education, healthcare, etc.)?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
Connectivity – what impact will the scheme have on creating connected door-to-door journeys?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b><u>Outcome 3: Safer travel</u></b>					
Safety – are there any secondary benefits to safety (road, cycleway, footway)?	N/A – scheme should not be progressed if it has a negative impact on safety		Neutral	Positive impact	Strong positive impact
<b><u>Outcome 4: Enhanced environment</u></b>					
Sustainable travel – what impact will the scheme have on sustainable travel (e.g. modal shift)?	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact

<b>Townscape and heritage – what impacts will the scheme have on the historic and built environment (including severance)?</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Environment – what impact will the scheme have on the natural environment? Including landscape quality and considering the impact on protected landscapes, e.g. AONB.</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Outcome 5: Better health and wellbeing</b>					
<b>Air quality – what impact will the scheme have on air quality? Consider any relocation of traffic.</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Active travel – what impact will the scheme have on promoting active travel?</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Scale of impact</b>					
<b>How wide an impact will the scheme have?</b>	N/A		Localised impact – few people benefit	Wider impact – a substantial number of people benefit	Very wide impact – many people benefit

The above criteria are to be subjectively assessed to be proportionate to the scale of the schemes being promoted and to ensure that there is not a cost burden on the assessment itself.

The second part of the assessment deals with scheme deliverability, producing a deliverability score.

	-1	1	3	6
<b>Scheme endorsement</b>	N/A – scheme should not be assessed if it does not have a legitimate source	Derived from a recognised body, such as a Quality Bus Partnership, from Members or parish councils	Scheme has been to JTB and is approved	Scheme derived from an adopted strategy (including district/borough transport strategies) or has been approved by Cabinet Committee or at a similar level
<b>Scheme readiness</b>	Substantial further design and feasibility work required	Minimal additional design work required some consultation necessary.	Minimal additional design work required, no further consultation necessary	Scheme is ready to construct
<b>Is the scheme dependent on the completion of any other projects?</b>	Yes	No	N/A	

This then produces a total combined score out of a maximum of 85 points.

Next the cost of the scheme is considered. This has three elements to it: the construction costs, the whole life maintenance costs, and any external funding contribution.

Cost element	Cost
Construction cost	£
Maintenance cost (commuted sum or selection of indicative costs supplied)	£
External funding contribution (funding from budgets other than the ITP, e.g. S106 money or Combined Member Grant fund)	-£
<b>Total scheme cost</b>	<b>£</b>

A cost-benefit analysis can now be made by taking the total points scored by the scheme and dividing it by the scheme cost, producing

a simplistic “points per pound” score that demonstrates the value for money a scheme achieves. Schemes targeting each LTP4

outcome can then be sorted by the cost-benefit analysis score and the best performing schemes prioritised for delivery the coming

### **Compiling the Integrated Transport Programme**

The cost-benefit analysis does not determine the Integrated Transport Programme; rather it is a tool to guide officers. After the proposed schemes have been subjected to cost-benefit analysis they will be validated and scrutinised to ensure that a consistent

financial year.

approach to scoring has been used and that a balanced and deliverable programme is provided, for example so that schemes are not concentrated in one area. The final list will then be approved at senior management level using delegated powers.

# “You Said, We Did”

## How your views helped to shape our *Local Transport Plan 4:* *Delivering Growth without Gridlock* *(2016-2031)*



## “You Said, We Did” - How your views helped to shape our *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)*

### Why do we need a Local Transport Plan?

Kent County Council (KCC) has a statutory duty under the Local Transport Act 2008 to have a Local Transport Plan (LTP). The current Local Transport Plan 3 (2011 – 2016) needs replacing and so a new draft LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)* (LTP4), was produced. It was decided to incorporate a refresh of the 2010 document *Growth without Gridlock: A transport delivery plan for Kent* so that all of KCC’s strategic and local transport policy can be found in one document – the Local Transport Plan.

The LTP is a critical tool in supporting investment and facilitating appropriate growth, and in assisting Kent to attract investment from Government to our priority transport schemes. We have used the opportunity to take a longer term view of transport along the same timescales used to set out the county’s growth. LTP4 therefore spans the period to 2031 to align with the *Kent and Medway Growth and Infrastructure Framework (GIF)*.

Investment in transport networks is essential for unlocking development sites, relieving congestion, improving safety and enabling a shift to more sustainable modes of travel. Therefore, LTP4 sets the following ambition for Kent:

***To deliver safe and effective transport, ensuring that all Kent’s communities and businesses benefit, the environment is enhanced and economic growth is supported.***

This ambition will be realised through five overarching policies that are targeted at delivering specific outcomes:

### **Outcome 1: Economic growth and minimised congestion**

**Policy:** Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population.

### **Outcome 2: Affordable and accessible door-to-door journeys**

**Policy:** Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

### **Outcome 3: Safer travel**

**Policy:** Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.

### **Outcome 4: Enhanced environment**

**Policy:** Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.

### **Outcome 5: Better health and wellbeing**

**Policy:** Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

## Consultation

The draft LTP4 was open to public consultation from 8<sup>th</sup> August until 30<sup>th</sup> October 2016. The draft Plan was accompanied by an Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment's (SEA) Environmental Report (the full report and non-technical summary version). An online questionnaire was available to capture feedback on the draft LTP4 as well as the ability for participants to email or post comments outside of the questionnaire format. Hard copies of the plan and questionnaire were placed in all libraries, Gateways and district/borough council offices across the county. We used press releases as well as sending notification of the consultation to representative groups to increase participation. The Consultation Report explains how the consultation was undertaken and summarises the results. This can be found at: [www.kent.gov.uk/localtransportplan](http://www.kent.gov.uk/localtransportplan)

### How have you made a difference?

We asked for your views on our draft LTP4, in particular the strategy part of the document (the ambition and supporting outcomes) and our priorities for transport at strategic, countywide and local level. Your suggestions have helped us to make changes to the Plan, including strengthening the links to other KCC policies and the policies of other organisations, and making some sections clearer. We also had many suggestions for new priorities and have been able to incorporate some of those into the revised Plan.

The feedback we received from over 500 individuals and organisations was invaluable and we were pleased that many of the comments were in agreement with the draft LTP4, especially the ambition, outcomes and supporting policies. Stakeholders, including the district and borough councils, were broadly supportive of the draft LTP4 but also made a range of comments relating to their specific area of interest.

An overview of the comments and subsequent changes are set out in the table below. Your comments have directly shaped the final version of *Local Transport Plan 4: Delivering Growth without Gridlock* (2016 – 2031) and we thank you for your contribution.

You Said	We Did
----------	--------



There should be more references to London.	We have included reference to The London Plan and acknowledged the importance of London as a destination, particularly for rail commuters.
There needs to be more emphasis on sustainable transport.	We have strengthened links to existing policies, such as the Active Travel Strategy, and included the Public Rights of Way network and Sustainable Transport schemes centrally within the Plan. We have also provided more detail on the bus and rail networks.
It is unclear if the transport schemes are in a priority order, particularly the strategic schemes.	We have made it clear that they are presented in a way that links the different priorities, not in an order of importance.
'Enabling Growth in the Thames Gateway' should recognise the geography of the Thames Estuary Commission.	We have broadened the geographical scope of this page to include all districts in the Thames Estuary.
'Port Expansion' should recognise the role of other ports in the county.	We have included the Port of London, Port of Sheerness and Port of Ramsgate in this page, recognising the role of all Kent's ports.
There should be more information on bus and rail transport and how KCC will influence the services.	We have separated the strategic transport priority 'Rail and Bus Improvements' into two individual priorities to fully explain KCC's role.
You should clearly support international rail services in Kent.	We have included more support for international rail services in Kent and welcomed future opportunities for new international destinations.
There needs to be more for rural areas, particularly in relation to buses.	We have expanded the information on buses and community bus services, recognising that these may be the only alternative to the car in rural areas and the impact of an ageing population.

<p>The terms 'Kent-wide' and 'Countywide' are confusing.</p>	<p>We have removed the 'Countywide Priority' label from the 'Strategic Priorities' section but retained the identification of 'National Priorities'. This means we have been able to remove the term 'Kent-wide' and instead moved the Sustainable Transport schemes to the 'Countywide Priorities' section. Transport priorities in each district/borough have been identified as 'Local Priorities' so there is a clear distinction between 'Strategic', 'Countywide' and 'Local' levels in the Plan.</p>
<p>You should make the scale of the reductions in highway maintenance budgets clear.</p>	<p>We have stated how the scale of reductions makes an impact on service unavoidable. We have also referenced the underfunding of local transport schemes and local roads compared to national road and rail networks.</p>
<p>The aviation policy section needs updating.</p>	<p>This has been updated following the Government's announcement of a preference for a third runway at Heathrow. It also includes support for improved rail access from Kent to the London airports.</p>
<p>You should not refer to any future use on the Manston Airport site until this is determined in the planning process.</p>	<p>We have made it clearer that the future of the site is yet to be determined.</p>
<p>There needs to be more emphasis on Public Rights of Way.</p>	<p>We have included the Public Rights of Way network as a 'Countywide Priority'.</p>
<p>The map for 'Cross-District Transport Priorities' is unclear.</p>	<p>We have integrated this into the new Sustainable Transport section and instead identified the transport networks across Kent and the importance of travel within Kent, between districts/boroughs.</p>



<p>You should have more information on funding for sustainable transport.</p>	<p>We have updated the funding page to show that the Department for Transport occasionally offer specific funds for sustainable transport, and updated the cross-district priorities to clearly show how we are using funding for sustainable transport.</p>
<p>The 'District Priorities' should show they are KCC's priorities rather than the District or Borough Councils' priorities.</p>	<p>We have reworded the title on each page to be 'Transport Priorities for Sevenoaks' rather than 'Sevenoaks' Transport Priorities', and so on.</p>
<p>Some of the wording introducing each district/borough needs updating.</p>	<p>We have reviewed the wording on each page and included suggestions from the consultation, for example information on rural areas and particular transport difficulties in each district.</p>
<p>There should be more commitment to modal shift from road to rail freight.</p>	<p>We support the growth of freight on rail wherever possible but recognise the infrastructure and economic constraints to achieving this. However, we have now included reference to the proposed Howbury freight interchange.</p>
<p>There are many suggestions for new transport priorities that should be considered in the Plan at strategic, countywide and local level.</p>	<p>We have considered each of your suggestions and incorporated them into the revised LTP4 where appropriate.</p>
<p>Will the Integrated Transport Programme schemes be assessed against all criteria if they are only targeting one outcome?</p>	<p>We have made it clear that all schemes will be assessed against all criteria so all impacts are scored.</p>
<p>In the Integrated Transport Programme prioritisation methodology the environmental impact should include specific categories.</p>	<p>We have listed the landscape quality and impact on protected landscapes (such as Area of Outstanding Natural Beauty) as guidance.</p>

In the Integrated Transport Programme prioritisation methodology the air quality impact should include where any traffic is relocated by a scheme.	We have specifically listed this possible effect to make sure it's considered in the assessment.
The Plan should include reference to the Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA).	We have included a final statement in the Plan that explains what these assessments are and where they can be found.
Other things need to be considered in the Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA).	All the comments raised have been considered in updating the Equalities Impact Assessment (EqIA) and Strategic Environmental Assessment (SEA).

### For more information

- To see the full Consultation Report please visit [www.kent.gov.uk/localtransportplan](http://www.kent.gov.uk/localtransportplan)
- The final Local Transport Plan 4 is being presented to the Environment and Transport Cabinet Committee and Cabinet in March 2017, followed by adoption by County Council in summer 2017.
- If you would like to share your views in the future, you can register with our Consultation Directory. Tell us the issues you are interested in, and we will send you an e-mail notifying you when relevant consultations are launched at [www.kent.gov.uk/consultations](http://www.kent.gov.uk/consultations)

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

**This document is available in other formats, Please email  
alternativeformats@kent.gov.uk or telephone on 03000 421553 (text relay  
service 18001 03000 421553).**

**Directorate:** Growth, Environment and Transport (GET)

**Name of policy, procedure, project or service**

Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)

**What is being assessed?**

An updated Local Transport Plan.

**Responsible Owner/ Senior Officer**

Joe Ratcliffe

**Date of Initial Screening**

12/11/2015

**Date of Full EqIA:**

Version	Author	Date	Comment
1	Bhalraj Singh	12/11/2015	
2	Clive Lever	23/11/2015	Equality and Diversity Team comments supplied
3	J Hill	13/4/2016	Equality and Diversity Team comments supplied
4	Akua Agyepong	23/06/2016	Equality and Diversity Team comments supplied
5	Lucy Campbell	04/07/2016	Consultation draft
6	Nola Cooper	10/02/2017	First review following consultation revisions
7	Akua Agyepong	13/02/2017	Comments for review
8	Katie Pettitt	13/02/2017	Revised following Equality and Diversity Team comments

## Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact <b>HIGH/MEDIUM</b> <b>LOW/NONE</b> <b>UNKNOWN</b>		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age  Page 114	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes would be subjected to their own EqIA.	Yes. LTP4 commits KCC to promoting affordable, accessible and connected transport to enable access for all to jobs, education, health, and other services. This will benefit all age groups, but particularly those who are less likely to have access to a private car, such as the elderly and the young, and supports independence. Statistically, more road casualties are young men <sup>1</sup> , providing a safe road network (including through education and training) will mitigate this. Other LTP4 outcomes will also benefit all age groups.
Disability	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA.	Yes. As above, accessible transport will support independence, more notably providing wider benefits for those whose impairments prevent them from driving. Other LTP4 outcomes will also benefit those with disabilities – such as better health and wellbeing and safer travel.

<sup>1</sup> <http://www.brake.org.uk/safedrivingreports/15-facts-a-resources/facts/488-young-drivers-the-hard-facts>

<b>Gender</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Affordable and accessible transport for all will benefit specific groups, such as women with children and single mothers. Safer travel will improve opportunities for travel for women, as they are likely to use public transport more than men but drive less than men. Personal safety amongst women should improve, as they are more vulnerable when travelling at night <sup>2</sup> . Men are more likely to be road casualties and providing a safer road network (including through education) will help mitigate this.
<b>Gender identity</b>	No	None	None	No	No
<b>Race</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Certain ethnic groups are in lower than average income groups and promoting affordable travel will promote equality for them in enabling access to greater employment and education opportunities.
<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	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Women with children will benefit from improved accessibility connectivity within transport, as well as it being more affordable.
<b>Marriage and Civil Partnerships</b>	No	None	None	No	No

<sup>2</sup> <http://content.tfl.gov.uk/women.pdf>



<b>Carer's responsibilities</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Safer, affordable, accessible and connected travel will promote equality for this group. In some instances, those who they care for may benefit, particularly for people needing to travel by bus through the Kent companion bus pass scheme. Schemes to ease congestion will make travelling between clients more reliable in terms of journey time.
---------------------------------	----	--------	------	---	--

## PART 1: INITIAL SCREENING

**Proportionality** – From the Risk Matrix which has been completed above, the initial screen suggests that the potential for a negative impact on certain protected characteristics as a result of the implementation of the Local transport plan update delivery plan document is low.

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

### Context

The document is the successor to Local transport Plan 3, which was due to expire at the end of 2016. The new *Local Transport Plan 4: Delivering Growth without Gridlock* (LTP4) also incorporates the 2010 document *Growth without Gridlock: A Transport Delivery Plan for Kent*, which acted as a lobbying document to the government for infrastructure improvements. Therefore, LTP4 is both a policy document and sets KCC’s priorities for transport at strategic, countywide and local levels. LTP4 has five outcomes for transport supported by five policies that have been based on the Government’s National Transport Goals as set out in the 2009 guidance for Local Transport Plans.

It has been made clear within LTP4 that all schemes listed as a priority will undergo their own Equality Impact Assessment (and likewise environmental assessments, as well as planning, etc.) as the schemes are progressed.

### Aims and Objectives

The key ambition of LTP4 is “To deliver safe and effective transport, ensuring that all Kent’s communities and businesses benefit, the environment is enhanced and economic growth is supported.” This is so as to facilitate the safe transport of people and goods within and through Kent, providing a transport network of all modes, which enables access to the best employment, education, retail, leisure and health services in the county. This ambition will be realised through five overarching policies that are targeted at delivering specific outcomes:

#### Outcome 1: Economic growth and minimised congestion

**Policy:** Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population

#### Outcome 2: Affordable and accessible door-to-door journeys

**Policy:** Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.

**Outcome 3: Safer travel**

**Policy:** Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.

**Outcome 4: Enhanced Environment**

**Policy:** Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.

**Outcome 5: Better health and wellbeing**

**Policy:** Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.

**Beneficiaries**

The delivery of the outcomes outlined in LTP4 will generally have a positive impact for all Kent residents, commercial operations and also tourists as transport network improvements will improve their experience of Kent. The delivery of improved transport infrastructure and public transport will increase accessibility to key services, jobs and education. The schemes will also support economic growth in the county by unlocking housing and commercial development allowing for job creation in Kent. This will be particularly beneficial to resident within East Kent where particularly high unemployment rates occur. Overall, carrying out the screening grid has identified that a number of groups will benefit from the aims of the policy. For example, it is clear that individuals with less access to a private car (such as the elderly and young people) will benefit from promotion of modes of transport that are different from a car in terms of affordability and accessibility. Those residents who are unable to drive (such as those with a disability), will benefit from improved travel options and this will also benefit carers across Kent. Due to the nature of their travels and independence from a car, women will also gain from affordable and improvement transport. Some of the benefits will be greater within some protected characteristic groups due to their greater use of certain transport systems.

**Information and Data**

As of 2014, the current estimated population for Kent is 1,510,400<sup>3</sup>. Going forward the population growth for Kent is expected to rise due to natural increase (more births than deaths) and addition more people moving into Kent than leaving. Analysis of 2011 census data about equality and diversity in Kent has been undertaken to better understand the demographics of the Kent population and the impact the Local Transport Plan will have. Focus has been made on groups that tend to rely on public transport, with the access of a car being limited.

---

<sup>3</sup> <http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent/population-and-census>

Equality and diversity data from 2011<sup>4</sup> shows that:

- Kent has an ageing population, as estimates indicate the number of 65+ year olds is forecast to increase by 55% between 2013 – 2033, however the proportion of population aged under 65 is only forecasted to increase by 6.9%.
- There are more female residents in Kent than male. In 2014, this equated to 51% and 49% (770,300 females and 740,100 males).
- 93.7% of Kent residents are white, compared to 6.3% BME residents.
- The 2011 office labour market statistics census data for Kent has the following statistics<sup>5</sup>:
  - A. The number of males and females (16+ ) owning a car or van, or having access to these within households, (including company vehicles that are available for private use): 91% of males vs 88% of females.
  - B. The car or van availability by gender and for those who consider they have a long-term health problem or disability: 86% of males vs 83% of females.
  - C. The number of females (16+) with a disability of which there are no cars or vans in the household: 17% compared to 12% of males.
- KCC Road Casualties in Kent (Annual Review 2014)<sup>6</sup> – there was an increase in the number of people killed or seriously injured (KSI) compared to 2013 of 11% (594 KSIs increasing to 658 KSIs).
- Casualty data for Kent roads between 2012-2014, shows there are generally more male casualties than females across all age groups<sup>7</sup>:
  - A. 0-16, there were 1,861 casualties of which 57% were male and 43% female.
  - B. 17-24, there were 4,126 casualties of which 58% were male and 42% were female.
  - C. 25-64, there was a total of 10,029 casualties, which is the largest out of all age sets of which 58% were male and 42% female.
- According to the Kent Public Health Observatory,<sup>8</sup> the percentage of adults in Kent currently classed as physically inactive is 28.1%. Currently 56.3% of the adult population meet the physical activity guidelines of 150mins per week to improve or maintain health.
- In addition, the Kent Joint Strategic Needs Assessment (Kent JSNA) showed that obesity is at 64.6%, which translates into 771,476 individuals who are 16+. This is particularly relevant as one of the outcomes of LTP4 is

---

<sup>4</sup> <http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent/equality-and-diversity-data>

<sup>5</sup> DC3407EW - Long-term health problem or disability by car or van availability by sex by age  
<https://www.nomisweb.co.uk/census/2011/dc3407ew>

<sup>6</sup> [http://www.kent.gov.uk/\\_\\_data/assets/pdf\\_file/0020/11819/Personal-injury-crashes-in-Kent.pdf](http://www.kent.gov.uk/__data/assets/pdf_file/0020/11819/Personal-injury-crashes-in-Kent.pdf)

<sup>7</sup> Transport Intelligence Team: Casualty data 2012-2014 against age and gender

<sup>8</sup> <http://www.kpho.org.uk/joint-strategic-needs-assessment/jsna-behaviour-and-lifestyle/jsna-physical-activity>

to provide and promote active travel choices, therefore, helping to tackle a national issue.

- The ONS 2011 Census Analysis - Method of Travel to Work in England and Wales Report<sup>9</sup> - found that in the South East 66.8% use road vehicles as a method of travelling to work, however only 12.1% use public transport and 13.9% choose to walk or cycle.
- Using the ONS 2011 Census to break down method of travel to work by age (Age 16 – 65+) and gender shows in Kent that<sup>10</sup>:
  - A. 14% of females travel to work using active travel compared to 10% of males in the county choosing to travel by bicycle or foot, thereby males will further benefit from outcome five of the policy as it's promoting active travel.
  - B. 13% of males choose to travel by rail, bus, minibus or coach. The female population comes out slightly lower with 12%.
  - C. 62% of males either use a car or van to travel to work or are a passenger. The number of females under the same criteria comes to 63%. This data is particularly relevant bearing in mind the Local Transport Plan promotes improvements to road journeys and public transport, but also the cycleway network.
- For 2015-2016, September Quarter 2 the number of<sup>11</sup>:
  - Older person's bus passes were 266,949
  - Disabled person's bus passes were 20,312
  - Disabled Person companion bus passes were 5,133
- According to a study conducted by Transport for London (TfL)<sup>12</sup>, women are more likely to travel with buggies than men. This can therefore affect transport choices and so women may choose to travel by public transport to and from Kent. In addition, women tend to be more concerned than men about their personal safety are when travelling after dark. This could be relevant to Kent as some female Kent residents may choose to commute to London for work or simply may want to travel into London for leisure purposes.
- According to a study conducted by Transport for London (TfL)<sup>13</sup>, BME individuals are more likely to use buses than white individuals (although they are less likely to travel by bicycle). In addition they are more likely to express concerns for their safety and more likely to be injured in road accidents.

## **Involvement and Engagement**

As part of a pre-consultation exercise, the Transport Strategy Team liaised and consulted with various officers across KCC, such as Education, Highways, Transportation and Waste in order to get their views about the proposed Local

---

<sup>9</sup> [http://www.ons.gov.uk/ons/dcp171766\\_299766.pdf](http://www.ons.gov.uk/ons/dcp171766_299766.pdf)

<sup>10</sup> DC7101EWla - Method of travel to work (2001 specification) by sex by age  
<https://www.nomisweb.co.uk/census/2011/dc7101ewla>

<sup>11</sup> Revenue and Capital Budget Monitoring for 2015-2016, Quarter 2 paper. Page 136

<sup>12</sup> <http://content.tfl.gov.uk/women.pdf>

<sup>13</sup> <http://content.tfl.gov.uk/BAME-summary.pdf>



Transport Plan. Alongside this, an informal Member Task and Finish Group was set up, which consisted of one representative from each political party sitting on the Environment and Transport Cabinet Committee. District councils were extensively consulted regarding their own transport priorities and the presentation of information on their specific areas. In addition, the views of the Kent and Medway Economic Partnership (KMEP) were taken into account. KMEP is a federated area of the South East Local Enterprise Partnership (SELEP) consisting of district council, local business, and local educational representatives designed to drive forward economic growth.

The final draft of LTP4 was available for public consultation for a twelve-week period between Monday 8<sup>th</sup> August and Sunday 30<sup>th</sup> October 2016. During this period, a range of stakeholder groups were invited to respond to the consultation, including voluntary and community organisations such as Ashford Youth Hub, Dartford BME Community, Polish Association in Kent, and Royal National Institute for the Blind.

The consultation sought to gather the views and opinions of a range of stakeholders on the draft Local Transport Plan 4, including whether they agree with the priorities or think additional priorities should be included, and whether they have any comments on the EqIA and SEA.

### **Consultation Feedback**

The consultation asked for feedback on the content of the draft LTP, including views on the proposed Ambition, Outcomes, Supporting Policies and transport priorities for the county. Overall, the consultation received over 500 responses.

The consultation responses showed general agreement with the draft LTP4, particularly the strategy parts of the document. The named transport priorities in the plan at all levels (strategic, Kent-wide and district) received a mix of responses but nevertheless there was a greater extent of agreement than disagreement. A number of amendments were also proposed by stakeholders including the district councils.

Following the close of the consultation, responses were reviewed and considered, with appropriate amendments made to the LTP4. A final version of LTP4 will be submitted to Environment and Transport Cabinet Committee and Cabinet in March 2017, and then full County Council for adoption in July 2017. A full summary of the amendments can be found in the “You Said, We Did” document accompanying LTP4 but the key changes are:

- The strategic priorities map has been updated so the bifurcation of the M2/A2 and M20/A20 is clearer and the labels match the revisions later on in the document.
- The supporting policy for Outcome 5 (Better health and wellbeing) has been changed to include a commitment to “provide”, as well as “promote”, active travel choices in line with the Active Travel Strategy.

- The splitting of the previous priority “Rail and Bus Improvements” into two separate priorities, one for rail and one for bus. Many respondents wanted more information on both the rail and bus networks and felt more emphasis on public transport provision was needed.
- The ‘Enabling Growth in the Thames Gateway’ has been amended to reflect the geography of the Thames Estuary Commission, including the whole of the north Kent coast.
- The cross-district priorities were previously displayed on a map but the consultation showed that the public did not fully understand what the schemes were without a description. Separately, respondents felt that there was a general lack of sustainable transport schemes in the draft LTP4. These cross-district priorities are targeted at sustainable transport and include initiatives to encourage modal shift. Therefore, they have been moved to a new section on Sustainable Transport in the ‘Countywide Priorities’ section. Additionally, a section has been added to explain the importance of travel within Kent and the schemes that will deliver benefits across district boundaries.
- The transport priorities section in the consultation draft was divided into ‘Strategic’, ‘Kent-wide’ and ‘District’ level schemes. In the consultation respondents questioned whether these were in a priority order, and the use of the term ‘Kent-wide’ for priorities such as highway maintenance was confusing when also categorising some of the strategic priorities as ‘countywide’. Consequently, in this section the first page has been amended to introduce the three geographical levels of transport priorities (which are now called ‘Strategic’, ‘Countywide’ and ‘Local’) Some of the ‘Strategic’ priorities have also been highlighted as being of national importance, reflecting feedback from key stakeholders including the Port of Dover.
- A new section on Public Rights of Way has been added as a countywide priority. This was requested in the consultation and now the links between highways, Public Rights of Way, public transport and active travel are better reflected.
- There were many suggestions for new priorities, which have all have been considered. Potential schemes that are feasible have been added to the district maps.
- A new section has been added to signpost the Strategic Environmental Assessment and Equalities Impact Assessment to explain what they are.

This EqIA has been reviewed and updated following the feedback received during the consultation and taking into account the changes made to LTP4.

### **Feedback on the EqIA from the consultation**

The consultation included a question asking for views and comments on the draft EqIA. A total of 26% of respondents gave a view on the EqIA, and much of

the feedback was regarding the principle of the assessment. This includes positive comments, such as one Sevenoaks district resident stating:

*“An excellent document, which in my opinion addresses all of the issues.”*

Comments relating to specific protected characteristics included that:

- Paid carers are increasingly unable to get to their clients owing to traffic congestion.
- Air pollution disproportionately impacts on the health of residents in the lower socio-economic bands/children/pregnancy.
- More consideration needs to be given to those without access to the private car.
- Cycling is the most viable alternative to the car, and requires more recognition in the EqIA.

There were also concerns about issues such as pavement parking, disabled access to railway stations, and footway maintenance. Following these comments, and similar comments received elsewhere in the consultation, it was deemed appropriate to strengthen commitments in LTP4 to active travel, and make clear reference to the ‘Access for All’ programme that facilitates disabled access at railway stations.

LTP4 has taken a holistic approach to transport in Kent and so whilst there is an emphasis on economic growth there is also a commitment to promote affordable and accessible transport, as well as providing opportunities for active travel. LTP4 commits to ensuring the required assessments, including EqIA and environmental assessments, are completed for each scheme as they progress. This will ensure that assessment of impacts on protected characteristics occurs when the scheme is at an appropriate level of development. It is in this way that the impacts commented on in the consultation will be mitigated. Likewise, any changes to daughter documents of LTP4 (such as footway resurfacing policy) would have an EqIA too.

## **Initial Screening**

### **Potential Impact**

After completing an initial assessment, it was clear the new Local Transport Plan and its infrastructure proposals will have an impact on Kent Residents.

### **Adverse Impact:**

After completing the initial screening grid, it indicated that LTP4 will not have a significant negative impact on any of the protected characteristics. As stated earlier, individual schemes (example two of the strategic priorities in the Plan are a new Lower Thames Crossing and solution to Operation Stack) will be subject to an individual Equalities Impact Assessment as the schemes are developed and taken forward for delivery to ensure that no protected characteristics are adversely impacted.

The consultation was tailored to ensure that a range of people with protected characteristics, and groups representing them, had the consultation specifically promoted to them. This is so we could take their views into account and revise

LTP4 and this EqlA accordingly. KCC's Inclusive Communication Policy was followed so that those members of the public that have a disability, for example visual impairments or learning disabilities, were able to access the information in alternative formats.

**Positive Impact:**

The objectives and aims of LTP4 through the delivery of schemes will promote a better quality life for all residents in Kent by providing a transport network of all modes that enables access to jobs and services within the county. Therefore, it will benefit the overall needs of residents within Kent.

The older generation and families with younger children tend to rely on public transport, and therefore will benefit from more affordable and accessible transport solutions (bus and rail) that will enable them to enjoy their journeys throughout Kent, for example through accessing jobs and education services. The provision and promotion of active travel choices will potentially benefit all residents' health and well-being, but equally reducing congestion and pollution will benefit road users. Disabled people, who rely on public transport, will also be a beneficiary.

## **JUDGEMENT**

**Option 2 Full EqlA**

The revised LTP4 will be adopted in July 2017 by County Council, subject to comments by Environment and Transport Cabinet Committee and Cabinet in March 2017.

**Action Plan**

This EqlA assesses the impact of LTP4 in its own right. EqlAs have not been completed for the individual schemes detailed within LTP4 but will be carried out as those schemes progress towards delivery, ensuring that they are at an appropriate stage of development so that an EqlA is meaningful and changes can be made to the design in response to the assessment. Likewise, any changes to existing policies that sit below LTP4 and aid its delivery (such as the Freight Action Plan) will be subject to their own EqlA.

The Action Plan (see overleaf) addresses how to meet the needs of protected characteristic groups during the lifetime of LTP4.

Protected Characteristic	Observations made	Action to be taken	Expected outcomes	Owner	Time Scales	Cost Implications
Age	<ul style="list-style-type: none"> <li>• Kent has an ageing population.</li> <li>• Older Kent residents are: less mobile; less likely to use independent travel; have greater concerns with safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the elderly and young can access future consultations.</li> <li>• Ensure there are alternative formats of new transport information.</li> <li>• Include design features for those with limited mobility (e.g. dropped curbs).</li> <li>• Include design features for those with safety concerns (e.g. well-lit pedestrian paths).</li> </ul>	<p>The LTP's five outcomes deliver a net benefit for all members of the community:</p> <p>Outcome 1) Economic growth and minimised congestion</p> <p>Outcome 2: Affordable and accessible door-to-door journeys</p> <p>Outcome 3: Safer travel</p> <p>Outcome 4: Enhanced Environment</p> <p>Outcome 5: Better health and wellbeing</p>	<p>Director of Highways, Transportation and Waste – Roger Wilkin</p> <p>Director of Environment, Planning and Enforcement – Katie Stewart</p>	Ongoing	Will vary dependent on the individual scheme or policy.
Disability	<ul style="list-style-type: none"> <li>• Disabled Kent residents are: less mobile; less likely to use independent travel.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the disabled can access future consultations and developments</li> <li>• Ensure there are alternative formats of</li> </ul>				



		<p>new transport information</p> <ul style="list-style-type: none"> <li>• Include design features for those with limited mobility (e.g. dropped curbs)</li> <li>• Work with other transport operators to ensure they accommodate disabled users. For example, in January 2017, the Supreme Court ruled that bus drivers must try to persuade other passengers to make room for wheelchair users<sup>14</sup>.</li> </ul>	All schemes and policies are expected to have regard to achieving these outcomes.			
Race	<ul style="list-style-type: none"> <li>• BME Kent residents are more likely to: be dependent on public transport</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure BME communities can access future consultations and developments</li> </ul>				

<sup>14</sup> <https://www.theguardian.com/society/2017/jan/18/court-backs-wheelchair-user-who-was-stopped-from-boarding-bus-yorkshire-leeds>

	<p>systems; be concerned with safety.</p>	<ul style="list-style-type: none"> <li>• Ensure there are alternative formats of new transport information (including other languages)</li> </ul>				
Gender	<ul style="list-style-type: none"> <li>• Female residents are: less likely to use independent travel by car; be concerned with safety; make journeys with additional dependents; have multiple stages to their journeys.</li> <li>• Male residents are more likely to suffer injuries or fatalities in a car accident; statistically undertake longer journeys.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all genders can access future consultations and developments</li> <li>• Ensure alternative formats of new transport information</li> <li>• Include design for those with safety concerns (e.g. well-lit pedestrian paths)</li> </ul>				

## **Monitoring and Review**

This EqlA has been reviewed and updated following the public consultation. The Local Transport Act 2008 affords Local Transport Authorities (including KCC) the ability to review their Local Transport Plans when deemed necessary, rather than the strict 5-year periods as previously specified. Therefore, if it is appropriate to update or revise LTP4 during the time period 2016 – 2031 this EqlA will also be reviewed and updated.

## **Sign Off**

I have noted the content of the Equality Impact Assessment and agree the actions to mitigate the potential adverse impacts that have been identified.

### ***Senior Officer***

Signed: 

Name: Joseph Ratcliffe

Job Title: Transport Strategy Manager

Date: 14 February 2016

### **Head of Service**

Signed: 

Name: Tom Marchant

Job Title: Head of Strategic Planning & Policy Date: 14 February 2017

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

To: Environment and Transport Cabinet Committee – 13 March 2017

Subject: **Highways and Transportation schemes funded through Local Growth Fund, Round Three**

**Key Decision 17/00025**Classification: **Unrestricted****Past Pathway of Paper:** N/A**Future Pathway of Paper:** For Cabinet Member Decision**Electoral Division:** Canterbury City South West, Dartford East, Dartford North East, Dartford West, Sheerness, Sheppey, Wilmington.

**Summary:** In January 2017 the Government announced an allocation of £102m of local growth funding for the South East Local Enterprise Partnership for the delivery of a range of transport and business support related schemes. The Growth deal (Round 3) included the allocation of funding for Dartford Town Centre, A2500 Lower Road, Isle of Sheppey and A2/A28 Coast bound off slip, Canterbury schemes following the submission of outline business cases for each scheme to SELEP (<http://www.southeastlep.com/growth-deal>).

**Recommendation(s):**

Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment & Transport to give approval to take the schemes listed below through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts as indicated on the proposed decision sheet attached in Appendix A.

- a) Dartford Town Centre improvements scheme, in drg. No. 4300378/000;
- b) A2500 Lower Road improvement scheme, in drg No. 43000416/000/06;
- c) A2/A28 Coast bound off-slip, Wincheap scheme, in drg. No. 5269/GA01

and specifically to:

- i) give approval to the progress the design of the schemes for development control and land charge disclosures;
- ii) give approval to progress all statutory approvals or consents required for the schemes;
- iii) give approval to carry out consultation on the schemes;

iv) give approval to enter into Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and

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

## 1. Introduction

- 1.1 In the Growth Deal announcements in July 2014 (Round One) and January 2015 (Round Two), the Government allocated £482 million from the Local Growth Fund to capital projects across the South East Local Enterprise Partnership (SELEP) area.
- 1.2 In January 2017, a further Growth Deal Extension was announced by Government following a SELEP Local Growth Fund Round Three submission.
- 1.3 In total, through the three rounds, £104m Local Growth Fund has been allocated towards the delivery of 25 Highways and Transportation projects in Kent.
- 1.4 An additional £24m has been allocated through the Local Growth Fund to deliver 6 non-transport schemes in Kent.
- 1.5 The Growth Deal extension (Round 3) included the allocation of funding for Dartford Town Centre, A2500 Lower Road, Isle of Sheppey and A2/A28 Coast bound off slip, Canterbury schemes following the submission of outline business cases for each scheme to SELEP (<http://www.southeastlep.com/growth-deal>).
- 1.6 Through the Service Level Agreement with Essex County Council as the Accountable Body for SELEP, Kent County Council is responsible for the programme management of all Local Growth Fund projects in Kent. There are, however, specific projects for which third party organisations are responsible for delivery.
- 1.7 This report provides an overview of the project and recommendations for the required decisions to allow the 3 Kent Transport schemes to be progressed:
  - Dartford Town Centre improvements
  - A2500 Lower Road improvements, Isle of Sheppey
  - A2/A28 Coast bound off-slip, Wincheap, Canterbury
- 1.8 Where plans are available these are shown at **Appendix B**

## 2 Dartford Town Centre

- 2.1 The Dartford Town Centre scheme is a £12m (£4.3m LGF) project to be delivered between 2017/18 and 2020/2021. The scheme is being developed in partnership with Dartford Borough Council.



2.2 £4.3m Local Growth Fund has been provisionally allocated to the project, subject to the approval of a full business case by the SELEP Accountability Board. The remaining funding is provided by the STIPs Programme (£7.7m)

2.3 The bid forms part of a wider programme of work aimed at improving Dartford town centre through the funding of a range of transport/public realm improvements.

2.4 The proposed package comprises the following:

**2.4.1 Market Street (A226) incorporating Market Place and link through to High Street.** This is a wide road forming part of the town centre ring road and incorporating bus stands. It has a poor, confusing layout for both vehicular traffic, cyclists and pedestrians and it acts as a barrier to pedestrian movement between the High Street and Central Park. Reduced bus use on this stretch of road provides the opportunity to reduce road space, create a more pedestrian-friendly environment and introduce more activity through the creation of a 'market square'. The poor layout also results in unnecessary traffic and bus delays.

**2.4.2 Hythe Street/Westgate Street junction.** This junction has the potential to be the main walking route from the station to the High Street, linking both the Station Mound and Hythe Street major development sites. Currently, it poorly serves cars, buses, pedestrians and cyclists. The project will reconfigure the junction and make public realm improvements.

### **3 A2500 Lower Road, Isle of Sheppey**

3.1 The A2500 Lower Road scheme is a £1.805m (£1.265m LGF) project to be delivered between 2017/18 and 2019/2020. The scheme is being developed in partnership with Swale Borough Council.

3.2 £1.265m Local Growth Fund has been provisionally allocated to the project, subject to the approval of a full business case by the SELEP Accountability Board. The remaining funding is provided by developer contributions (£540k)

3.3 The A2500 Lower Road improvements project will realign and improve the capacity of the A2500 Lower Road/Barton Hill Junction. This junction is currently a pinch point on the principal 'A' road that serves the Isle of Sheppey from its connection with the Strategic Road Network. There are already congestion issues at this junction and as such, the junction is acting as a barrier to the delivery of new housing at specific residential sites.

3.4 To remove the constraint, the current signal controlled junction will be replaced by a 3-arm roundabout at Lower Road/Barton Hill Drive.

### **4 A2/A28 Coast bound off-slip, Wincheap, Canterbury**

4.1 The A2/A28 Coast bound off-slip scheme is a £8.8m (£4.4m LGF) project to be delivered between 2017/18 and 2020/2021. The scheme is being developed in partnership with Canterbury City Council and Highways England and is one part of the Wincheap Capacity Improvement Masterplan

- 4.2 £4.4m Local Growth Fund has been provisionally allocated to the project, subject to the approval of a full business case by the SELEP Accountability Board.
- 4.3 The scheme will deliver an off-slip in the coastbound direction of the A2, creating a 'full movements' junction to improve accessibility to Canterbury City Centre, retail and residential areas. Furthermore, the project is identified by Canterbury City Council as a required scheme to facilitate commercial and residential development in South West Canterbury. The project will also reduce congestion along the Canterbury Ring Road system which is currently used to gain access to the city centre and Wincheap Park and Ride site.

## **5 Financial Implications**

- 5.1 It has been agreed with Government that SELEP and therefore Kent County Council will receive Local Growth Fund in quarterly instalments in advance in accordance with the scheme spending profiles, subject to completion of a Transport Business Case for each project and the approval of the project by SELEP Accountability Board.
- 5.2 The Service Level Agreement between the SELEP Accountable Body (Essex County Council) and Kent County Council transfers responsibility for the delivery of the LGF projects in Kent to the Council.
- 5.3 Any match funding will be secured through a legal agreement to be signed by the contributors and the County Council.
- 5.4 An agreement will be developed for those schemes to be delivered by third parties to transfer the conditions of LGF spend and project management responsibility to them. This will include updating Kent County Council with regular reporting on project progress and spend.
- 5.5 It is anticipated that the Transport Business Cases for these schemes will be considered at future meetings of the SELEP Board in 2017/18.

## **6 Policy Framework**

- 6.1 The delivery of the Dartford Town Centre, A2500 Lower Road and A2/A28 Coast bound off slip schemes will support the Council in meeting its Strategic Outcome for "Kent Communities to feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life". This will be achieved through the projects supporting continued operation of key transport infrastructure which is vital to the Kent and national economies as well as helping support growth by enabling new residential and commercial development.
- 6.2 The schemes are also included as priorities within the draft Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031, which highlights how investment in these infrastructure projects is vital to boost Kent's economy and support a growing population.

6.3 The schemes are covered in the HT&W Divisional Level Business Plan 2016-17 under Key Outcomes:

- Improved growth and economic prosperity through having an efficient highway and transport infrastructure.
- People in Kent are able to travel safely, efficiently and pleasantly to employment, education, social and cultural opportunities.

## 7 Conclusions

7.1 The Dartford Town Centre, A2500 Lower Road and A2/A28 Coast bound off slip schemes are important projects in supporting economic growth, whilst providing additional highway capacity, improving accessibility and reducing congestion. The allocation of Round Three Local Growth Fund to these projects is welcomed in supporting the continued growth in Kent. The programme will be challenging but some preliminary work has already been undertaken on these schemes and there is confidence that the delivery dates for these schemes can be met.

## 8. Recommendation(s):

Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment & Transport is asked to give approval to take the schemes listed below through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts.

- a) Dartford Town Centre improvements scheme, in drg. No. 4300378/000;
- b) A2500 Lower Road improvement scheme, in drg No. 43000416/000/06;
- c) A2/A28 Coast bound off-slip, Wincheap scheme, in drg. No. 5269/GA01

and specifically to:

- i) give approval to the progress the design of the schemes for development control and land charge disclosures;
- ii) give approval to progress all statutory approvals or consents required for the schemes;
- iii) give approval to carry out consultation on the schemes;
- iv) give approval to enter into Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and
- v) give approval to enter into construction contracts as necessary for the delivery of the schemes subject to the approval of the Procurement Board to the recommended procurement strategy.

## 8. Background Documents

Appendix A – Proposed Record of Decision

## Appendix B – Scheme Drawings

### **9. Contact details**

Report Author:

Tim Read

Head of Transportation, Highways, Transportation & Waste

03000 410236

[tim.read@kent.gov.uk](mailto:tim.read@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 TAKEN BY

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

### DECISION NO:

17/00025

### For publication

### Key decision\*

Yes – Expenditure over £1m

### Subject: Local Growth Fund Round 3 Schemes

#### Decision:

As Cabinet Member for Environment & Transport, I agree to give approval to take the schemes listed below through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts.

- a) Dartford Town Centre improvements scheme, in drg. No. 4300378/000;
- b) A2500 Lower Road improvement scheme, in drg No. 43000416/000/06;
- c) A2/A28 Coast bound off-slip, Wincheap scheme, in drg. No. 5269/GA01

#### Specifically to:

- i) give approval to the progress the design of the schemes for development control and land charge disclosures;
- ii) give approval to progress all statutory approvals or consents required for the schemes;
- iii) give approval to carry out consultation on the schemes;
- iv) give approval to enter into Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and
- v) give approval to enter into construction contracts as necessary for the delivery of the schemes subject to the approval of the Procurement Board to the recommended procurement strategy.

#### Reason(s) for decision:

In the Growth Deal announcements in July 2014 (Round One) and January 2015 (Round Two), the Government allocated £482 million from the Local Growth Fund to capital projects across the South East Local Enterprise Partnership (SELEP) area. In January 2017, a further Growth Deal Extension was announced by Government following a SELEP Local Growth Fund Round Three submission. In total, through the three rounds, £104m Local Growth Fund has been allocated towards the delivery of 25 Highways and Transportation projects in Kent.. An additional £24m has been allocated through the Local Growth Fund to deliver 6 non-transport schemes in Kent.

#### Financial Implications

It has been agreed with Government that SELEP and therefore Kent County Council will receive Local Growth Fund in quarterly instalments in advance in accordance with the scheme spending profiles, subject to completion of a Transport Business Case for each project and the approval of the project by SELEP Accountability Board.



The Service Level Agreement between the SELEP Accountable Body (Essex County Council) and Kent County Council transfers responsibility for the delivery of the LGF projects in Kent to the Council.

The match funding has been secured from other local government programmes, and developer contributions as set out above in the respective scheme paragraphs. This match funding will be secured through a legal agreement to be signed by the contributors and the County Council.

**Governance**

All schemes will be delivered in line with the current governance arrangements under the Local Growth Fund (KCC and SELEP). Therefore each scheme will carry out necessary consultation and equality impact assessments as part of the scheme progression.

**Cabinet Committee recommendations and other consultation:**

**Any alternatives considered:**

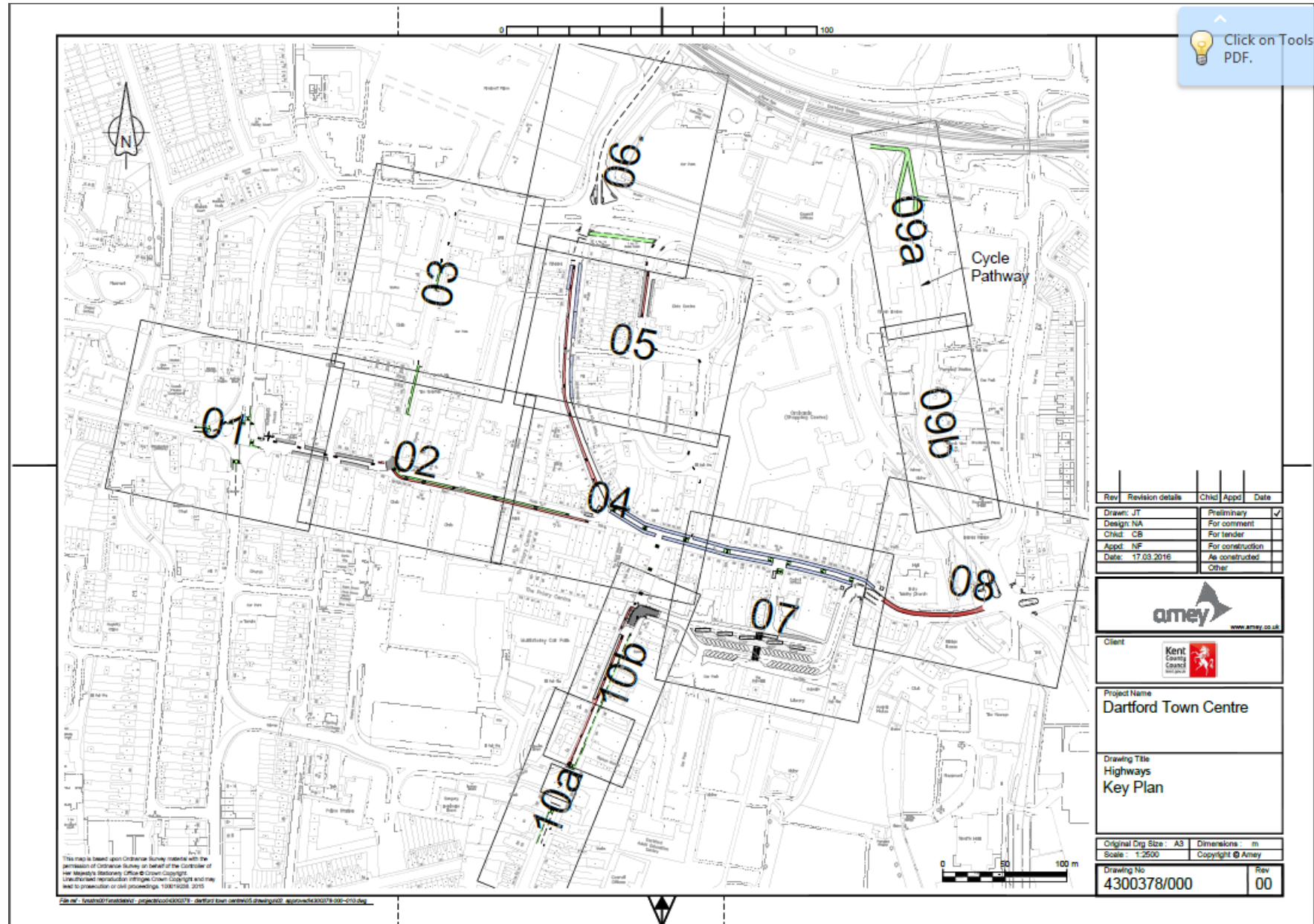
**Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:**

.....  
signed

.....  
date

Name:

Drawing 4300378/000: Dartford Town Centre Improvement Scheme



Click on Tools PDF.

Rev	Revision details	Chkd	Appd	Date
Drawn: JT			Preliminary	✓
Design: NA			For comment	
Chkd: CB			For tender	
Appd: NF			For construction	
Date: 17.03.2016			As constructed	
			Other	

amey  
www.amey.co.uk

Client  
Kent County Council

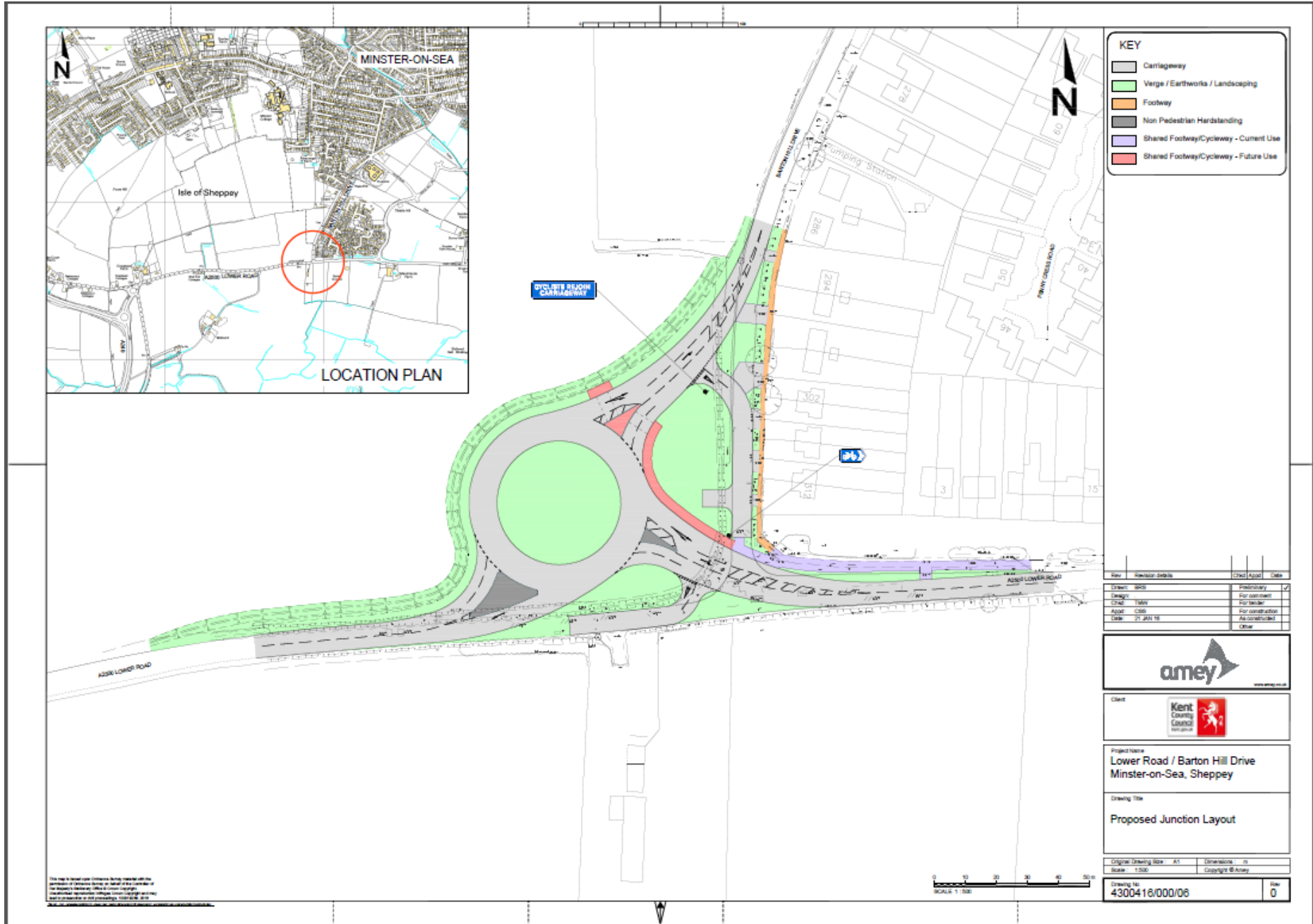
Project Name  
**Dartford Town Centre**

Drawing Title  
**Highways Key Plan**

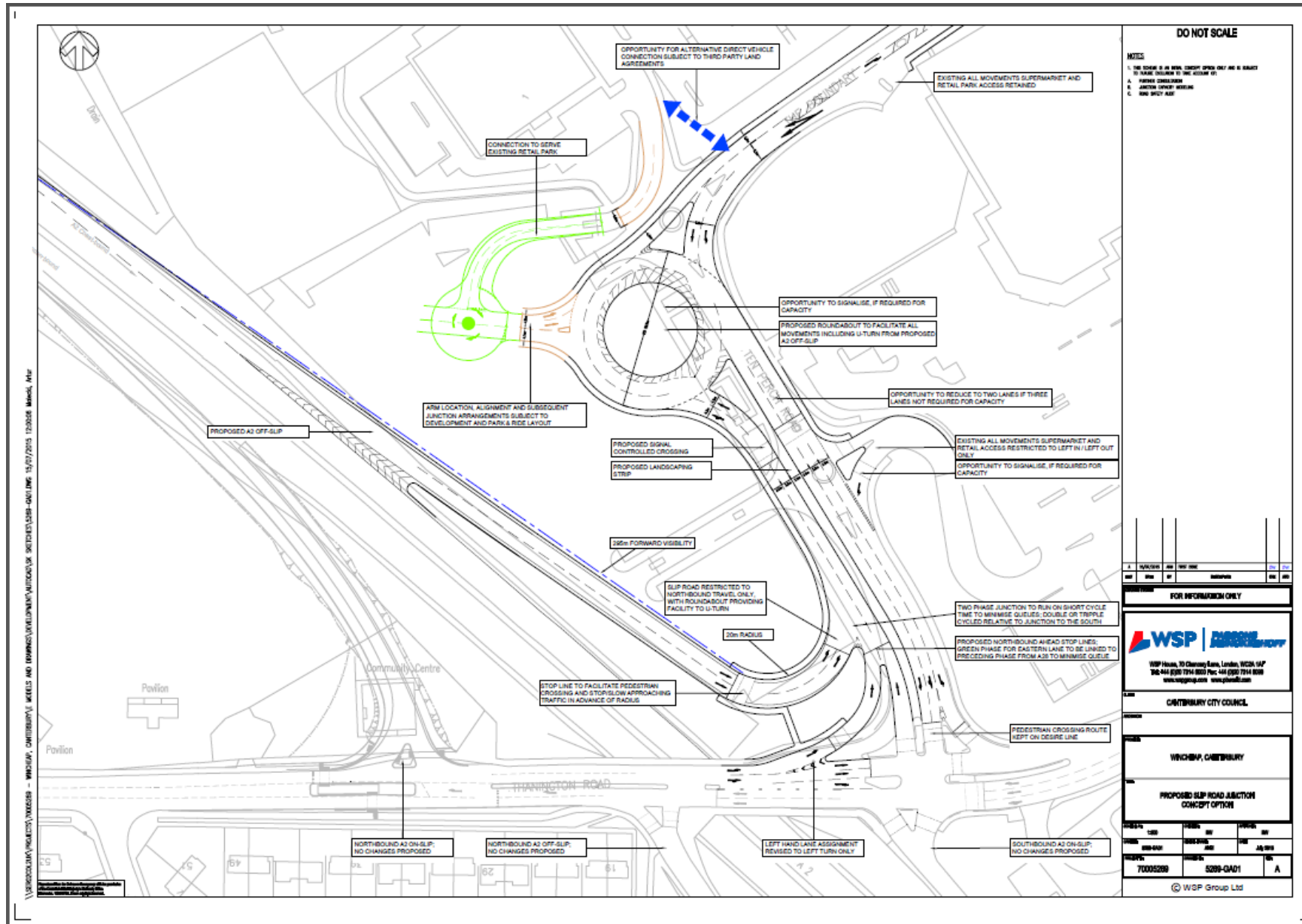
Original Dwg Size: A3	Dimensions: m
Scale: 1:2500	Copyright © Amey
Drawing No: <b>4300378/000</b>	Rev: <b>00</b>

This map is based upon Ordnance Survey data made available with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. 100016228, 2015

# Drawing 4300416/000/06: A2500 Lower Road Improvement Scheme



# Drawing 5269/GA01: A2/A28 Coast bound off-slip - Wincheap Scheme



Large scale copies of the above plans (where they exist) will be available on the day of the meeting and afterwards upon request.

This page is intentionally left blank

**From:** Matthew Balfour – Cabinet Member for Environment and Transport

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

**To:** Environment and Transport Cabinet Committee - 13 March 2017

**Subject:** Minerals and Waste Safeguarding Supplementary Planning Document (SPD) – Outcome of Public Consultation and Adoption

Decision Number: 17/00028

Classification: **Unrestricted**

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

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

**Electoral Division:** Kent wide

**Summary:**

This report sets out the results from the public consultation on the Minerals and Waste Safeguarding Supplementary Planning Document (SPD). It provides an overview of the responses received during the consultation, and it sets out the proposed revisions to take account of the comments received and to ensure that it best meets the needs of proposed users of the document.

**Recommendation:**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to adopt the Kent Minerals and Waste Safeguarding Supplementary Planning Document March 2017 (SPD) as shown at Appendix A.

In addition, the Cabinet Committee is asked to endorse delegation to the Director of Environment, Planning and Enforcement, of the authorisation to make any further minor modifications which may be needed (such as formatting changes and typographical errors), in order to publish the Minerals and Waste Safeguarding Supplementary Planning Document.

**1. Introduction**

- 1.1 National planning policy requires local plans, including those prepared by the Borough and District Councils, to safeguard mineral resources, minerals production and transportation infrastructure, and waste management facilities. This safeguarding plays an important role in delivering sustainable development, and it supports economic growth and our quality of life. It ensures that there is sufficient waste capacity to manage Kent's waste arisings such that the drive to net self-sufficiency is not compromised. It ensures that mineral and waste management resources are considered when



determining planning applications and allocating sites for development within local plans.

1.2 In planning, safeguarding is the term used to describe the process of ensuring that:

- Natural mineral resources are not unnecessarily sterilised by other types of development, remaining available for use by future generations; and
- The capacity and operation of minerals and waste management and transportation infrastructure is not lost to, or compromised by, other types of development except in the special circumstances set out in the Kent Minerals and Waste Local Plan 2013-30 (MWLP).

1.3 The Kent MWLP was adopted by Full Council in July 2016. As an adopted development plan, the MWLP Plan is also a material planning consideration for the Borough and District Councils in its planning application and plan making functions.

1.4 Within the Plan, there are a number of policies concerning minerals and waste safeguarding to ensure that development does not sterilise natural mineral resources, or compromise the capacity and operation of minerals and waste management and transportation infrastructure. These policies are set out below:

- Policy CSM5: Land-won Mineral Safeguarding
- Policy CSM6 – Safeguarded Wharves and Rail Depots
- Policy CSM7 Safeguarding Other Mineral Plant Infrastructure
- Policy CSW16 Safeguarding of Existing Waste Management Facilities
- Policy DM7 Safeguarding Mineral Resources
- Policy DM8 Safeguarding Minerals Management, Transportation Production & Waste Management Facilities
- Policy DM9 The Extraction of Minerals in advance of Surface Development

1.5 Whilst minerals and waste planning falls within the remit of the County Council, safeguarding is the responsibility of all planning authorities within Kent. When considering a planning application or proposing a local plan allocation, borough and district authorities must have due regard to whether it will compromise natural mineral resources or any other existing or planned minerals or waste development. Applicants also need to be aware of safeguarding when compiling a planning application or promoting sites for potential allocation in a borough/district local plan.

## **2. The Minerals and Waste Safeguarding Supplementary Planning Document**

2.1 In order to facilitate this responsibility for safeguarding, the Local Plan Examination for the Kent MWLP (during 2015) recognised the need for the County Council to produce a safeguarding supplementary planning document (SPD) following the adoption of the Kent MWLP. The Planning Inspector supported this approach in his report on the MWLP Plan (April 2016). The purpose of the SPD is to set out in detail the process that should be followed by the County Council, the Borough and District Councils and applicants

when dealing with applications and local plan allocations that have implications for minerals and waste safeguarding.

- 2.2 Importantly, the SPD does not create new policy; it simply provides guidance on the implementation of the relevant adopted safeguarding policies that have already been adopted within the MWLP in 2016.
- 2.3 In preparing the draft SPD for Kent, the views of those who had made representations at the Independent Examination Hearing and those who attended the Safeguarding Workshop in February 2016, as well as the views of the Informal Members Group, were considered.
- 2.4 At the Environment and Transport Cabinet Committee (ETCC) on 17 November 2016, a draft SPD was considered and endorsed for public consultation.

### **3. Public Consultation Responses**

- 3.1 The public consultation ran from 5 December 2016 to 30 January 2017. The document was available via the Council's Consultation Portal, the Minerals and Waste Local Plan (MWLP) webpage and direct consultation to some 2,500 parties on the MWLP database. This included Borough and District councils across Kent, mineral and waste operators, parish councils, statutory consultees, Members, planning consultants and those individuals who have previously expressed an interest in mineral and waste matters.
- 3.2 A total of 25 representations were received. Whilst the number of responses was low in comparison to the number of parties consulted, the responses came from a cross representation of interest groups. It included Borough and District Councils, mineral and waste operators/interests, planning consultants and the Port of London. In summary, the following points were made by respondents:
  - Clarification was sought on the role of the Borough/District Councils and the County Council in safeguarding matters, the tests to be applied and concern that the Borough and District Councils lack the necessary expertise to fulfil the safeguarding role;
  - A request for flow charts demonstrating when a Mineral Assessment is required, when to consult the County Council and the decision-making process;
  - Mineral safeguarding should be proportionate to the demonstrable economic value of the safeguarded mineral;
  - Flexibility is required to take account of need for economic and housing growth;
  - Evidential basis was sought for the 250m buffer zone;
  - The County Council should give clear reasons for objecting to development on safeguarding grounds;
  - There is a need for the SPD to address safeguarding for temporary facilities;

*Mineral Assessments (MA)*

- A threshold of 10 units should be used for triggering a MA due to costs;
- It should be recognised that a mineral may not be economically viable if a cheaper alternative can be imported. This should reduce the need for a detailed Mineral Assessment (MA);

*Policy DM7 (Safeguarding Mineral Resources)*

- The evidence required to satisfy policy DM7 should be proportionate;
- Further clarification how the clauses in DM7 is sought;
- The suggested sequential approach to implementing policy DM7, as explained in the SPD, is not supported by the Plan's explanatory text;

*Policy DM8 (Safeguarding Minerals Management, Transportation Production and Waste Management Facilities)*

- Further clarification is required as to how the policy clauses will operate;
- The SPD needs to make clear that the MA will need to demonstrate that the facility safeguarded is not viable or capable of being made viable;
- In considering exempt developments, clarity should be given to detailing potential impacts on existing infrastructure;
- Odour should be included in the list of impacts that could take place at safeguarded facilities; and it should be made clear that the operator and developer should work together to ensure effective monitoring;

*Mineral Safeguarding Areas (MSA)*

- Clarification on the extent of MSAs and the types of application requiring safeguarding;
- There was support for an annual review of the MSAs coverage;

*Plan Making*

- It is too costly to request Mineral Assessments (MA) on potential site allocations. The SPD should set out what information is required to satisfy exemptions in policy without the need for a MA;
- More detail was sought on the role of the County Council for the safeguarding process when allocating non-mineral/waste development in local plans by the district and borough councils across Kent;
- Greater clarity needed for a process that is less detailed than the one for a planning application;
- Regard to safeguarding forming part of the 'duty to cooperate' requirements;
- There is greater detail needed on level of MA required for plan making, including a call for sites proforma to disclose this information;
- The Mineral Planning Authority's (this being the County Council in Kent but not including Medway Council), decision on safeguarding should be final and be consistent through the plan making process;

## *Consultations*

- Consultations and pre-application engagement should involve site operators and the Port of London as appropriate;
- Borough and District Councils require up to date GIS layers for effective consultation;
- Where information is inadequate County Council should respond to Borough and District Councils promptly and in less than the statutory 21 days;

## *Other*

- The Wharf at Ramsgate should not be safeguarded in the MWLP as the Habitat Regulations were not considered;
- There was a view from one respondent that public engagement during preparation of KMWLP was deficient;

3.3 The full overview of consultant responses is set out in Appendix B including the County Council's suggested response and where appropriate recommendations for changes to the draft SPD (the November 2016 version).

3.4 The proposed changes are not significant, but have improved the clarity and presentation of the document to help meet the needs of the Borough and District Councils, along with those submitting planning applications or promoting local plan allocations. It identifies the policies within the Kent MWLP that relate to safeguarding, and provides guidance to local authorities and/or or developers on how to proceed with planning applications and local plan preparation which have safeguarding implications.

3.5 The revised SPD sets out:

- the importance of minerals and waste management resources;
- what is safeguarded and the availability of detailed map coverage of MSAs;
- the approach to safeguarding in Kent with flow diagram explanation, including the information required when non-mineral and waste development is promoted in safeguarded areas;
- the roles of the applicant, Borough/District councils and the County Council,
- the consultation process as well as encouraging pre-application discussions between applicant, the Mineral Planning Authority (MPA), and as appropriate the Port of London Authority and operators; and
- A fuller explanation of what Mineral Assessments, should contain to be appropriate;

3.6 It also includes details of monitoring and review arrangements. The safeguarding policies and a summary of the provisions are included as an appendix to the SPD. In addition, details of recent case law where safeguarding matters were pivotal to the determination of planning decisions have been added (see page 20 para. 4.43 of the SPD) which help to provide useful context for safeguarding matters. A copy of the revised SPD with proposed changes highlighted is attached as Appendix C.

#### **4. Corporate Policy Implications**

- 4.1 The amended SPD supports the objectives and principles within the Kent MWLP and supports Kent County Council's Strategic Outcomes in helping to ensure that Kent's physical and natural environment is protected, enhanced and enjoyed by both residents and visitors.
- 4.2 A steady and adequate supply of minerals will also ensure that well planned housing growth can be supported, so Kent residents can live in the home of their choice.
- 4.3 In addition, sustainable minerals and waste development is essential to giving Kent residents a good quality of life, and enabling economic growth. The efficient maintenance and improvement of the County's infrastructure is also closely associated with safeguarding mineral supply.

#### **5. Financial implications**

- 5.1 The preparation of this SPD is a requirement from the Government appointed Inspector who examined the Kent MWLP. The costs of preparing the Kent MWLP Mineral and Waste Sites Plans are included in the Environment Planning and Enforcement Division's budget.

#### **6. Legal Implications**

- 6.1 The County Council is required by national planning policy to ensure that local plans safeguard mineral resources and minerals and waste development. The delivery of a minerals and waste safeguarding SPD will play an important role in ensuring that development in Kent has proper regard to safeguarding matters and that local planning authorities can deliver their obligation pursuant to the National Planning Policy Framework (para. 143).
- 6.2 There is an expectation by Government (DCLG) that all planning authorities have an up to date local plan in place. Without an adopted Plan, there is a risk that DCLG will step in as the plan making authority, reducing local accountability.

#### **7. Equalities Implications**

- 7.1 The Kent MWLP was subject to a detailed EqIA which concluded that there were no equality implications. The minerals and waste safeguarding SPD does not create new policy; rather it provides further guidance on the implementation of the adopted policy and as such is adequately covered by the Kent MWLP EqIA.

#### **8. Conclusions**

- 8.1 Safeguarding is an important aspect in the delivery of sustainable development. The amended SPD once adopted, will be a material planning consideration in the determination of all planning applications and local plan allocations affecting safeguarded mineral and waste management matters. It does not introduce new policy; rather it provides guidance on the implementation of the adopted policies within the Kent MWLP. The amended

SPD will act in support of the adopted Kent MWLP and ensure that the capacity for Kent’s waste arisings and minerals supply are protected and maintained for Kent’s current and future residents. The recent public consultation exercise and the proposed revisions and clarification will ensure that the County Council can adopt a clear, fit for purpose and comprehensive SPD.

**9. Recommendation**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to adopt the Kent Minerals and Waste Safeguarding Supplementary Planning Document March 2017 (SPD) at Appendix A.

In addition, the Cabinet Committee is asked to endorse delegation to the Director of Environment, Planning and Enforcement, of the authorisation to make any further minor modifications which may be needed (such as formatting changes and typographical errors), in order to publish the Minerals and Waste Safeguarding Supplementary Planning Document.

**10. Background and Appended Documents**

- Appendix A: Proposed Record of Decision
- Appendix B: Consultation Responses to Public Consultation
- Appendix C: Amended Draft Safeguarding Supplementary Planning Document March 2017:
- Environment and Transport Cabinet Committee 17 November 2016 item C6 <https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5049&ID=5049&RPID=12561471>
- Kent Minerals and Waste Local Plan – Inspector’s Report – <http://consult.kent.gov.uk/file/3932748>
- Minerals and Waste Local Plan 2013-30 - <http://consult.kent.gov.uk/file/4073744>

**11. Contact details**

<p>Report Author:  Name: Sharon Thompson/Bryan Geake  Job Title: Head of Planning Applications/  Principal Planning Officer  Tel - 03000 413468 / 03000 4133276  Email – <a href="mailto:sharon.thompson@kent.gov.uk">sharon.thompson@kent.gov.uk</a>  / <a href="mailto:bryan.geake@kent.gov.uk">bryan.geake@kent.gov.uk</a></p>	<p>Relevant Director:  Name: Katie Stewart  Job Title: Director Environment,  Planning and Enforcement,  Tel – 03000 418827  Email – <a href="mailto:katie.stewart@kent.gov.uk">katie.stewart@kent.gov.uk</a></p>
---	---



This page is intentionally left blank

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

### DECISION TAKEN BY

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

### DECISION NO:

17/0028

**For publication**

**Key decision\***

Yes –

**Subject: Minerals and Waste Safeguarding Supplementary Planning Document**

#### **Decision:**

As Cabinet Member for Environment and Transport, I agree to adopt the Kent Minerals and Waste Safeguarding Supplementary Planning Document March 2017 and to delegate to the Director of Environment, Planning and Enforcement authorisation to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Minerals and Waste Safeguarding Supplementary Planning Document.

#### **Reason(s) for decision:**

National planning policy requires local plans, including those prepared by the Borough and District Councils, to safeguard mineral resources, minerals production and transportation infrastructure, and waste management facilities. This safeguarding plays an important role in delivering sustainable development, and it supports economic growth and our quality of life. It ensures that there is sufficient waste capacity to manage Kent's waste arisings such that the drive to net self-sufficiency is not compromised. It ensures that mineral and waste management resources are considered when determining planning applications and allocating sites for development within local plans.

In order for Kent County Council to facilitate its responsibility for safeguarding the Local Plan Examination for the Kent Minerals and Waste Local Plan (MWLP) recognised the need for the County Council to produce a safeguarding supplementary planning document (SPD) following the adoption of the Kent MWLP. The purpose of the SPD is to set out in detail the process that should be followed by the County Council, the Borough and District Councils and applicants when dealing with applications and local plan allocations that have implications for minerals and waste safeguarding.

#### **Cabinet Committee recommendations and other consultation:**

At the Environment and Transport Cabinet Committee (ETCC) on 17 November 2016, a draft SPD was considered and endorsed for public consultation.

The public consultation ran from 5 December 2016 to 30 January 2017. The document was available via the Council's Consultation Portal, the Minerals and Waste Local Plan (MWLP) webpage and direct consultation to some 2,500 parties on the MWLP database. This included Borough and District councils across Kent, mineral and waste operators, parish councils, statutory consultees, Members, planning consultants and those individuals who have previously expressed an interest in mineral and waste matters.

#### **Any alternatives considered:**

This is a statutory document

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

.....  
signed

.....  
date

Name:

## Appendix B

Safeguarding Supplementary Planning Document (SPD) consultation December 2016 – November 2017

Consultee	Response (section headings/numbers relate to consultation SPD document)	KCC Response to matters raised by representation	Change to text (if necessary, section headings/numbers relate to amended post consultation SPD document)
<b>Section 1 – Introduction</b>			
Sevenoaks DC	Paragraph 1.2: Concerned SPD is passing safeguarding onto districts/boroughs without a legal basis or requirement in legislation to do so. Sevenoaks DC do not have the ability or knowledge to recognise whether a proposal has the ‘potential’ to sterilise mineral developments.	The role of SPD is to assist districts and borough councils in ensuring the relevant evidence ( such as Mineral Assessment) is submitted in a planning application upon which the MPA will be consulted and can determine if the evidence provided is sufficient to meet the policies in the KMWLP. Without any evidence then the Minerals Planning Authority (MPA) will object on the basis of safeguarding. This is supported by para 143 in NPPF. Further to this Mineral Safeguarding Area maps are readily available to assist with validation lists.	None proposed
<b>Section 2 – The Importance of Minerals and Waste Management Resources</b>			
	<b>NO COMMENT</b>		
<b>Section 3 – Minerals and Waste Safeguarding in Kent</b>			
New Earth Solutions	Concerned that the SPD does not make reference to temporary planning permissions, such as the one given to the Blaise Farm composting facility (the facility is anticipated to operate for a further two decades). Requests that the SPD requires consideration to be given to the impact of non-minerals/waste development on facilities such as Blaise Farm.	CSW 16 only safeguards sits with permanent planning permission only. The SPD cannot amend or contradict the Policies in the adopted KMWLP.	None proposed

<p><b>Aylesford Heritage Ltd.</b></p>	<p><u>Paragraph 3.2:</u> Minerals safeguarding must be proportionate to the demonstrable economic value of the safeguarded mineral. The British Geological Survey (BGS) guidance includes mineral deposits which are not being worked and have not been worked for a number of years. When a mineral has not been worked for a number of years (say 50) it should be assumed that they do not require safeguarding.</p> <p><u>Paragraph 3.6:</u> the proposed annual review of mineral safeguarding areas is supported.</p>	<p>Agree regarding proportionality. However Para 3.2 reproduces para 144 (7) of the NPPF. There is no time limit on when minerals should be worked before considering them uneconomic. The Minerals Assessment is the process by which the economic value or not is demonstrated, to comply with Policy DM7.</p> <p>Acknowledged</p>	<p>Para 4.13 to refer to ‘the level and scope of Minerals Assessments is required, <i>and that these are proportionate</i>, taking into account...’</p>
<p><b>Sevenoaks DC</b></p>	<p><u>Paragraph 3.2:</u> It would be helpful for Local Authorities through clear guidance, to understand what ‘might’ constrain actually means. What is the test and on what grounds applications should be refused.</p> <p><u>Paragraph 3.3:</u> It would be helpful to confirm that all the areas identified are MSAs and where KCC as the Mineral Planning Authority consider the buffer zones to be located. The current map is of small scale and is not clear.</p> <p><u>Paragraph 3.4:</u> SEVENOAKS DC is not the Mineral Planning Authority and has no experience in dealing with these types of applications. It would not be possible for SEVENOAKS DC or officers to be able to properly consider mineral resources in planning decisions. SEVENOAKS DC would therefore suggest that KCC are notified to make a judgement and</p>	<p>The Minerals Assessment (MA), submitted by the promoter or developer will inform whether the development is likely to be incompatible with or constrain mineral resources.</p> <p>All mineral resources identified on the Mineral Safeguarding Policy Maps are MSAs. A large scale and higher resolution map can be provided. Buffer zones are more dependent on the type of development and the potential for incompatibility with safeguarded minerals which will be determined on an individual basis.</p> <p>The safeguarding implications would still need to be considered by the SEVENOAKS DC officers when determining planning decisions. This is supported by para 144 in NPPF.</p> <p>KCC as the MPA can advise upon the decision and</p>	<p>KCC will consider producing interactive maps to enable boundaries to be viewed in more detail</p>

	inform SEVENOAKS DC as to whether mineral resources have been properly considered.	the suitability of the Minerals Assessment when consulted.	
<b>Section 4 – Proposals for Non-Minerals and Waste Development in Safeguarded Areas – Information Requirements</b>			
<b>Maidstone Borough Council</b>	It is too costly to request minerals assessments on potential site allocations within development plans and this expectation is not reflected in the KMWLP. Request that the SPD set out what information is required to satisfy exemptions 1, 2, 3 and 5 of policy DM7 in the KMWLP, without the need for a minerals assessment.	The purpose of the minerals assessment is to satisfy the criteria/'exemptions' set out in DM7, so there is no real alternative method. Minerals safeguarding should be treated as other potential constraints or factors are in considering allocations and determining applications e.g. habitat designations. However, the detail required in a Minerals Assessment (MA) is subjective. A satisfactory Minerals Assessment (MA) need not necessarily be costly or timely to and needs to be proportionate.	Amend para 4.13 to emphasise that Minerals Assessments should be proportionate depending on the factors identified in this paragraph. Refer to Duty to Cooperate including consultation with Mineral Planning Authority in preparing local plans in para 1.2 and 5.12.
<b>Aylesford Heritage Ltd.</b>	Lack of clarity in specification for what types of application require safeguarding to be taken into account; the focus is on mineral safeguarding as opposed to waste safeguarding.  It should be made clear that taking account of minerals and waste safeguarding forms part of the duty to cooperate for Local Plans.	All applications for development that would sterilise safeguarded minerals or are incompatible with safeguarded waste management facilities or mineral infrastructure raising amenity issues that would potentially require mitigation measures to be explored. The SPD addresses these matters in detail. Mineral safeguarding is considered to require further explanation and guidance in how to implement the relevant policies.  KCC as the MPA are consulted as part of the Duty to Cooperate when Local Plans are being developed.	None proposed  Refer to Duty to Cooperate in paragraph 1.2 and 5.12



	<p>The SPD should be more specific about what would be considered proportionate to satisfy the exemptions in DM7.</p> <p>The SPD should acknowledge that a mineral may not be economically viable if a cheaper alternative can be imported. This should be taken into account and reduce the need for a detailed minerals assessment.</p> <p>As local plan allocations may take several years to be delivered, the MPA's decision on a site with regard to safeguarding should be final, and not change even if the economic viability of the mineral does.</p> <p>In paragraphs 4.25 and 4.26, the clauses of DM7 should be considered alternatively and not sequentially; this should be made clear.</p> <p>Paragraph 4.29 should commit the MPA to setting out clear reasons for objecting to any planning</p>	<p>Sufficient evidence and data to show, through a Mineral Assessment, that the policy exemptions have been met will have to be proportionate to the complexities of the circumstances of the safeguarded mineral and the non-mineral development. It is recommended that the exemption clauses a satisfied in the order provided.</p> <p>An economic mineral is safeguarded not just for the present or past use but for future use circumstances change over time and there is no certainty whether a particular mineral will become in greater demand in the future. The economic viability of a mineral is a component of the Mineral Assessment. Importing minerals from outside the UK does not over-ride the need to safeguard land-won minerals in the UK, particularly as importation costs may fluctuate.</p> <p>Sites allocated within adopted plans are exempt but allocations within non-adopted local plans and applications for development would need to satisfy Policy DM 7 for any land allocations.</p> <p>Acknowledged but the suggestion is to efficiency and a proportionate response to the policy as, for example, it is not appropriate to consider if prior extraction of the mineral is practical if the mineral is not of economic value.</p> <p>Agreed. KCC always provides a reason for objecting as well as recommendations where possible and the</p>	<p>Para 4.13 to refer to 'the level and scope of Minerals Assessments is required, <i>and that these are proportionate</i>, taking into account...'</p> <p>None proposed</p> <p>None proposed</p> <p>None proposed</p> <p>None proposed</p>
--	---	---	---

	application or local plan allocation on safeguarding grounds.	wording should reflect this.	
<b>Port of London Authority</b>	<p>Under “exempt developments” heading, it should be referred to that information submitted with an application must detail the potential impacts that any existing infrastructure may have on the proposed development.</p> <p>Under Development Proposals in the Vicinity of Safeguarded Sites heading- the first bullet point must include reference to odour. Care should be taken in the design of any development to minimise negative impacts on the building users. SPD should make reference to working with the operator so that monitoring can be correctly carried out.</p> <p><u>Paragraph 4.40</u> - clause 6 needs to be treated differently – it appears to allow the complete loss of a safeguarded site and that in this circumstance the proposal to have regard to whether proposals would impair the operation of safeguarded facilities would not be the appropriate test. Agrees that considering clauses 4 and 5 before 3 appears logical.</p> <p>The Minerals and Waste Infrastructure Assessment needs to demonstrate that the facility is not viable or capable of being made viable.</p>	<p>Not necessary if they are exempt activities – which will need to be demonstrated ref para 4.36</p> <p>Only a few examples of impacts are listed and the impacts are not limited by this list. Odour can be added. Agreed. However, KCC can only recommend and encourage the operator <i>and</i> developer to co-operate.</p> <p>Agreed. The SPD will be amended to discuss clause 6 of Policy DM 8.</p> <p>Agreed. SPD will be amended to make this clearer.</p>	<p>None proposed</p> <p>Amend para 4.41 to refer to ‘odour’ and make explicit reference to ‘accompanied by information, <i>including incorporation of appropriate mitigation measures,</i>’ Para 4.44 replace reference to ‘<b>on</b>’ with ‘adversely affecting’</p> <p>See Paras. 4.46 and 4.47</p> <p>Sentence added underneath the description of clause 5. See para. 4.45</p>

<p><b>Ebbsfleet Development Corporation</b></p>	<p>The structure/hierarchy is unclear; the formatting should clearly separate the discussion and requirements relation to Land-won minerals and minerals infrastructure.</p> <p><u>Paragraph 4.31</u> states that a minerals assessment could form part of a planning statement; however this is contrary to discussions with KCC officers.</p> <p><u>Paragraph 4.34:</u> It should be recognised that there are situations where development may be acceptable outside of the 7 exemptions to policy DM8. For example, where proposed development adjacent to a safeguarded facility has necessary mitigation measures in place.</p> <p><u>Paragraph 4.41:</u> numbering doesn't match up with Policy DM8; clause 5 should be deleted as it is inconsistent with the policy. Commentary should be provided on clauses 6 and 8 of DM8 for completeness.</p>	<p>Agreed. SPD will be amended to make this clearer.</p> <p>Paragraph 4.31 states the <i>conclusions</i> of a Mineral Assessment should form part of the planning statement.</p> <p>Agree – mitigation in the non-minerals development can result in it not being incompatible and so meet the first sentence of Policy DM8. This situation is dealt with in Policy DM 8 in the penultimate paragraph starting '<i>Planning applications for development within 250m of safeguarded facilities...</i>'.</p> <p>Agreed. The SPD will be amended to reflect this need.</p>	<p>Structure of chapter 4 has been amended and made clearer.</p> <p>None proposed</p> <p>Para 4.41 and additional sentence at para. 4.42 to explicitly refer to mitigation measures e.g. noise insulation, design and orientation.</p> <p>Para. 4.44, 4.45, 4.46 and 4.47 reference to DM8 clauses</p> <p>Delete second part of clause 5</p> <p>Add clauses 6 and 7 in section 4</p>
<p><b>Dartford Borough Council</b></p>	<p>The document may benefit on a flow chart diagram which demonstrates clearly when a minerals assessment will be required and when the County Council should be consulted on an application.</p>	<p>Agreed.</p>	<p>Add flow charts to illustrate procedure for implementing policies, see para. 4.34 and 4.48</p>

	Should be more detail on the scope of minerals assessments for allocation of sites within development plans and the role of the County Council in the process.	The Mineral Assessment process remains the same for planning applications and for allocating sites in a sites plan. However the SPD is amended to clarify this further.	Para 5.16 - Add detail about information required to demonstrate consideration of safeguarding in plan allocations.
<b>Tonbridge and Malling Borough Council</b>	<p><u>Paragraph 4.11:</u> acknowledge that a small development can have an impact on an MSA, however strongly recommend that a minimum threshold of 10 residential units be required due to the costs associated with the minerals assessments. This is in line with the NPPF stance on viability (para 173). It may not be reasonable and proportionate to apply the safeguarding procedures when dealing with an application for less than 10 dwellings.</p> <p><u>Paragraphs 4.25-4.26:</u> disagree with the interpretation of DM7, given the “or” between each clause; only one clause should need to be satisfied.</p> <p>The Policy also does not support the sequential approach set out in the SPD.</p> <p>Examples of material considerations which would be considered acceptable to override safeguarding presumptions should be given.</p> <p>‘Infill development or a minor nature in existing built up areas’ could be defined in the SPD to clarify exemption 6 of DM7.</p>	<p>Disagree-this is contrary to the adopted policy and the advice of the Planning Inspector who examined the Kent MWLP 2013-30 Plan. He concluded that no threshold be applied on the basis that potentially just one inappropriately located development can sterilise an important mineral resource. The issue was explored in depth at the Independent Examination and resulted in the exemption set out in the adopted policy.</p> <p>Agree, ‘or’ implies only one criterion of DM7 needs to be met.</p> <p>The SPD provides guidance in how to accord with and implement the Policies in the KWMLP. The sequential approach is advisory only.</p> <p>Disagree. The material considerations are often unique to individual applications/site allocations and are not always applicable to all cases, they need to be demonstrated for each case.</p> <p>Agreed. The SPD will be amended define this.</p>	<p>None proposed</p> <p>Para 4.44 amended sentence to refer to ‘or’ implying only one criterion needs to be met. None proposed</p> <p>None proposed</p>

	<p>The SPD could provide a step-by-step pro-forma which takes the applicant and LPA through the process of compliance with DM7, it would also benefit from a decision-making flow chart. The process must be standardised and clear so that decisions are made in the same manner across all LPA's.</p>	<p>Agreed.</p>	<p>See para. 4.34 and 4.48</p>
<p><b>Barton Wilmore</b></p>	<p>Welcome paragraphs 4.35 and 4.36 which specify that exempt proposals do not usually require consultation with KCC. Whilst clauses 1-5 are recognised and explained, clause 6 is not referred to. This makes the SPD restrictive as it does not allow for material considerations to be considered which may outweigh the presumption to safeguard.</p> <p>The requirement in the SPD for development proposals to not constrain existing minerals and waste development is superfluous, as Policy DM8 already covers this through ensuring that no negative amenity impacts are experienced.</p>	<p>Agreed. The SPD will be amended to include clause 6.</p> <p>Policy DM8 is specific to the safeguarding of minerals management, transportation production and waste management facilities. Mineral reserves are safeguarded by other policy provisions; therefore the SPD has a role in clarifying that development should not compromise future mineral supply and waste management capacity. The SPD provides enhanced clarity to convey this policy requirement of the adopted KMWL Plan.</p>	<p>Add reference to clause 6 and overriding need, see para. 4.47</p> <p>None proposed</p>
<p><b>Sevenoaks DC</b></p>	<p><u>Paragraph 4.5:</u> It would be more helpful for KCC to define the types of applications that it <i>would</i> like to be consulted on to prevent KCC being consulted unnecessarily.</p> <p><u>Paragraph 4.8:</u> SEVENOAKS DC as the Local Planning Authority, as they are not the Minerals and Waste</p>	<p>This is directly related to policy DM 7 of KMWLP and cannot be amended. It is considered the list of exempt applications is comprehensive.</p> <p>A Minerals Assessment supplied by the applicant should clearly state if it meets the exemption</p>	<p>None proposed</p> <p>None proposed</p>

	<p>Local Authority, do not have the knowledge skills or expertise to determine if the criteria in Policy DM 7 have been met.</p> <p><u>Table 1:</u> Object to the suggested roles and suggest that KCC should inform Sevenoaks DC whether an application requires a minerals assessment. Also object to the requirement for LPA's to carry out minerals assessment in the preparation of development plans. This should instead be managed through the DtC process, where sites are discussed on an individual basis and a minerals assessment should only be required in exceptional circumstances.</p> <p><u>Paragraph 4.36:</u> SEVENOAKS DC are not equipped to judge statements of exemption,</p>	<p>criteria, enabling the LPA to determine this. KCC will then be consulted to provide comments on the Minerals Assessment and its validity.</p> <p>KCC should be consulted and will advise on whether a Minerals Assessment is required.</p> <p>Agree, the Duty to Cooperate (DtC) provides the means by which districts and borough councils should consult KCC and identify whether safeguarding is an issue when identifying site allocations in Local Plans (para 5.13). Minerals safeguarding should be treated like any other potential constraint or issue to be considered when assessing suitability of sites. PPG clearly identifies roles for district councils.</p>	<p>None proposed</p> <p>Para 5.12 add reference to DtC.</p>
<b>Section 5- Minerals and Waste Safeguarding Procedure</b>			
<b>Aggregate Industries</b>	Request that pre-application discussions are encouraged with any site operator as well as the County Council. Also request that the County Council consult any relevant operator on an application which has implications for a safeguarded facility.	This appears to be a reasonable suggestion. Liaison with a site operator will enable the developer/applicant to gain a better understanding of the impacts the facility may have on the prospective non mineral and waste development.	Add reference to operators in para 4.12 and 5.6, including minerals sites operators (infrastructure and quarries) that may be



			affected
<b>Aylesford Heritage Ltd.</b>	In paragraphs 5.12 – 5.16 there should be greater detail regarding what level of mineral assessment LPA's should undertake in the preparation of development plans. Minerals and waste safeguarding must be taken into account in identifying site allocations and as such a call for sites pro forma should include provisions for disclosure of information on the subject. Sites considered for allocation should be subject to the same level of assessment that would be expected of a planning application otherwise the deliverability of local plan allocations is undermined.	Local authorities need to apply the criteria in Policies CSM6, CSW16, DM7, DM8, DM9 as described in para 5.5.14 of the adopted MWLP and para 5.13 of the SPD when considering sites and allocations in local plans.	None proposed
<b>Port of London Authority</b>	The County Council, owners and operators and any other relevant organisation should be consulted on any planning application or the preparation of any development plan which may have safeguarding implications. Only in exceptional circumstances should the presumption to safeguard be overridden.  Welcomes the addition in para 5.11 which states that the Port of London Authority should be consulted on all proposals which have implications for wharves in Kent.	Liaison with a site owner and operator will enable the developer/applicant to gain a proper scope of the impacts the facility may have on the prospective development.  Acknowledged.	Add reference to operators in para 4.12 and 5.6, including minerals sites operators (infrastructure and quarries) that may be affected.  None proposed
<b>Swale Borough Council</b>	<u>Paragraph 5.7:</u> Minerals assessment is not currently a validation requirement from Swale BC. However it is made clear that for any application within a MSA, a minerals assessment is likely to be needed or this could result in a refusal. Swale BC considers this approach to be appropriate.	Acknowledged.	None proposed

	<p><u>Paragraph 5.8:</u> It is crucial that early liaison is undertaken with administrative/validation teams in all DC's as GIS layers will be required for the consultation arrangements set out in the SPD.</p>	<p>The Safeguarding GIS data is available via the County Council's website as part of the adopted Plan's content. Safeguarding GIS layers can be supplied to individual district/borough council use if this aids with determining planning constraints.</p>	<p>None proposed</p>
<p><b>Ebbsfleet Development Corporation</b></p>	<p><u>Paragraph 5.7:</u> suggest a subtle change to "in the Validation List would ensure that all necessary".</p> <p><u>Paragraph 5.9:</u> SPD should commit KCC to responding within a shorter timescale in situations where the submitted information is inadequate or unclear. Welcomes the value of pre-application discussions with KCC.</p> <p><u>Paragraph 5.10:</u> in situations where a response is not received from KCC in 21 days, should the LPA assume KCC has no objection?</p>	<p>Agreed. The wording will be amended in the SPD</p> <p>Disagree. Whilst KCC will endeavour to respond at the earliest opportunity if a mineral assessment is inadequate, we are unable to commit to a specific timeframe other than the statutory 21 day consultation period.</p> <p>Agreed. That is correct for the consultation at that point in time. SPD will be amended to state this.</p>	<p>Para 5.7 amend to say 'in the Validation List <i>would ensure</i> that all necessary' para 5.9 and 5.10 add 'If no response is received within this timescale it can be assumed that information provided is adequate.'</p> <p>See para. 4.34 and 4.48 For explanatory flow diagram</p>
<p><b>Tonbridge and Malling Borough Council</b></p>	<p><u>Paragraph 5.12-5.16:</u> clarity is needed on what process should be followed for local plan allocations. As most of Kent's districts are covered by MSA's or MCA's. A more proportionate approach should be considered, less detailed than that required for planning applications. A standardised and transparent procedure needs to be set out detailing what information is needed with regard to site allocations. The County Council must have due regard to the governments objectives regarding local plan coverage and boosting housing supply.</p>	<p>Local authorities need to apply the criteria in Policies CSM6, CSW16, DM7, DM8, DM9 as described in para 5.5.14 of the adopted MWLP and para 5.13 of the SPD when considering sites and allocations in local plans.</p> <p>Local authorities need to have due regard to the requirements for safeguarding set out in NPPF and PPG</p>	<p>None proposed</p> <p>None proposed</p>
<p><b>Sevenoaks DC</b></p>	<p>As a LPA, we do not have the skills or expertise to</p>	<p>KCC should be consulted and will advise on whether</p>	<p>None proposed</p>

	know when an appropriate assessment is required and whether the assessment itself is acceptable. We therefore object to this suggestion and would recommend that this role is retained by the Minerals Authority	a Minerals Assessment is required.	
<b>Section 6 – Monitoring and Review</b>			
	<b>NO COMMENT</b>		
<b>General comments</b>			
<b>Maidstone Borough Council</b>	Request GIS layers showing the location and 250m consultation zones of safeguarded minerals and waste infrastructure.	The Safeguarding GIS data is available via the County Council's website as part of the adopted Plan's content. Safeguarding GIS layers can be supplied to individual district/borough council use if this aids with determining planning constraints.	None proposed
<b>Swale Borough Council</b>	<u>Paragraph 4.29 and 5.4:</u> Query whether a KCC objection can be a statutory objection as KCC is not a statutory consultee listed in the Development Management Procedure (England) Order 2015. In any event a KCC objection will be a serious consideration.	Paragraph 7(7)(a) of Schedule 1 of the Town and Country Planning Act (1990) states: "If the consultation requirements apply the local planning authority— (a) must give notice to [the responsible regional authorities] or county planning authority (as the case may be)(the consulted body) that they propose to consider the application,"  Therefore, if an application has implications upon a county matter, such as within a MSA, the County Council as the MPA must be consulted.	None proposed
<b>H Page</b>	Document is detailed, clear and well-constructed. More attention should be paid to flood risk. MSA's and MCA's should be a mandatory inclusion in the local lists of validation requirements.	Acknowledged. Flood risk is not relevant to the safeguarding matters in SPD.	None proposed

<b>Gladman Development s Ltd.</b>	Suitable flexibility should be given when applying the SPD in practice. Further consideration is needed for how safeguarding can have implications for the delivery of housing and economic growth.	Safeguarding is an important component of sustainable development, ensuring that finite resources are available for future generations. The SPD and policies support sustainable development in delivering housing and growth and ensuring the minerals supply and waste management capacity is available to enable the housing and growth to be achieved in line with the NPPF requirements.	None proposed
	There is no evidential basis for the application of a 250m buffer zone.	Whilst not mandatory this is derived from Mineral safeguarding in England: good practice advice (BGS, 2011) it has been observed as best practice undertaken by other councils but is not mandatory.	None proposed
	KCC should adopt a subjective approach when considering individual development proposals	Each proposal will be considered on its own merits.	None proposed
<b>Port of London Authority</b>	Have concerns over the wording of exemptions 2 and 6 of policy DM8.	The exemption 2 criterion in policy DM 8 reflects the position that the adopted KMWLP cannot lawfully supersede already adopted Local Plans. The proposals would still be required under DM 8 to provide suitable mitigation to reduce the residential amenity impacts. Exemption criterion 6 of the policy is explained in more detail by the amended SPD.	None proposed  See para 4.47
<b>The Brett Group</b>	Supportive of the SPD and the need to safeguard existing and new waste site allocations, as well as all transportation infrastructures. The required distance of 250m should be considered a minimum. Support the principle of prior extraction where necessary.	Acknowledged. The consideration of impacts beyond the 250m buffer would be undertaken at the planning officers' discretion. Cannot change wording of policy in the adopted KMWLP.	None proposed
<b>Sevenoaks DC</b>	This SPD appears to go beyond the safeguarding requirements as set out in the adopted KMWLP the local authority therefore object to any proposals which pass on more responsibility to the respective	The government's Planning Policy Guidance clearly describes the roles of district councils regarding safeguarding, in that they: - Have regard to minerals plan when identifying	None proposed

	<p>Kent Local Authorities that should be administered by the county Council as the minerals and waste planning authority.</p> <p>Therefore, it is suggested that the Safeguarding SPD is changed to reflect the following:</p> <ul style="list-style-type: none"> <li>• If a site falls within a mineral protection area or buffer zone, we are happy to inform the applicant/ agent at Pre-Application stage to contact you and make them aware of your policies and guidance.</li> <li>• Local authority responsibility to Safeguard minerals is mandatory, If a non-mineral development falls within a MSA or buffer zone and meets a set of criteria (KCC to define) the local authority informs KCC of these type of applications to allow KCC to comment on them and to make recommendations. The local authority would however need to work closely with KCC and change our validation process to accommodate this. The local authority does not agree to having the responsibility in asking for assessments or assessing the quality of them. We would rely solely on the</li> </ul>	<p>areas for non-minerals development in local plans;</p> <ul style="list-style-type: none"> <li>- Consult mineral planning authority and take account of minerals plan when determining applications within MCAs;</li> <li>- Determine applications in accordance with development plan policy on minerals safeguarding, taking account of the mineral planning authority's views and risk of preventing minerals extraction.</li> </ul> <p>(para 005; Ref ID 27-005-20140306)</p> <p>The role of the County Council is to adopt policies that ensure Kent's Development Plan reflects the NPPF requirements to safeguard minerals, mineral/waste infrastructure and waste management capacity. It has done this with the adoption of the Kent MWLP 2013-30. The defined minerals safeguarded areas (MSA) are part of the Plan's adopted content that underpins minerals safeguarding as required by the NPPF (see section 143). It is the responsibility of local planning authorities to determine development that are non-county matters in consultation with the Mineral Planning Authority (the County Council) on non0mineral development in defined MSA. The SPD details how this process is to occur including the use of explanatory flow diagrams. The County Council will not expect the borough and district councils to consider Mineral Assessments without consultation with the County Council on this specific matter, this will be central to the success of the minerals safeguarding process in Kent.</p>	<p>None proposed</p>
--	---	---	----------------------

	Minerals Planning Authority for advice.		
--	---	--	--

Plaxtol Parish Council – No comments to make  
 Natural England – No comments to make  
 Surrey County Council – No comments to make

**Miscellaneous comments**

Comments	Response
<p>Paragraphs 3.2.16 and 3.2.17 of the Statement of Community Involvement state that it is a legal requirement that Appropriate Assessment be carried out under the European Union’s Habitats Directive. Given the proximity of the port to a SSSI, Ramsar Site, NNR and two SAC’s, an EIA and a habitats assessment should have been carried out. As this has not been done, the site cannot legally be safeguarded as a wharf. There is also no evidence to suggest that there is no alternative site for the operations.</p>	<p>The wharf in Ramsgate is safeguarded under policy CSM 6 of the Kent Minerals and Waste Local Plan 2013-30 (KMWLP). The KMWLP was adopted by the County Council in July 2016 after it was found to be sound by a Planning Inspector following an Examination in Public in April/May 2015. The KMWLP was subject to a Habitats Regulations Assessment. The purpose of the safeguarding SPD is not to alter the adopted policies within the KMWLP; it is to provide further information to local planning authorities, potential applicants/developers and the minerals/waste operators in Kent on how to proceed with planning applications which have implications for safeguarded minerals and minerals/waste infrastructure in Kent. As such there is no scope to alter the safeguarding arrangements with regard to Ramsgate Wharf.</p>
<p>Public engagement was deficient throughout the preparation of the KMWLP and the safeguarding SPD.</p>	<p>There have been a number of public consultation events throughout the preparation of the KMWLP since 2011; all of which were dictated by the principles in the Statement of Community Involvement (2011), a document which itself was subject to public consultation. This engagement met the statutory requirements and took place at key stages of the planning process over a number of years in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012. The process was set out in an adopted Statement of Community Involvement (2011) and was considered to be sound by the Planning Inspector.</p>



	<p>Consultation on the Safeguarding SPD commenced on 5<sup>th</sup> December 2016, all individuals registered on our database were written to and invited to make comments. The consultation was advertised on our website; both the Minerals and Waste Policy Webpage and the County Council's generic consultation page. Comments could be accepted via an online questionnaire, email or post; this was stated on the consultation web page. Hard copies of the consultation documents were also sent to all district council offices as well as the main Kent library network.</p>
<p>No evidence of consultation with Thanet District Council regarding conflicts between the KWMLP and their own local plan.</p>	<p>Thanet District Council was consulted throughout the preparation of the KMWLP as per the Duty-to-Co-operate process.</p>
<p>Transportation infrastructure and waste management facilities cannot contribute to sustainable development; KCC has made a false statement.</p>	<p>Transportation infrastructure and waste management are necessary element of sustainable development.</p>
<p>Relationship between the Thanet local plan and the KWMLP is unclear.</p>	<p>KMWLP relates to waste management and minerals provision throughout all of Kent, including Thanet. Thanet Local Plan only relates to the district of Thanet.</p>
<p>KCC and Thanet DC have failed to deliver sustainable development and improve quality of life and properly manage Kent's waste arisings within their local plans.</p>	<p>Not related to the current consultation.</p>
<p>Thanet DC have failed to deal with the re-listing of the Royal Harbour</p>	<p>Not related to the current consultation.</p>
<p>KCC and Thanet DC have affected resident's quality of life in the Port of Ramsgate through bad planning.</p>	<p>Not related to the current consultation.</p>
<p>Port Richborough should have been considered in place of continuing operations at Ramsgate royal harbour area.</p>	<p>Not related to the current consultation.</p>
<p>The safeguarding SPD and the KMWLP are deficient in explaining what is safeguarded and the reasons why.</p>	<p>This is the subject matter of the SPD.</p>

The safeguarding SPD and the KMWLP are deficient in explaining what is safeguarded and the reasons why.	This is the subject matter of the SPD.
KMWLP and SPD do not provide sufficient evidence that quality of life and delivery of sustainable development will be attained for local residents due to the inadequacies of their formulation.	Not related to the current consultation.

This page is intentionally left blank

**CONTENTS**

<u>1 Introduction</u>	<b>2</b>
2 The Importance of Minerals and Waste Management Resources	<b>4</b>
<u>3 Minerals and Waste Safeguarding in Kent</u>	<b>6</b>
4 Proposals for Non-Minerals and Waste Development in Safeguarded Areas – Information Requirements	<b>10</b>
<u>5 Minerals and Waste Safeguarding Procedure</u>	<b>24</b>
<u>6 Monitoring and Review</u>	<b>27</b>
<u>7 Appendices</u>	<b>28</b>

# 1.Introduction

- 1.1 This document is a 'Supplementary Planning Document' (SPD) that provides guidance on how the policies on mineral and waste infrastructure safeguarding as set out in the adopted Kent Minerals and Waste Local Plan (Kent MWLP) will be implemented in Kent. It provides guidance to local planning authorities and developers/applicants on the procedures to be followed when development other than mineral or waste management facilities, including local plan allocations are proposed to be located within or in close proximity to safeguarded areas or safeguarded mineral or waste infrastructure assets.

The SPD is structured as follows:-

- The importance of Mineral and Waste Management Resources – Section 2
  - What is safeguarded – Section 3
  - The type and scope of assessment information required by the County Council to be included in proposals for development that may affect safeguarded areas and safeguarded infrastructure – Section 4
  - The Safeguarding Procedure – Section 5
  - Monitoring – Section 6
  - Kent MWLP Safeguarding Policies – Appendix 1
  - Kent MWLP Safeguarding Policies – summary of key provisions – Appendix 2
- 1.2 Safeguarding is the responsibility of all planning authorities, not just those responsible for determining minerals and waste management planning applications and plan making. Taking safeguarding into account when preparing local plans forms part of the Duty to Cooperate requirements under the Localism Act (2011).
- 1.3 In planning, safeguarding is the term used to describe the process of ensuring that:
- Natural mineral resources are not unnecessarily sterilised by other types of development, remaining available for use by future generations; and
  - The capacity and operation of minerals and waste management and transportation infrastructure is not lost to, or compromised by, other types of development, except in the special circumstances set out in the Kent MWLP.
- 1.4 Safeguarding is about long-term conservation of resources and assets, throughout and *beyond* the period of the Development Plan. It is an important aspect in delivering sustainable development. For the purposes of this document, safeguarding includes Mineral Safeguarding Areas as defined in the Kent MWLP and minerals and waste Safeguarding Infrastructure

- 1.5 The Development Plan for the purposes of determining planning applications and plan making is the Kent MWLP and the relevant District/Borough Local Plan. The Development Plan includes the Kent Minerals and Waste Local Plan including the suite of policies that provide for safeguarding of mineral resources and waste and minerals infrastructure (those relevant to safeguarding are reproduced in Appendix 1 with their key requirements summarised in Appendix 2).
- 1.6 This guidance will apply to development management decisions by both the County Council and the relevant Local Planning Authority (LPA) i.e. Kent's twelve borough and district planning authorities and the Ebbsfleet Development Corporation. The determining authority for the majority of planning applications in Kent will be the LPA<sup>1</sup>. This guidance is intended to assist both the determining authority and prospective applicants on the preparation and consideration of non-minerals and waste proposals located within or in close proximity to safeguarded areas and assets.
- 1.7 In accordance with the National Planning Policy Framework (NPPF), this SPD is required in order to help applicants make successful planning applications. It does not add unnecessary financial burdens on development and is an important aspect in the delivery of sustainable development<sup>2</sup>.
- 1.8 The preparation of this draft document has been undertaken in line with the relevant statutory requirements<sup>3</sup>, national guidance<sup>4</sup> and the County Council's Statement of Community Involvement (SCI). It does not conflict with the provisions of the adopted Kent MWLP or introduce new policies.
- 1.9 Once adopted, this guidance will be a material consideration in relevant planning decisions. It will act in support of the adopted Kent MWLP, which forms part of the statutory development plan for Kent, together with the adopted Local Plans prepared by the twelve Kent district and borough planning authorities and any relevant Neighbourhood Plans prepared by local communities.

---

<sup>1</sup> N.B. Proposals for Nationally Significant Infrastructure Projects are determined by the Secretary of State.

<sup>2</sup> DCLG (March 2012) National Planning Policy Framework, para.153.

<sup>3</sup> Regulations 8 & 10-16 of the Town and Country Planning (Local Planning) (England) Regulations 2012

<sup>4</sup> DCLG (updated March 2015) Planning Practice Guidance on Local Plans, para. 28



## 2. The Importance of Minerals and Waste Management Resources

2.1 Minerals are essential to support sustainable economic growth and our quality of life. They are the raw materials for our construction industry and play a key role in food, pharmaceutical and manufacturing industries. Infrastructure such as wharves, rail depots and processing plant is essential for the steady and adequate supply of minerals. Primary minerals can only be worked where they naturally occur, and wharves have locational requirements as they need access to water. Figure 1 shows the flows from the raw mineral resources to the areas of the economy that these products are needed.

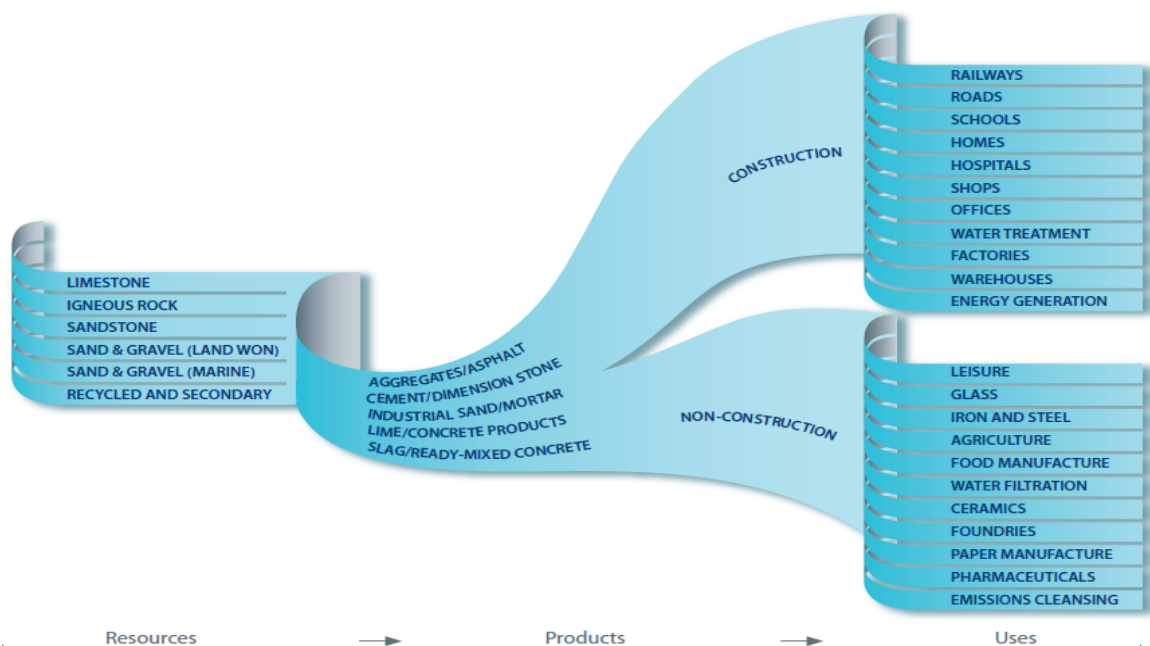


Figure 1 – Extraction to final use flow  
[http://www.mineralproducts.org/documents/Mineral\\_Products\\_Industry\\_At\\_A\\_Glance\\_2016.pdf](http://www.mineralproducts.org/documents/Mineral_Products_Industry_At_A_Glance_2016.pdf)

2.2 Figure 2 illustrates the quantities required to be sourced by the minerals industry to meet the requirements of sustainable communities and the economy.

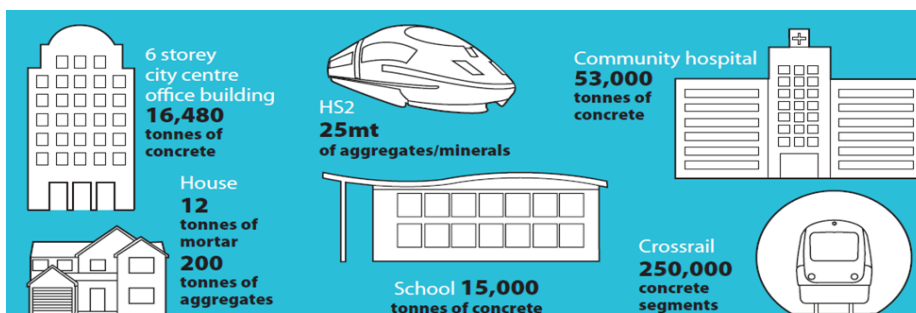


Figure 2 – Amount of mineral resources required per type of construction  
[http://www.mineralproducts.org/documents/Mineral\\_Products\\_Industry\\_At\\_A\\_Glance\\_2016.pdf](http://www.mineralproducts.org/documents/Mineral_Products_Industry_At_A_Glance_2016.pdf)

2.3 Notwithstanding the importance of minerals supply, waste management infrastructure is essential to enable sustainable management of waste and these facilities are similarly safeguarded by the Kent MWLP

2.4 Despite their obvious importance mineral resources can be (and have been) sterilised through non-mineral development being constructed over them, rendering the minerals beneath or in close proximity to the development unavailable for extraction for future generations. This is diagrammatically illustrated in Figure 3

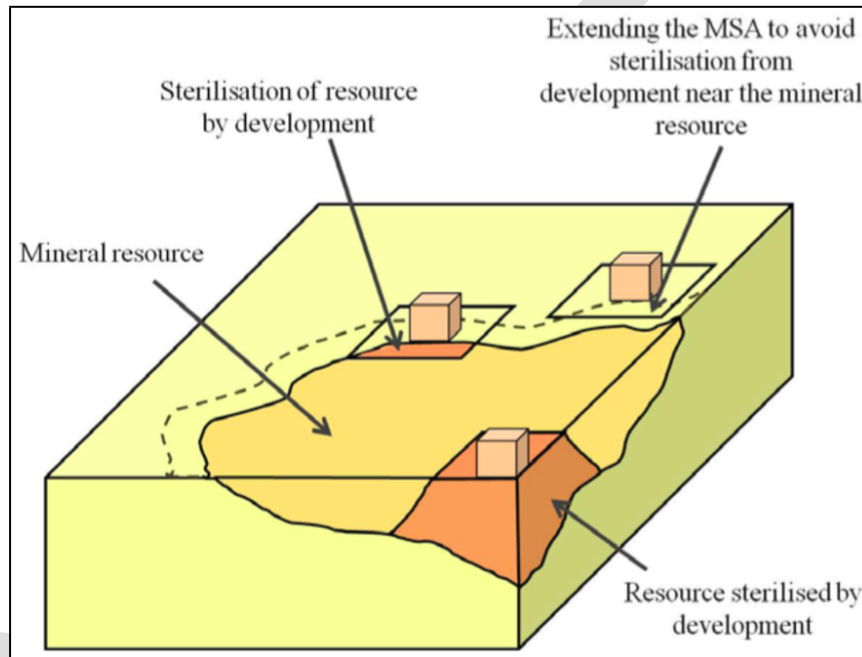


Figure 3 The sterilisation of mineral resource by surface development<sup>5</sup>

2.5 The operation of minerals and waste infrastructure can also be constrained by inappropriate development, such as that sensitive to noise, dust and vibration, being located on or in proximity to a site. Examples of this could include housing or some commercial activities.

## **3. Minerals and Waste Safeguarding in Kent**

### **What is safeguarded in Kent?**

- 3.1 As set out in the policies of the Kent MWLP, the following are safeguarded from non-minerals and waste development in Kent:
- Economic mineral resources: brickearth, chalk, sharp sand and gravel, soft sand (including silica sand), ragstone and building stone, as shown on the Mineral Safeguarding Area (MSA) adopted policies maps;
  - Mineral haul roads;
  - Existing, planned and potential wharves and rail transport infrastructure; Existing, planned and potential other mineral plant infrastructure;
  - Existing waste management facilities with permanent planning permission; and
  - Minerals Sites Plan and Waste Sites Plan allocations.

### **Mineral Resources**

- 3.2 National policy<sup>6</sup> requires that LPA's should not normally permit other development proposals in mineral safeguarding areas where they might constrain potential future use for these purposes. In two-tier authority areas such as Kent, MSAs should be included on the Policies Maps of the Development Plan maintained by the district and borough councils.

### **Mineral Safeguarding Areas**

- 3.3 Kent MWLP Policy CSM5 identifies the areas in which safeguarding applies to primary land-won mineral resources in Kent. The MSAs cover the known locations of specific mineral resources that are, or may in future, be of sufficient economic value to warrant protection for future generations. The boundaries of the adopted MSAs for each district and borough authority area in Kent are set out in the Policies Maps in Chapter 9 of the Kent MWLP.
- 3.4 The purpose of the MSA safeguarding designations is to ensure that mineral resources are properly considered in planning decisions for non-mineral development proposals, in order to prevent unnecessary sterilisation of Kent's potentially economic minerals assets. There is no presumption that the mineral present in these areas will be extracted, or that these areas would be considered acceptable for mineral extraction works.

---

<sup>6</sup> Reproduced from 'Mineral safeguarding in England: good practice advice', BGS, 2011

<sup>6</sup> DCLG (2012) National Planning Policy Framework, para.144 indent 7.

3.5 The Kent MSAs are based on the mapped mineral resource prepared by British Geological Survey (BGS). For practical reasons, urban settlement areas and land allocated for built development in adopted Local Plans are excluded from the Kent MSAs. However, the County Council would be supportive of any viable opportunities for extraction of minerals prior to development in these areas.

3.6 The coverage of the MSA designations will be reviewed by the County Council on an annual basis.

### **Mineral Consultation Areas**

3.7 These cover the same areas as MSAs, plus an additional area around the mineral reserves of the allocated Strategic Site for Minerals (Kent MWLP Policy CSM 3). The Mineral Consultation Area (MCA) designations ensure that consultation takes place between county and district/borough planning authorities and the Ebbsfleet Development Corporation where mineral resources could be compromised by non-minerals development.

### **Existing and Allocated Mineral Sites**

3.8 Policy CSM 5 also applies to mineral resources at:

- existing sites for mineral working in Kent, including those sites which have planning permission but are not yet active, and
- Kent Mineral Sites Plan allocations for mineral working

3.9 The existing sites at the time of Plan preparation are listed in Appendix C of the Kent MWLP; this list is updated each year in Kent Minerals and Waste Annual Monitoring Report (AMR)<sup>7</sup> produced by the County Council. The safeguarded area applies up to the site boundary, not purely the extraction area. Policy CSM 5 will apply to the areas allocated for mineral extraction in the Kent Mineral Sites Plan when this is adopted. The status of these sites will be monitored annually.

### **Infrastructure**

3.10 Kent MWLP policies CSM 6, CSM 7 and CSW 16 apply safeguarding to all existing, planned and potential minerals and waste infrastructure sites in the county, such sites host various facilities including the following:

- Waste management
- Secondary and recycled aggregate processing
- Minerals processing e.g. concrete batching
- Minerals wharves
- Railheads used to transport waste and minerals

---

<sup>7</sup> Kent Minerals and Waste Annual Monitoring Reports are available online from: <http://www.kent.gov.uk/mwlp>

- 3.11 The policies also apply safeguarding to land **within 250m of these sites**, as non minerals and waste developments which are sensitive to noise, dust, lighting and vibration may be adversely affected by minerals and waste activities which can in turn lead to mitigation causing constraints to be placed on operations.
- 3.12 Policy DM 8: *Safeguarding Minerals Management, Transportation Production & Waste Management Facilities* sets out the circumstances when non minerals and waste developments development may be permitted that would be incompatible with safeguarded infrastructure. This includes ensuring that where existing minerals and waste capacity is lost, a replacement facility is available and suitable that provides at least an equivalent capacity to that which it is replacing.

### **Minerals Management and Transportation Infrastructure**

- 3.13 National policy requires Local Plans to safeguard existing, planned and potential minerals transport, processing and manufacturing infrastructure<sup>8</sup>. Development proposed on or in proximity to these facilities could result in the loss of, or constraints applied to, current or future operations.
- 3.14 Minerals infrastructure is essential for the transport of minerals into and out of the County as well as for the recycling and/or processing of minerals into products.
- 3.15 In particular, Kent's wharves receive a range of construction aggregates from mainland Europe, as well as Marine Dredged Aggregates (MDA) and imported recycled and secondary materials. Minerals can also be imported and exported via Kent's railheads, lessening the impact on the highway network. The production of secondary and recycled aggregates is an important component of overall mineral supply and provides a sustainable replacement for primary land-won sharp sand and gravel.
- 3.16 Safeguarded Wharves and Rail Depots (Policy CSM 6) are shown in Figure 13: Minerals Key Diagram of the Kent MWLP and their site boundaries are shown in Chapter 9: Adopted Policies Maps of the Kent MWLP.
- 3.17 Policy CSM 7 safeguards the numerous existing, planned and potential other mineral plant infrastructure facilities in Kent and their capacity. A list of the permitted mineral plant infrastructure sites are updated and published each year in the Annual Monitoring Report.
- 3.18 Policy DM 8 sets out when development can be considered exempt from the safeguarding requirements.

---

<sup>8</sup> DCLG (2012) National Planning Policy Framework, para.143 indent 4.

## **Waste Management Facilities**

- 3.19 It is important to ensure that sufficient capacity exists for Kent to manage its waste arisings and future needs sustainably, and to maintain overall net self-sufficiency in waste management in accordance with the waste strategy of the Kent MWLP.
- 3.20 National policy on waste requires existing waste management capacity to be safeguarded; the likely impact of proposed, non-waste related development on existing waste management facilities and on sites allocated for waste management should be acceptable without prejudicing the efficient operation of such facilities, or the implementation of the waste hierarchy<sup>9</sup>. Nearby non-waste developments can also impact the operation of existing sites or the viability of planned sites.
- 3.21 Protection for waste management facilities with permanent planning permission is provided by Policy CSW 16: *Safeguarding of Existing Waste Management Facilities*. This policy safeguards sites that have permanent planning permission for waste management, or are allocated in the Waste Sites Plan (once adopted). A list of the waste management sites with permanent planning permission are updated and published each year in the Annual Monitoring Report.

---

<sup>9</sup> DCLG (2014) National Planning Policy on Waste, para.8 clause 1.



## **4. Proposals for Non-Minerals and Waste Development in Safeguarded Areas – Information Requirements**

### **Land-won mineral safeguarding**

4.1 This section sets out the Information Requirements to accompany planning applications or submissions for local plan allocations for Non-Minerals Proposals in Minerals Safeguarding Areas (MSA).

### **Kent MWLP Policy CSM5: Land-won Mineral Safeguarding**

4.2 Kent MWLP Policy CSM5 identifies and safeguards the MSAs.

4.3 A proposal for non-minerals development in a MSA is the trigger for an assessment process of the potential effects of the development on the safeguarded minerals resource.

4.4 For the purposes of this SPD, these circumstances can be divided into two main categories:

- Development Excluded from Mineral Safeguarding
- Development Potentially Incompatible with Mineral Safeguarding

This is considered further below.

### **Development Exempt from Mineral Safeguarding**

4.5 Policy DM7: Safeguarding Mineral Resources sets out the circumstances when non-minerals development may be considered acceptable at a location within a MSA. Clauses 4, 6 and 7 of Policy DM7 describe the types of proposals for development that are excluded from mineral safeguarding:

4. *the development is of a temporary nature that can be completed and the site returned to a condition that does not prevent mineral extraction within the timescale that the mineral is likely to be needed; or*
6. *it is exempt from mineral safeguarding policy, namely: householder applications, infill development of a minor nature in existing built up areas, advertisement applications, reserved matters applications, minor extensions and changes of use and buildings, minor works, non-material amendments to current planning permissions; or*
7. *it constitutes development on a site allocated in the adopted development plan.*

4.6 Proposals covered by these clauses should be accompanied by information demonstrating that they are exempt from mineral safeguarding. This will indicate to the relevant local planning authority that the presence of the safeguarded mineral resources or has been acknowledged and that the

development is in conformity with Kent MWLP Policy CSM 5 and Policy DM 7.

- 4.7 The County Council need not be consulted on these types of developments. If there is any uncertainty, the district and borough planning authority will discuss and agree the approach to be taken with the County Council.

### **Development Potentially Incompatible with Mineral Safeguarding**

4.8 Clauses 1,2,3 and 5 of Policy DM7 describe the circumstances where planning permission can be granted for development that is not excluded from mineral safeguarding, but could potentially sterilize mineral resources:

1. *the mineral is not of economic value or does not exist; or*
2. *that extraction of the mineral would not be viable or practicable; or*
3. *the mineral can be extracted satisfactorily, having regard to Policy DM 9, prior to the non-minerals development taking place without adversely affecting the viability or deliverability of the non-minerals development; or*
5. *material considerations indicate that the need for the development overrides the presumption for mineral safeguarding such that sterilisation of the mineral can be permitted following the exploration of opportunities for prior extraction;*

- 4.9 Where an applicant seeks to satisfy these clauses and override the presumption to safeguard the mineral, it is necessary for the proposal to be accompanied by a 'Minerals Assessment'.

### **Minerals Assessments – General elements to be addressed**

4.10 While the Kent MSAs are based on the British Geological Society (BGS) information of where minerals may occur, the practicability and economic viability of extraction will need to be determined by a more detailed '**Minerals Assessment**' that demonstrates to the satisfaction of both the County Council and the relevant district/ borough authority that the mineral resource has been adequately considered and Policy DM 7 has been complied with. This reflects the requirement in the NPPF<sup>10</sup> that development proposals in MSAs that might constrain potential future minerals use should not normally be permitted.

4.11 It is not considered to be appropriate to apply a size threshold for proposals (other than those of exempt development under Policy DM 7 clause 6) that require a Minerals Assessment, or set out requirements for different levels of

---

<sup>10</sup> NPPF Paragraph 144, bullet 7. Bullet 1 also stresses that '*In determining planning applications local planning authorities should give great weight to the benefits of mineral extraction, including to the economy.*'

assessment in proportion to the proposed development. This is because a small development in a MSA still has the potential to sterilise a large area of mineral resource.

- 4.12 Pre-application discussions between the promoter/applicant of a non-minerals development in an MSA/MCA and the relevant district/ borough authority, in conjunction with the County Council, are strongly encouraged before any survey works are undertaken on the proposed development site. Discussions with the operator of any existing site are also encouraged.
- 4.13 Discussions will help inform what level and scope of Mineral Assessment is required, and that these are proportionate, taking into account factors such as:
- the type of mineral resource(s) thought to be present;
  - the potential extent of sterilisation which could occur as a result of the development;
  - the extent or distribution of survey boreholes/pits;
  - site specific considerations;
  - potential options for prior extraction; and
  - Economic viability of the mineral, i.e. the local market interest.
- 4.14 It is recommended that a draft trial pit/borehole location plan is agreed with the County Council at the pre-application stage in order to avoid delays and the need for further surveys at a later stage.
- 4.15 Prior extraction and on-site use of the material should be considered early on during the initial master-planning stages of the proposed development. The presence of the mineral resource could present opportunities to influence the design of the proposal.
- 4.16 The BGS's best practice guidance on mineral safeguarding<sup>11</sup> recommends Minerals Assessments assessing the quality and quantity of mineral resource at a site comprise the following:

**Site specific desk-based assessment of the existing surface and solid geological and mineral resource information**

- 4.17 This may comprise existing information on the mining and quarrying history, mineral assessments and market appraisals, boreholes, site investigations, geological memoirs, technical reports, mining plans and the thickness of superficial geological deposits.

---

<sup>11</sup> BGS (2/011) Mineral Safeguarding in England: good practice advice

### **More detailed analysis of the site-specific information**

4.18 This should be prepared by a suitably qualified and competent professional (geologist or minerals surveyor). This should include:

- An estimate of the economic value, quality and quantity of the mineral;
- Its potential for on-site use and whether it is feasible and viable to extract the mineral resource ahead of development to prevent unnecessary sterilisation;
- Where prior extraction can be undertaken, an assessment of the amount of material that can be extracted and an explanation of how this will be carried out as part of the overall development scheme.

4.19 It is likely that in most cases more detailed site-specific information will be required to provide sufficient information to inform the County Council's response to a consultation and to enable the Borough Council to be satisfied on its requirements in respect of the NPPF, paragraph 144.

### **Minerals Assessment Methods**

4.20 Depending on the nature of the safeguarded resource (e.g. superficial deposits such as sand and gravel or crustal mineral deposits such as Kentish Ragstone), the County Council recommends that trial pits or boreholes typically to a depth of approximately 2.5 - 3.5m would generally be appropriate, although depending upon available geological data this may need to be extended to 5m in some areas. Table 1 below provides further detail.



Figure 4 – Example Trial Pit

4.21 Ground investigations undertaken as part of a geotechnical study to support a Flood Risk Assessment (FRA) would normally be to a similar depth and so such site surveys could therefore be linked or undertaken at the same time. Investigations on Particle Size Distribution (PSD) of any recovered sand and gravel are also often carried out as part of a FRA. Similarly, there may be synergies with heritage asset investigations and potential cost reductions, i.e. one contractor digging trial trenches for both purposes.

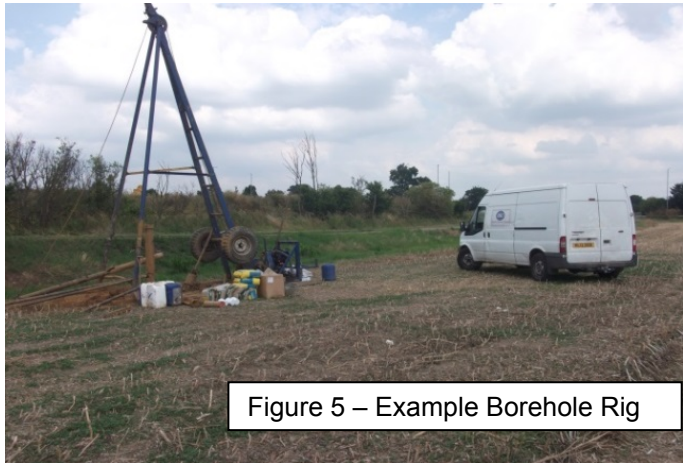


Figure 5 – Example Borehole Rig

4.22 The spacing of trial pits and/or boreholes is important to ensure that a thorough assessment of the mineral resource thought to be present can be made. An initial spacing of approximately 150m center-to-center appears to be the generally accepted practicable approach to be initially considered, although additional densities may also be required to determine the extent of the deposit as appropriate. Table 2 describes the general parameters of site investigation required for different types of mineral.

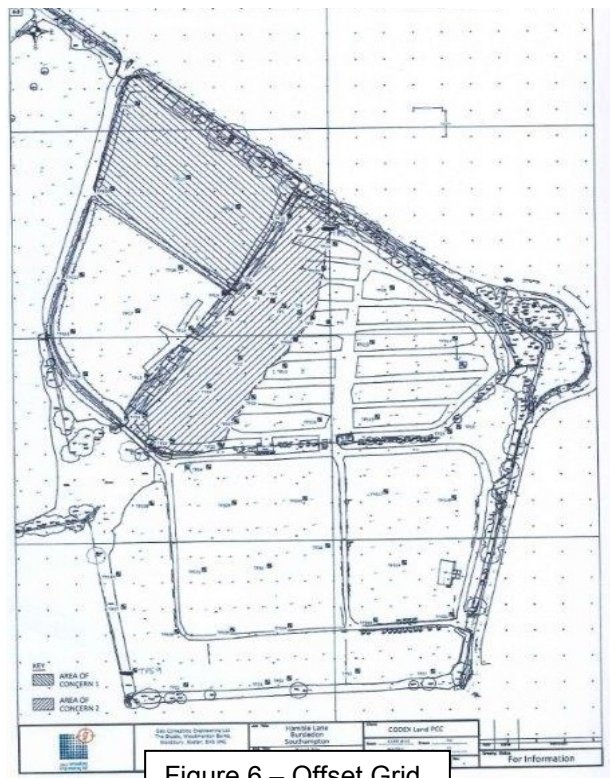


Figure 6 – Offset Grid

**Table 1: Site investigation methodologies for economic minerals in Kent**

<b>Type of Economic Geology Kent<sup>12</sup></b>	<b>Site Specific Investigation/Methodology</b>
Superficial deposits such as <b>Brickearth, River Terrace Sands and Gravels</b> , and <b>Alluvial Sands and Gravels</b>	<b>Trial Trenching Surveys:</b> Would normally require trial trenching to a depth of 2-3m. When there is evidence of greater thickness of potentially viable deposits, continuous flight auger bore hole drilling may be required to investigate the full extent of the superficial deposit depth across site.
Non-hard crustal geologies such as the <b>Folkestone Beds</b> (building sands)	<b>Drilling Surveys:</b> To determine deposit depth a continuous flight auger borehole drilling should normally be used to investigate the full extent of the viable deposit across the site.
Hard crustal geologies such as the <b>Hythe Formation</b> (Kentish Ragstone)	<b>Drilling Surveys:</b> Drilling techniques employing diamond and/or tungsten drill bit coring technologies should normally be employed to investigate the full extent of the viable deposit depth across the site. Regard for practical working (quarrying) depths and standing water table levels would have to be had in determining overall depth of drilling investigations.
<b>Reserve/ Overburden Ratio Analysis</b> Recording the specific site overburden depth above mineral resource. This is useful to inform the Minerals Assessment for the site in terms of economic viability and practicality.	
<b>Published Information</b> Desk top survey work should be supported by: <ul style="list-style-type: none"> <li>• Any existing site investigation reports that are available</li> <li>• Mineral Safeguarding Maps (part of the adopted Kent Minerals and Waste Local Plan 2013-30)</li> <li>• BGS Geological Resources maps and geological memoirs: <ul style="list-style-type: none"> <li><a href="http://www.bgs.ac.uk/downloads/start.cfm?id=2600">http://www.bgs.ac.uk/downloads/start.cfm?id=2600</a></li> <li><a href="https://www.bgs.ac.uk/downloads/start.cfm?id=2599">https://www.bgs.ac.uk/downloads/start.cfm?id=2599</a></li> </ul> </li> </ul>	

<sup>12</sup> The current British Geological Survey data specifically supplied to the County Council excludes the Upper, Middle and Lower Chalk and the London Clay as economically important minerals.



4.23 The economic viability of mineral resources and the viability of extracting these may change over time as resources become scarcer, technology improves, and markets change.

4.24 The recommended key aspects to consider in a Minerals Assessment of a proposed development in an MSA are set out in Table 3 below, reflecting the requirements of Kent MWLP safeguarding policies. Other factors may be relevant on a case by case basis.

<b>Table 2. Factors to consider in Minerals Assessments Site Information</b>	<b>Likely requirements</b>
Proposal Site	<ul style="list-style-type: none"> <li>• Area – red line and buildings footprint</li> <li>• Description of proposed development</li> <li>• Consideration of alternative location for the development outside the MSA</li> <li>• Timetable for the development</li> </ul>
Mineral Reserve	<ul style="list-style-type: none"> <li>• Type &amp; extent of the mineral</li> <li>• Depth of the deposit and variability across the site</li> <li>• Depth of overburden and variability across the site</li> <li>• Ratio of overburden to mineral resource</li> <li>• Mineral quality (e.g. BSI) standard or equivalent with or without processing)</li> <li>• Estimated gross mineral resource affected</li> </ul>
Mineral Extraction Constraints	<ul style="list-style-type: none"> <li>• Site infrastructure/ utilities</li> <li>• Site constraints / designations</li> <li>• Proximity of other development</li> </ul>
<b>Prior Extraction:</b>	
Commercial Market and Practical Considerations	<ul style="list-style-type: none"> <li>• Effect on deliverability and viability of proposed non-minerals development</li> <li>• Interested operator/local market for the minerals</li> <li>• Distance from the site to market destination</li> <li>• Method of transport / route to be taken</li> <li>• Does the market destination have permission to accept imported materials / is permission required?</li> <li>• Mineral processing infrastructure requirements, on or off-site</li> <li>• Space for storage of materials and effect on phasing or design</li> <li>• Costs or savings</li> </ul>
Practicability and acceptability of extraction in terms of impacts on the environment or communities	<ul style="list-style-type: none"> <li>• Site setting and constraints</li> <li>• Accessibility and transport</li> <li>• Land stability</li> <li>• Hydrology – groundwater and flood risk</li> <li>• Site restoration scheme in the event that the development does not proceed following prior-extraction</li> </ul>

## **Mineral Assessment Conclusions**

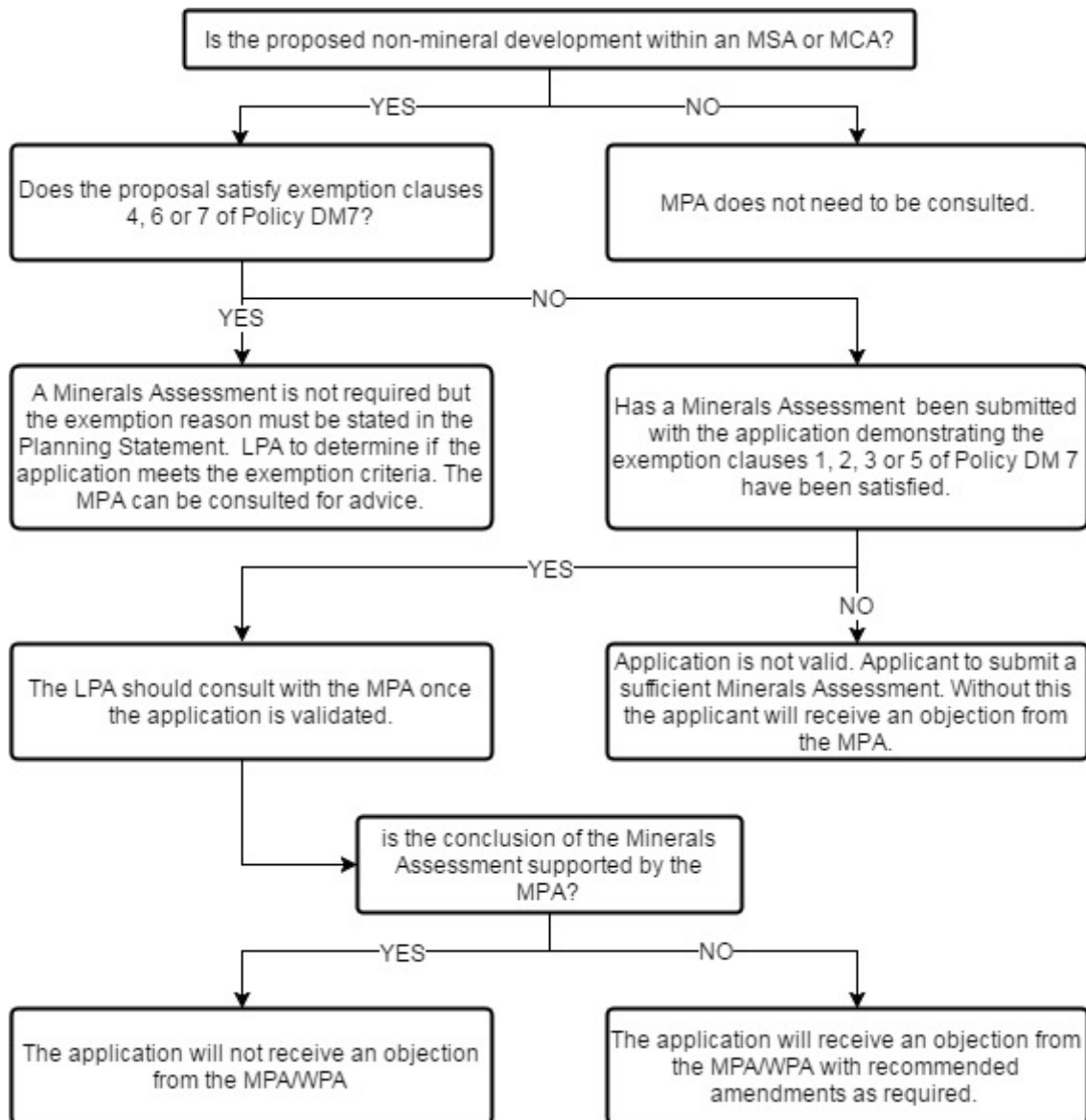
- 4.25 In order for the planning application to proceed without an objection from the County Council, the conclusions of the Mineral Assessment would have to satisfactorily demonstrate that Policy DM 7 clauses 1 – 3 or 5 apply to the proposed development.
- 4.26 The 'or' after each of the clauses in Policy DM 7 means that only one criterion needs to be satisfied. However, sequentially it will make sense for consideration of the economic value (clause 1) and viability and practicability of extraction being considered first before considering practicability of prior extraction (clause 2) and whether the need for the development outweighs the safeguarding of the mineral (clause 5).
- 4.27 The assessment may conclude that the site may be partially viable for extraction. In such circumstances the County Council will encourage prior extraction of as much material as is practicable.
- 4.28 If the County Council is satisfied that the Mineral Assessment information adequately demonstrates the prior extraction would not be viable, the promoter/ applicant is encouraged to utilise any mineral resources excavated through incidental extraction during the construction of any permitted application, in the interests of sustainable development.
- 4.29 It is important to note that any objection made by the County Council on safeguarding grounds will be a statutory objection and a material consideration for the determination of the proposal.
- 4.30 Although the County Council's adopted approach to mineral resource safeguarding is to exclude urban settlement areas from the Kent MSAs designation, mineral resources are present beneath these areas.
- 4.31 Safeguarding issues and the conclusion of a Minerals Assessment should be addressed in the Planning Statement, or where appropriate, in the Environmental Statement if the proposal is to be subject to Environmental Impact Assessment (EIA), that accompanies a planning application.

## **Prior Extraction**

- 4.32 Where prior extraction is proposed, Kent MWLP Policy CSM 4 *Non-Identified land-won Mineral Sites* and Policy DM 9 *Prior Extraction of Minerals in Advance of Surface Development* will apply. The avoidance of sterilising reserves is one of the 'over-riding benefit' criteria that could justify an exception to the Plan's mineral strategy (and so enabling minerals extraction to proceed on a site not allocated in the Minerals Sites Plan under Kent MWLP Policy CSM 4).

4.33 Where prior extraction has been proven to be unviable, any mineral resources extracted during construction works and re-used on site are likely to be considered as an ancillary operation of construction works of the proposal under Kent MWLP Policy DM 21: *Incidental Mineral Extraction*. The on-site re-use of the excavated 'waste' mineral resources could be secured as a condition of any grant of planning permission.

4.34 The following flowchart summarises the process that a LPA should follow when processing applications with land-won mineral safeguarding implications:



## **Minerals and Waste Management Infrastructure**

- 4.35 Policy CSM 6: *Safeguarded Wharves and Rail Depots* safeguards a number of minerals transportation facilities in Kent. The policy applies to all existing, planned or potential sites for minerals transportation. The safeguarding applies to the facility itself, as well as a 250m buffer zone surrounding the site.
- 4.36 Policy CSM 7: *Safeguarding Other Mineral Plant Infrastructure* safeguards facilities associated with minerals operations, such as those related to concrete batching or secondary aggregate production. The safeguarding also applies to a 250m buffer zone surrounding the site.
- 4.37 Policy CSW 16: *Safeguarding of Existing Waste Management Facilities*, safeguards sites which have permanent planning permission for waste management. The safeguarding also applies to a 250m buffer zone surrounding the site

### **Developments Exempt from Safeguarding**

- 4.38 Policy DM 8: Safeguarding Minerals Management, Transportation & Waste Management facilities sets out the only circumstances where non-minerals and waste development proposed within or in proximity to (within 250m) safeguarded minerals management, transportation or waste management facilities would be considered acceptable.
- 4.39 Development proposals considered acceptable or exempt from safeguarding are specified in Policy DM 8 clauses 1 & 2:
1. *it constitutes development of the following nature: advertisement applications; reserved matters applications; minor extensions and changes of use and buildings; minor works; and non-material amendments to current planning permissions; or*
  2. *it constitutes development on the site that has been allocated in the adopted development plan;*
- 4.40 Proposals for exempt developments should be accompanied by a statement with relevant details demonstrating that they are exempt. The County Council will not normally be consulted on these types of developments, but advice may be sought if any queries arise regarding safeguarding and mitigation, for example where sites allocated in a Local Plan are developed.

## **Development Proposals in the Vicinity of Safeguarded Sites**

4.41 Proposals for non-minerals or non-waste development within 250m of a safeguarded facility, which do not fall under clauses 1 and 2 of Policy DM 8 will need to be accompanied by information, including incorporation of appropriate mitigation measures, to demonstrate that the proposed development is not incompatible with the safeguarded site. The applicant should demonstrate that:

- impacts that may legitimately arise from the activities taking place at the safeguarded facilities (e.g. noise, dust, light air emissions and odour) would not be experienced to an unacceptable level by occupants of the proposed development (and potentially also lead to constraints being imposed on the safeguarded facility in the future); and
- Mitigation measures have been considered where necessary, for example through the design (e.g. noise insulation) and orientation of the proposed buildings, to minimise disruption to the users of the development; and
- vehicle access to and from the safeguarded facility would not be constrained by the development proposed.

4.42 Planning applications that do not satisfactorily demonstrate the above will attract an objection from the County Council on safeguarding grounds of incompatibility and causing unacceptable encroachment. In the determination of such proposals, the need for the development will need to be weighed against the need to retain the safeguarded facility, the scale of potential impact and the objectives and policies of the development plan as a whole. If the development can be accepted as not incompatible with the safeguarded facility, the clauses within DM8 do not need to be satisfied.

4.43 An example of the consequences of not considering the compatibility of the development is the case between the Port of London Authority (PLA) and a collection of mineral wharf operators in Greenwich vs. London Borough of Greenwich and the Greenwich Millennium village. The PLA and interested parties commenced Judicial Review of the London Borough of Greenwich decision to permit residential development in the proximity of safeguarded wharves. The LPA recognised that they had not considered the incompatibility issue in their decision making appropriately. This has resulted in the development having to be retrofitted with noise abatement measures to mitigate the impact that was not recognised and assessed when the application was first submitted<sup>13</sup>.

---

<sup>13</sup> THE QUEEN On the application of PORT OF LONDON AUTHORITY LIMITED (1) AGGREGATE INDUSTRIES UK LIMITED (2) CEMEX UK OPERATIONS LIMITED (3) DAY GROUP LIMITED (4) TARMAC LIMITED (5) Claimants v. LONDON BOROUGH OF GREENWICH Defendant and GREENWICH MILLENIUM VILLAGE LIMITED Interested Party

## Minerals and Waste Infrastructure Assessment

4.44 Potentially incompatible developments adversely affecting safeguarded sites (those outside of Policy DM 8 clauses 1 & 2) are required to have regard to whether proposals would impair the operation of safeguarded facilities. As with DM 7 the 'or' after each clause indicates that only one clause needs to be satisfied. However, in practice it will make sense for proposals for non-exempt development types to consider clauses 4,5 and 7 before clauses 3 and 6.

4.45 Proposals applicable under either of Policy DM 8 clauses 4, 5 and 7 below will need to provide assessment information, as appropriate to the nature and scale of the proposed development, in a Minerals and Waste Infrastructure Assessment. The Assessment will need to satisfy the following clauses:

### Impacts on Operations:

4. *it is for a temporary period and will not compromise its potential in the future for minerals transportation; or*

### Current and Future Viability:

- 5 *the facility is not viable or capable of being made viable.*

The Assessment demonstrating this should include evidence of the historic use of the site and factors affecting its viability or refurbishment to be made viable.

### Capacity is not required

- 7 *it has been demonstrated that the capacity of the facility to be lost is not required*

### Potential for Alternative, Replacement Capacity:

4.46 If the proposed development does not fall under clause 4 or demonstrably meet the requirements of clauses 5 or 7, proposals for incompatible development adversely affecting safeguarded sites will be required to provide information to demonstrate that:

- 3 *replacement capacity, of the similar type, is available at a suitable alternative site, which is at least equivalent or better than that offered by the facility that it is replacing;*

*replacement capacity must be at least equivalent in terms of tonnage, accessibility, location in relation to the market, suitability, availability of land for processing and stockpiling of waste and minerals, and.*



- *in the case of wharves, the size of the berth for dredgers, barges or ships, ensuring the depth and tidal flows meet the requirements.*
- *in the case of waste facilities, replacement capacity must be at least at an equivalent level of the waste hierarchy and capacity may be less if the development is at a higher level of the hierarchy*

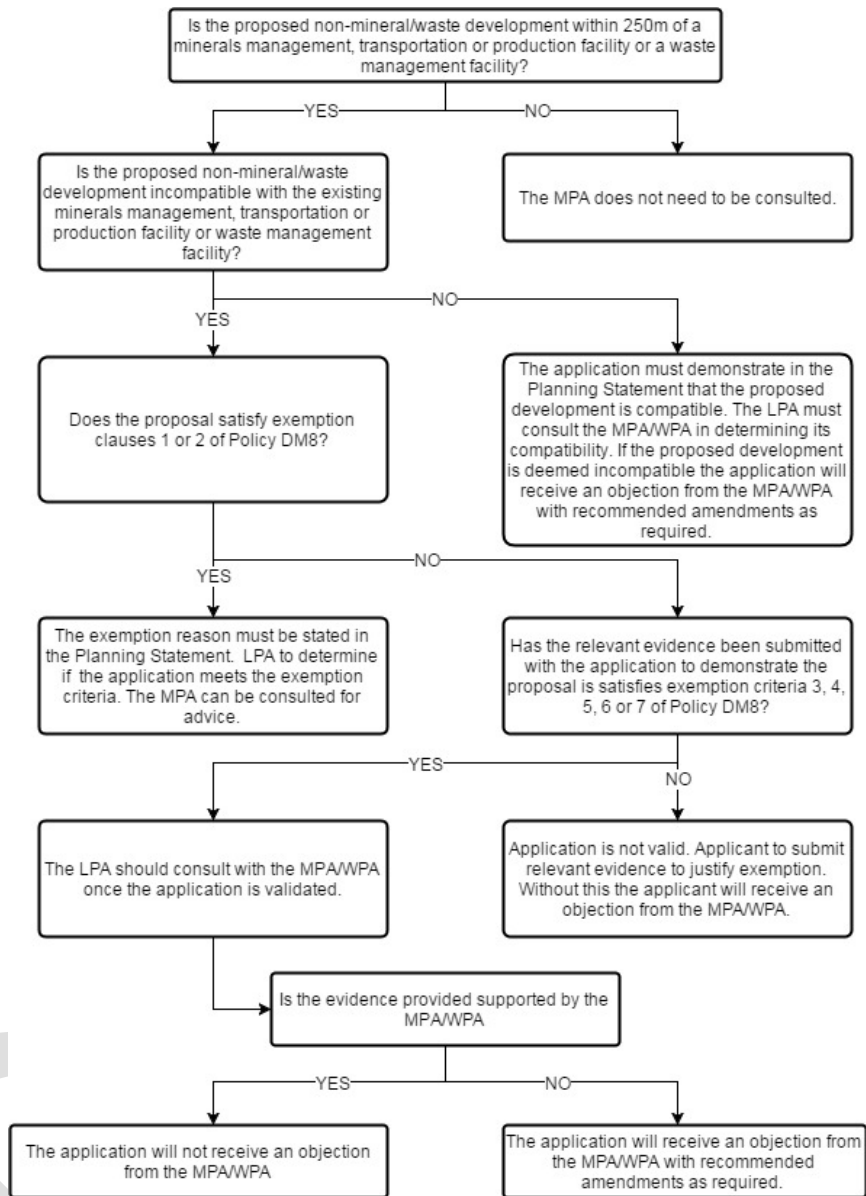
*There must also be no existing, planned or proposed developments that could constrain the operation of the replacement site at the required capacity.*

#### Need for Proposed Development

4.47 If the proposed development does not demonstrably fall under all other clauses, the applicant will need to demonstrate that the need for the development overrides the presumption to safeguard:

6. *material considerations indicate that the need for development overrides the presumption for safeguarding;*

4.48 The following flowchart summarises the process the LPA should follow when processing applications which have implications for safeguarded minerals and waste facilities and infrastructure:



**Summary**

4.49 The County Council recommends that all Kent district and borough councils include Minerals Assessments and Minerals and Waste Infrastructure Assessments in the local list of validation information requirements for planning applications within MSAs and MCAs and within 250m of safeguarded minerals and waste facilities.

4.50 The following table summarises the various organization roles involved in minerals and waste safeguarding.

**Table 3: Organistional Roles in Mineral safeguarding**

Applicants/developers	When compiling a planning application, the applicant should consult the safeguarding maps and policies within the Kent Minerals and Waste Local Plan Minerals or Infrastructure Assessment is required.
-----------------------	---

	<p>If so, then the relevant Assessment should be undertaken and submitted as part of the application to the relevant authority</p>
<p>District/Borough Councils within Kent</p>	<p>Any applications which are within a MSA or the proximity of a safeguarded facility, and do not meet the exemptions listed in Policies DM 7 and DM 8 will need to be accompanied by the appropriate assessment.</p> <p>The assessments will also need to be prepared by a local authority when they are producing sites plans. Ideally this should take place between the call for sites and the preferred options stages</p> <p>The local planning authority should consult the County Council on any planning application or potential site allocation which may have safeguarding implications and does not meet the exemptions.</p>
<p>Kent County Council</p>	<p>The County Council will offer comments on a planning application which has minerals or waste safeguarding implications.</p> <p>When determining applications for Regulation 3 proposals the County Council will also need to consider any mineral safeguarding implications.</p>

## 5. Minerals and Waste Safeguarding Procedure

- 5.1 The key to safeguarding is early and constructive consultation between the local planning authorities and the County Council.
- 5.2 The consultation process between the relevant Kent local district and borough authority and the Ebbsfleet Development Corporation (the LPA) and the County Council (the MPA and/or WPA) will be triggered by proposals for incompatible and non-exempt development within the MSA/MCA and the 250m consultation zones surrounding the safeguarded minerals and waste sites, infrastructure and allocations; this will apply in the case of both development proposals and proposed site allocations in District/Borough Local Plans.
- 5.3 The Local Planning Authority should take the Kent MWLP policies and County Council's comments into account when determining applications for potentially incompatible development, including imposition of appropriate conditions on planning permissions to mitigate the potential effects of development on the safeguarded resource and/or infrastructure.
- 5.4 Any objection made by the County Council on safeguarding grounds will be a statutory objection and a material consideration for the determination of proposals.
- 5.5 As set out in Section 3, applicants will be expected to provide adequate information in the form of a Minerals Assessment (for Policy DM7) or a Minerals and Waste Infrastructure Assessment (for Policy DM8) accompanying a planning application to enable the County Council to assess the application against the safeguarding policies of the Kent MWLP.

### Consultation on Planning Applications

#### *Pre-application*

- 5.6 Pre-application discussions with the relevant district/ borough authority, in conjunction with the County Council, are strongly encouraged to identify proposals within safeguarded areas and indicate the level and scope of Minerals or Infrastructure Assessment and information that may be required. Discussions with the operators of any existing facilities are also strongly encouraged, to get an idea of the scope of any mitigation measures that may be required.

#### *Validation of Planning Applications*

- 5.7 The inclusion of these Assessments in the Validation Local List would ensure that all necessary information required to determine the application is provided at the time of submission. This would avoid unnecessary delays when the application is being considered.

### *Consultation*

- 5.8 Local planning authorities will consult the County Council on applications for development within MSAs and MCAs and within 250m of safeguarded infrastructure, accompanied by the appropriate Minerals or Infrastructure Assessment prepared by the applicant. These should be sent to [mwlp@kent.gov.uk](mailto:mwlp@kent.gov.uk).
- 5.9 The County Council will provide an initial response to consultation requests within 21 days, which may include a request for further information if the Assessment is considered to be inadequate or unclear. If no response is received within this timescale it can be assumed that information provided is adequate.
- 5.10 If no response is received by the end of the consultation period or any agreed extension of time, the determining authority can proceed with the determination of the application without the views of the County Council on a proposal's compatibility with minerals and waste safeguarding policies.
- 5.11 The Port of London Authority should be consulted on all applications which have safeguarding implications for mineral wharves.

### Consultation on Local Plan Preparation and Allocations

- 5.12 Kent district and borough councils are required to have regard to the Kent MWLP safeguarding policies when identifying suitable areas for non-mineral and non-waste development in their local plans, as well as showing MSAs and MCAs on their policy maps<sup>14</sup>. This is necessary to satisfy the Duty to Cooperate.
- 5.13 The process of allocating land for non-minerals and non-waste uses in the district/ borough authority Local Plans will therefore need to take account of the presence of safeguarded minerals resources and any existing, planned or potential minerals and waste infrastructure. The relevant factors for consideration are the same as those for a planning application, as set out in Policies DM7, DM8, CSM5, CSM6, CSM7 and CSW16.
- 5.14 The County Council can offer advice to support the district and borough authorities during the site allocation process and should be formally consulted on any proposals in safeguarded areas.
- 5.15 Local planning authorities will consult the County Council when preparing development plans to ensure that safeguarding is properly taken into account when sites are allocated for non-minerals and non-waste development. Development within MSAs and MCAs and within 250m of safeguarded infrastructure should be avoided where possible.

---

<sup>14</sup> Planning Practice Guidance Paragraph: 005 Reference ID: 27-005-20140306

5.16 Where site allocations are proposed in these areas the local planning authority will need to demonstrate the need for the development at the location and consult the County Council to consider what measures may be taken to mitigate the effect of the development on the safeguarded resources or assets, in order to ensure conformity with the Kent MWLP policies. This will need to be done through Minerals Assessments and Minerals/Waste Infrastructure Assessments. The detail required for these assessments is the same as would be required for a planning application, but is subjective to the scope of the development.

#### Adopted Policies Maps and GIS Information

5.17 GIS information files have been provided to all district and borough councils, with the expectation that safeguarded areas will be shown on each authority's own policy maps in line with national planning policy guidance.

5.18 The GIS files include:

- Mineral Safeguarding Areas (MSAs) and Mineral Consultation Areas (MCAs)
- Existing mineral working sites
- Safeguarded Wharves and Rail Transportation Adopted Policies Maps: Sites A - Q
- Existing other (recycling/secondary aggregate production) mineral plant infrastructure sites
- existing waste management facility sites

5.19 GIS information for all allocated waste and minerals sites will also be provided for inclusion on the Kent district and borough authority's policy maps.

5.20 Sites with planning permission for other mineral plant infrastructure and permanent planning permission for waste management will be reviewed on an annual basis as part of the overall monitoring of the Plan. The updated GIS information will be provided by the County Council to the district/ borough authorities.

## **6 Monitoring and Review**

- 6.1 The monitoring and implementation framework in Chapter 8 of the Kent MWLP 2013-30 includes a schedule on how the Plan's safeguarding policies and related strategic objectives will be achieved through the monitoring of data indicators. Each indicator has a target against which the performance of the policy can be monitored with a 'trigger point' to indicate when corrective action may be required.
- 6.2 The monitoring of Policy CSM 5: Land-won Mineral Safeguarding includes an indicator on the annual review of the MSA designations.
- 6.3 Monitoring of the implementation of the Kent MWLP safeguarding policies will be carried out as part of the production of the Kent Annual Monitoring Report. Policies may be subject to review if annual monitoring indicates that any significant, adverse trends are likely to continue.



# **APPENDIX 1 Kent MWLP 2013-30 Safeguarding Policies**

## **Policy CSM 4**

### **Non-identified Land-won Mineral Sites**

With the exception of proposals for the extraction of silica sand provided for under Policy CSM 2, proposals for mineral extraction other than the Strategic Site for Minerals and sites identified in the Minerals Sites Plan will be considered having regard to the policies of the development plan as a whole and in the context of the Vision and Objectives of this Plan, in particular the objective to plan for a steady and adequate supply of aggregates and industrial minerals. Where harm to the strategy of the development plan is shown, permission will be granted only where it has been demonstrated that there are overriding benefits that justify extraction at the exception site.

*(While not entirely related to safeguarding, Policy CSM4 applies where prior extraction is proposed)*

## **Policy CSM 5**

### **Land-won Mineral Safeguarding**

Economic mineral resources are safeguarded from being unnecessarily sterilised by other development by the identification of:

1. Mineral Safeguarding Areas for the areas of brickearth, sharp sand and gravel, soft sand (including silica sand), ragstone and building stone as defined on the Mineral Safeguarding Area Policies Maps in Chapter 9
2. Mineral Consultation Areas which cover the same area as the Minerals Safeguarding Areas and a separate area adjacent to the Strategic Site for Minerals at Medway Works, Holborough as shown in Figure 17
3. Sites for mineral working within the plan period identified in Appendix C and in the Mineral Sites Plan.

## **Policy CSM 6**

### **Safeguarded Wharves and Rail Depots**

Planning permission will not be granted for non-minerals development that may unacceptably adversely affect the operation of existing, planned or potential sites, such that their capacity or viability for minerals transportation purposes may be

compromised.

The following sites, and the allocated sites included in the Minerals Sites Plan, are safeguarded:

1. Allington Rail Sidings
2. Sevington Rail Depot
3. Hothfield Works
4. East Peckham
5. Ridham Dock (both operational sites)
6. Johnson's Wharf, Greenhithe
7. Robins Wharf, Northfleet (both operational sites)
8. Clubbs Marine Terminal, Gravesend
9. East Quay, Whitstable
10. Red Lion Wharf, Gravesend
11. Ramsgate Port
12. Wharf 42, Northfleet (including Northfleet Cement Wharf)
13. Dunkirk Jetty (Dover Western Docks)
14. Sheerness
15. Northfleet Wharf
16. Old Sun Wharf, Gravesend

Their locations are shown in Figure 13: Minerals Key Diagram in Chapter 2 and their site boundaries are shown in Chapter 9: Adopted Policies Maps.

The Local Planning Authorities will consult the Minerals Planning Authority and take account of its views before making a planning decision (in terms of both a planning application and an allocation in a local plan) for non-mineral related development (other than that of the type listed in policy DM 8 (clause 1) on all development proposed at, or within 250m of, safeguarded minerals transportation facilities.

## **Policy CSM 7**

### **Safeguarding Other Mineral Plant Infrastructure**

Facilities for concrete batching, the manufacture of coated materials, other concrete products and the handling, processing and distribution of substitute, recycled and secondary aggregate material in Kent are safeguarded for their on-going use. Where these facilities are situated within a host quarry, wharf or rail depot facility, they are safeguarded for the life of the host site.

Where other development is proposed at, or within 250m of, safeguarded minerals plant infrastructure, Local Planning Authorities will consult the Minerals planning Authority and take account of its views before making a planning decision (in terms of both a planning application and an allocation in a local plan).

## **Policy CSW 16**

### **Safeguarding of Existing Waste Management Facilities**

Sites that have permanent planning permission for waste management, or are allocated in the Waste Sites Plan are safeguarded from being developed for non-waste management uses.

Where other development is proposed at, or within 250m of, safeguarded waste management facilities Local Planning Authorities will consult the Waste planning Authority and take account of its views before making a planning decision (in terms of both a planning application and an allocation in a local plan)

## **Policy DM 7**

### **Safeguarding Mineral Resources**

Planning permission will only be granted for non-mineral development that is incompatible with minerals safeguarding where it is demonstrated that either:

1. the mineral is not of economic value or does not exist; or
2. that extraction of the mineral would not be viable or practicable; or
3. the mineral can be extracted satisfactorily, having regard to Policy DM9, prior to the non-minerals development taking place without adversely affecting the viability or deliverability of the non-minerals development; or
4. the incompatible development is of a temporary nature that can be completed and the site returned to a condition that does not prevent mineral extraction within the timescale that the mineral is likely to be needed; or
5. material considerations indicate that the need for the development overrides the presumption for mineral safeguarding such that sterilisation of the mineral can be permitted following the exploration of opportunities for prior extraction; or
6. it constitutes development that is exempt from mineral safeguarding policy, namely householder applications, infill development of a minor nature in existing built up areas, advertisement applications, reserved matters applications, minor extensions and changes of use of buildings, minor works, non-material amendments to current planning permissions; or
7. it constitutes development on a site allocated in the adopted development

plan

Further guidance on the application of this policy will be included in a Supplementary Planning Document.

## **Policy DM 8**

### **Safeguarding Minerals Management, Transportation Production & Waste Management Facilities**

Planning permission will only be granted for development that is incompatible with safeguarded minerals management, transportation or waste management facilities, where it is demonstrated that either:

1. it constitutes development of the following nature: advertisement applications; reserved matters applications; minor extensions and changes of use and buildings; minor works; and non-material amendments to current planning permissions; or
2. it constitutes development on the site that has been allocated in the adopted development plan; or
3. replacement capacity, of the similar type, is available at a suitable alternative site, which is at least equivalent or better than to that offered by the facility that it is replacing; or
4. it is for a temporary period and will not compromise its potential in the future for minerals transportation; or
5. the facility is not viable or capable of being made viable. or
6. material considerations indicate that the need for the development overrides the presumption for safeguarding
7. it has been demonstrated that the capacity of the facility to be lost is not required

Replacement capacity must be at least equivalent in terms of tonnage, accessibility, location in relation to the market, suitability, availability of land for processing and stockpiling of waste and minerals, and:

- in the case of wharves, the size of the berth for dredgers, barges or ships
- in the case of waste facilities, replacement capacity must be at least at an equivalent level of the waste hierarchy and capacity may be less if the development is at a higher level of the hierarchy

There must also be no existing, planned or proposed developments that could

constrain the operation of the replacement site at the required capacity.

Planning applications for development within 250m of safeguarded facilities need to demonstrate that impacts, e.g. noise, dust, light and air emissions, that may legitimately arise from the activities taking place at the safeguarded sites would not be experienced to an unacceptable level by occupants of the proposed development and that vehicle access to and from the facility would not be constrained by the development proposed.

Further guidance on the application of this policy will be included in a Supplementary Planning Document

## **Policy DM 9**

### **Prior Extraction of Minerals in Advance of Surface Development**

Planning permission for, or incorporating, mineral extraction in advance of development will be granted where the resources would otherwise be permanently sterilised provided that:

1. the mineral extraction operations are only for a temporary period; and,
2. the proposal will not cause unacceptable adverse impacts to the environment or communities

Where planning permission is granted for the prior extraction of minerals, conditions will be imposed to ensure that the site can be adequately restored to a satisfactory after-use should the main development be delayed or not implemented

## **Policy DM 21**

### **Incidental Mineral Extraction**

Planning permission for mineral extraction that forms a subordinate and ancillary element of other development will be granted provided that operations are only for a temporary period. Where planning permission is granted, conditions will be imposed to ensure that the site can be restored to an alternative after-use in accordance with Policy DM 19 should the main development be delayed or not implemented.

*(While not entirely related to safeguarding, Policy DM21 applies where prior extraction is not viable but there may be incidental extraction associated with development.)*

## Appendix 2: Kent MWLP 2013-30 Safeguarding Policies – summary of key provisions

The Kent MWLP 2013-30 safeguarding policies are outlined below and explained in more detail in the following sections (Section 3.7 – 3.17)

**Table 2.1 Kent Minerals and Waste Local Plan 2013-30 Safeguarding Policies**

<b>Minerals and Waste Safeguarding in Kent</b>	<b>MWLP Policy</b>
<b>What is safeguarded and where are the areas located?</b>	
<b>Economic land-won mineral resources:</b> <ul style="list-style-type: none"> <li>• Mineral Safeguarding Areas (MSAs) Adopted Policies Maps</li> <li>• Mineral Consultation Areas (same coverage as MSAs) plus the area surrounding the mineral reserves of the Strategic Site for Minerals</li> <li>• Existing mineral working sites (a list of sites updated and published each year in the Kent AMR)</li> <li>• Adopted Kent Mineral Site Plan Allocations for mineral working</li> </ul>	CSM 5
<b>Existing, planned or potential mineral infrastructure</b> At and within 250m of: <ul style="list-style-type: none"> <li>• Safeguarded Wharves and Rail Transportation Adopted Policies Maps: Sites A - Q</li> <li>• Other mineral plant infrastructure sites (a list of sites updated and published each year in the Kent AMR)</li> <li>• Adopted Kent Mineral Site Plan Allocations for mineral infrastructure</li> </ul>	CSM6; CSM7; DM8
<b>Permanent waste management facilities</b> At and within 250m of: <ul style="list-style-type: none"> <li>• Existing waste management facility sites (a list of sites updated and published each year in the Kent AMR)</li> <li>• Adopted Kent Waste Site Plan Allocations</li> </ul>	CSW16
<b>What are the relevant safeguarding policies for non-minerals and waste development proposals in safeguarded areas?</b>	
Circumstances when non minerals and waste uses may be acceptable within Mineral Safeguarding Areas	DM 7
Incorporating viable mineral extraction in advance of development of safeguarded mineral resources (prior extraction), that would otherwise be sterilised by non-minerals development	CSM 4; DM 9
Incidental mineral extraction at development sites during construction	DM 21

Circumstances when non minerals and waste uses may be acceptable at or within 250m of safeguarded minerals management and transportation and waste management facilities

DM 8

DRAFT



This page is intentionally left blank

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

**To: Environment & Transport Cabinet Committee Meeting –  
13 March 2017**

**Subject: Re-procurement and award of contract/s for Soft Landscape  
Urban Grass, Shrubs & Hedges (Maidstone, Dartford,  
Canterbury & Thanet).**

**Key decision: 17/00016**

**Classification: Unrestricted**

**Past Pathway of Paper: Environment & Transport Cabinet Committee – 11  
March 2016**

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

**Electoral Division: Maidstone, Dartford, Canterbury & Thanet**

**Summary:**

The Soft Landscape urban grass shrubs & hedges contract (Maidstone, Dartford, Canterbury and Thanet) ends on 31 December 2017. The contract value is estimated at £325-350k per year. A Key Decision is required to award the contract/s for this discretionary service as the value of the contract, including optional extensions exceeds £1m.

**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 to re-procure and delegate to the Director of Highways, Transportation and Waste authority to award contract/s for the urban grass, shrubs & hedges service as attached at Appendix A.

**1. Introduction**

- 1.1 During the last 12 months the Environment & Transport Cabinet Committee (ETCC), a Member Task & Finish Group (T&FG), and Strategic Commissioning Board have considered the service needs, commissioning options and the future funding of Soft Landscape services.
- 1.2 The re-procurement of the Urban Grass, Shrubs and Hedges (UGSH) contract follows the recommendations and decisions of the above bodies.

**2. Report**

- 2.1 At current levels of service the maintenance of urban grass, shrubs and hedges is primarily a discretionary service that contributes to visual amenity. However,

- a minimum service is necessary to maintain sightlines and keep roads and pavements clear of vegetation for safe passage of highway users.
- 2.2 In the Commissioning Plan Report dated 21 July 2016 to the Strategic Commissioning Board several options were considered for discretionary and safety critical services. The Board approved the extension of current urban grass shrubs and hedges contracts until 2019. This has been successfully implemented in Gravesham, Sevenoaks, Swale, Tonbridge & Malling and Tunbridge Wells. However, the incumbent supplier for Maidstone, Dartford, Canterbury & Thanet, is unable to continue and as such there is now a need to go back out to market for this service earlier than originally anticipated.
- 2.3 The procurement of a new Urban Grass, Shrubs and Hedges contract will ensure that a flexible core service remains in place. A market of interested Small and Medium Enterprises already exists for this work and there are sufficient suppliers to expect continuing value for money. Currently the service is delivered through publicly procured contracts, let in two lots - Maidstone/ Dartford and Canterbury/Thanet and through an agreement with one local parish council.
- 2.4 There are five further expressions of interest from parishes following the recent round of devolution focused seminars in November 2016. The involvement of parishes is positive and adds additional benefit to the core service. In line with current contracts, future contracts will provide the flexibility to ensure parishes can opt in or out of the service during the contract term.

### **Procurement timetable**

<b>Activity</b>	<b>UGSH 2017</b>
Publish ITT	13/06/2017
Tender Period Start	13/06/2017
Bidder Briefing	n/a
Clarification Deadline	18/07/2017
Tender Period End	25/07/2017
Tender evaluations Start	26/07/2017
Tender evaluations End	08/09/2017
QA Results Start	11/09/2017
QA Results End	29/09/2017
Post-Tender Meeting Start	02/10/2017
Post-Tender Meeting End	10/10/2017
Internal Approval & Sign Off Start	11/10/2017
Internal Approval & Sign Off End	19/10/2017
Standstill Period Start	20/10/2017
Standstill Period end	01/11/2017
Contract Award	01/01/2018

### **3. Financial Implications**

- 3.1 The Soft Landscape service is required to make £380k MTFP savings, phased in from 2017/18 through 2018/19. This will be realised through the reduction in

urban grass cutting frequencies from eight cuts a year to six and was discussed at the Member Task & Finish Group.

- 3.2 The estimated annual cost of the reduced publicly procured service in Dartford/Maidstone and Canterbury/Thanet is £325-350k per annum. Currently one parish, (Minster), within the contract area carries out this service on behalf of KCC at a cost of £1,910 per annum. The portion of the 2018/19 budget for the urban grass, shrubs and hedges services in these four districts is approximately £340k.
- 3.3 The potential impact on the contract value from devolution to parishes would be neutral or a small saving if all parishes who have currently expressed an interest in taking on the work subsequently confirm they wish to do so. To date, no confirmations have been received from parishes within the contract area.

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

- 4.1 Continuation of the urban grass, shrubs and hedges service at the proposed reduced service levels has no legal implications.

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

- 5.1 A preliminary equalities assessment for the Soft Landscape service was carried out in the last 12 months as part of the commissioning process. No impacts were found as a result of the proposed reduction in urban grass cuts from eight to six per year. No change in the level of service is proposed for shrubs and hedges, which are currently at one visit per year.

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

- 6.1 The decision to award contracts for the maintenance of urban grass, shrubs and hedges has no significant impact in other areas of the Council's work.

#### **7. Conclusions**

- 7.1 The Urban Grass, Shrubs and Hedges contract which ends 31 December 2017 needs to be re-procured to ensure a core service remains in place. New contract/s will have the necessary flexibility to accommodate devolution to parishes and enable local councils to opt in or out of the service.
- 7.2 The level of urban grass cutting is being reduced across all 12 Districts in Kent to accommodate the £380k savings required in 2017/18 and 2018/19. The re-procurement of the service in the four Districts above will also reflect reduced urban grass cuts and new costs are expected to meet the 2018/19 budget. However, there is a risk that prices may come back higher than anticipated. This will be dependent on a number of economic variables which are outside of KCC's direct control. However, the proposed approach maximises economies of scale and this together with a five year contract term plus extension options (one plus one) will be attractive to the market and is likely to reduce the risk of significantly higher contract rates.

7.3 The broad approach to Soft Landscape commissioning was approved by the Strategic Commissioning Board in July 2016 including the public procurement of the urban grass, shrubs and hedges service.

## 8. Recommendation:

8.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment & Transport on the proposed decision to re-procure and delegate to the Director of Highways, Transportation and Waste authority to award contracts for the urban grass shrubs and hedges service as attached at Appendix A.

## 9. Background Documents

- Appendix A – Proposed Record of Decision
- Task & Finish Group Review of Future Commissioning of Soft Landscape Service Report – 11 March 2016 –  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5028&ID=5028&RPID=12555625>
- Soft Landscaping Commissioning Plan -  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5027&ID=5027&RPID=12556422>

## 10. Contact details

Report Author: Richard Diplock, Soft Landscape Manager 03000 413603 <a href="mailto:richard.diplock@kent.gov.uk">richard.diplock@kent.gov.uk</a>	Relevant Director: Roger Wilkin Director of Highways, Transportation & Waste 03000 413479 <a href="mailto:roger.wilkin@kent.gov.uk">roger.wilkin@kent.gov.uk</a>
--	---

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

### DECISION TAKEN BY

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

### DECISION NO:

17/00016

#### For publication

#### Key decision\*

Yes – expenditure over £1m

**Subject: Re-procurement of the Urban, Grass, Shrubs and Hedges Contract (Maidstone, Darford, Canterbury and Thanet)**

#### Decision:

As Cabinet Member for Environment and Transport, I agree to re-procure and delegate to the Director of Highways, Transportation and Waste authority to award contract/s for the urban grass, shrubs & hedges service for Maidstone, Dartford, Canterbury and Thanet.

#### Governance

The Executive Scheme of Delegation for Officers set out in Appendix 2 Part 4 of the Constitution (and the directorate schemes of sub-delegation made thereunder) provides the governance pathway for the implementation of this decision by officers as it assumes at 1.9 of the scheme that once a Member-level decision has been taken, the implementation of that decision will normally be delegated to officers, so that multiple Member decisions are not required in respect of the same matter.

In this instance, the Director of Highways, Transport and Waste will be the lead officer seeking to ensure that all such steps as are necessary to implement the decision are undertaken

#### Reason(s) for decision:

The Soft Landscape urban grass shrubs & hedges contract (Maidstone, Dartford, Canterbury and Thanet) ends on 31 December 2017. The contract value is estimated at £325-350k per year. A Key Decision is required to award the contract/s for this discretionary service as the value of the contract, including optional extensions exceeds £1m.

#### Cabinet Committee recommendations and other consultation:

During the last 12 months the Environment & Transport Cabinet Committee (ETCC), a Member Task & Finish Group (T&FG), Strategic Commissioning Board and Corporate Board have considered the service needs, commissioning options and the future funding of Soft Landscape services

The re-procurement of the Urban Grass, Shrubs and Hedges contract follows the recommendations and decisions of the above bodies

#### Any alternatives considered:

In the Commissioning Plan Report dated 21 July 2016 to the Strategic Commissioning Board several options were considered for discretionary and safety critical services. The Board approved the extension of current urban grass shrubs and hedges contracts until 2019.

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

.....  
signed

.....  
date

Name:



**From: Matthew Balfour, Cabinet Member for Environment and Transport**

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

**To: Environment & Transport Cabinet Committee – 13 March 2017**

**Decision No: 17/00020**

**Subject: Active Travel Strategy and Action Plan**

**Classification: Unrestricted**

**Past Pathway of Paper:** Environment and Transport Cabinet Committee – 21 July 2015  
Environment and Transport Cabinet Committee – 4 May 2016

**Future Pathway of Paper:** None

**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 updated Strategy (Appendix B) following consultation and the creation of an accompanying Action Plan (Appendix C).

**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 approve the Active Travel Strategy and Action Plan as attached at Appendix A.

In addition, to endorse delegation to the Corporate Director, Growth Environment and Transport the authorisation to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Active Travel Strategy and Action Plan.

## **1. Introduction**

- 1.1 Active travel (specifically choosing journeys by bicycle and on foot) has a range of beneficial effects; it can help to reduce congestion, contribute to economic development, improve the environment and the air we breathe, improve our health through being more active and is a way of encouraging physical activity in school-aged children.
- 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.
- 1.3 It is proposed that the Active Travel Strategy and Action Plan are adopted as County Council strategy. The strategy will be cost-neutral and provide strategic guidance in order to maximise investment in projects.

## **2. Financial Implications**

- 2.1 The Strategy is a cost-neutral document and requires 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. Furthermore, the Strategy will be used to support bids for external income.

## **3. Policy Framework**

- 3.1 The Strategy contributes to all three of the Strategic Outcomes in KCC's Strategic Statement 2015-2020: 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.
- 3.2 In the Growth Environment and Transport Business Plan (2016-2017), the Strategy accords with priority 4- develop and implement GET's county-wide strategies and priority 5- GET's role enabling KCC to be a Public Health Authority.
- 3.3 The Strategy strongly contributes to all five of the Draft Local Transport Plan 4 (LTP4) priorities: economic growth and minimised congestion; affordable and accessible door-to-door journeys; safer travel; enhanced environment; and better health and wellbeing. Active Travel is a Kent wide priority within the Draft LTP4; the Active Travel Strategy is a daughter document and will help to meet this priority.

## **4. The Report**

### **Relevant History**

- 4.1. The Active Travel Strategy Project Group comprises representatives from across KCC including Highways, Public Health and Countryside, Leisure & Sport and is chaired by the Deputy Cabinet Member. The Director of Growth, Environment and Transport 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.
- 4.2 The Project Group meets as required to develop the strategy. Four members from across the political parties join this group at the key stages to give advice and direction. Smaller Task and Finish Groups are set up to deliver specific actions, such as drafting the action plan.
- 4.3 A previous report was considered by the Environment and Transport Cabinet Committee on 4 May 2016, where approval was given to go to public consultation with the draft strategy.

### **Consultation**

- 4.4 The consultation ran for eight weeks from 18 May to 13 July 2016. It was publicly available for anyone to respond to and was also sent to a range of public, private and community sector organisations.
- 4.5 561 responses were received, of which 486 were from people responding in an individual capacity, 18 were responding in a professional capacity, and 57 were responding on behalf of organisations.
- 4.6 The responses showed overwhelming support for active travel, as did the consultation feedback for the Draft Local Transport Plan 4, showing that Kent's residents consider this a very important issue. At least 8 out of 10 respondents agreed with the ambition of the strategy and the measures outlined in Actions 1-3. A full analysis of the Public Consultation is included in Appendix D.
- 4.7 Changes were made to the Strategy. A consultation feedback document was written to highlight these changes and this can be viewed at Appendix E. Two of the main changes were:
  - Added a policy context section to demonstrate how the Active Travel Strategy links to other KCC policies.
  - Set out measurable targets in the Strategy, including how and when they will be monitored.

### **Strategy and Action Plan**

- 4.8 The Action Plan has been created to help us achieve our targets. It focuses on new actions and changes/improvements to existing activities.
- 4.9 The Action Plan will be formally reviewed and updated on an annual basis. The Steering Group made up of officers across KCC and Members from across the political parties will meet on a quarterly basis to monitor progress towards the activities within the Action Plan. The relevant strategy targets (1 and 3) will be monitored annually.

## **5. Legal implications**

5.1 None.

## **6. Equalities implications**

6.1 An EqIA has been carried out and can be found at Appendix F. 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.

6.2 Disabled people were less likely to agree with the Active Travel Strategy itself. 43% of disabled respondents strongly agreed with the strategy; 55% of all respondents strongly agreed.

6.3 The Strategy Action Plan contains actions specifically relating to people with disabilities, the elderly and female cyclists.

6.4 The EqIA Action Plan sets out actions to engage with these groups and promote the Active Travel Strategy.

## **7. Implications for property portfolio**

7.1 None.

## **8. Other corporate implications**

8.1 The strategy has been written with input across directorates through the Project Group, as outlined above.

8.2 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).

8.3 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.

## **9. Delegations**

9.1 The main delegations via the Officer Scheme of Delegation are to the Safer Mobility Team Leader (HTW) and the Senior Public Health Programme Manager (Public Health) who will be the lead officers seeking to ensure that all

such steps as necessary to implement the decision are undertaken.

## 10. Conclusions

10.1 The benefits of improving accessibility and opportunity for active travel are well documented and this strategy outlines Kent's commitment to achieving these.

10.2 Approval is therefore sought for the Active Travel Strategy and Action Plan.

## 11. Recommendations:

The Environment and Transport Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision to approve the Active Travel Strategy and Action Plan as attached at Appendix A.

In addition, to endorse delegation to the Corporate Director, Growth Environment and Transport the authorisation to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Active Travel Strategy and Action Plan.

## 12. Background Documents

The following documents are included as background:

- Appendix A – Proposed Record of Decision
- Appendix B - Active Travel Strategy
- Appendix C - Action Plan
- Appendix D - Public Consultation Analysis Report –  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD4990&ID=4990&RPID=12528018>
- Appendix E - Consultation Feedback Document –  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD4991&ID=4991&RPID=12528048>
- Appendix F - Equality Impact Assessment  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD4992&ID=4992&RPID=12528035>

## 13. Contact details

Charlotte Owen  
Safer Mobility Team Leader  
03000 411658  
[Charlotte.Owen@kent.gov.uk](mailto:Charlotte.Owen@kent.gov.uk)

Terry Hall  
Senior Public Health Programme Manager  
03000 416191  
[Terry.Hall@kent.gov.uk](mailto:Terry.Hall@kent.gov.uk)

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

This page is intentionally left blank

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY**

**Cabinet Member for Environment and Transport**

**DECISION NO:**

17/00020

**For publication**

**Key decision\***

Yes – New Policy

**Subject:** Active Travel Strategy and Action Plan

**Decision:**

As Cabinet Member for Environment and Transport, I agree to approve the Active Travel Strategy and Action Plan and to delegate to the Corporate Director, Growth Environment and Transport authorisation to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Active Travel Strategy and Action Plan.

In addition, to endorse delegation to the Corporate Director, Growth Environment and Transport the authorisation to make any further minor modifications which may be needed such as formatting changes and typographical errors in order to publish the Active Travel Strategy and Action Plan..

**Reason(s) for decision:**

Active travel (specifically choosing journeys by bicycle and on foot) has a range of beneficial effects; it can help to reduce congestion, contribute to economic development, improve the environment and the air we breathe, improve our health through being more active and is a way of encouraging physical activity in school-aged children.

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 and businesses.

The Action Plan has been created to help us achieve our targets. It focuses on new actions and changes/improvements to existing activities.

**Cabinet Committee recommendations and other consultation:**

The Active Travel Strategy and Action Plan has been shaped by representatives of relevant KCC departments including Highways, Public Health and Countryside, Leisure & Sport and 4 Members from across the political parties.

A public consultation ran from 18 May 2016 to 13 July 2016. It showed overwhelming support for active travel

**Any alternatives considered:**

The alternative option to this Active Travel Strategy and Action Plan is 'do nothing and maintain the status quo'. This would mean not helping to bring about a culture change to active travel for short journeys, and not addressing the issues of obesity, air pollution and traffic congestion.

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



[Empty rectangular box for signature or date]

.....  
signed

.....  
date

Name:

### 1. Foreword

- 1.1. Active Travel – journeys made through physical activity of the human body – 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.
- 1.2. 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.
- 1.3. 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 the number of us 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 action plan accompanies this Active Travel Strategy to deliver the ambitions and objectives outlined within.
- 1.4. 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.
- 1.5. 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 and government departments among a range of 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.

### 2. Introduction

- 2.1. 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>.*

- 2.2. 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 and businesses.
- 2.3. Active travel should be a routine form of travel for short journeys, but distances walked have fallen by over 30% in the last 40 years as increased provision for motorised road transport has affected our neighbourhoods and the wider public realm. The relative affordability and convenience of car travel has informed the modern design of towns, cities and rural communities, including the decentralisation of services such as out-of-town shopping centres, hospitals, business parks and leisure facilities. The result is an increasing need to travel by private car to access employment and services<sup>2</sup>.
- 2.4. This increasing reliance on privately-owned cars to access services is a contributing factor to the health inequalities gap in Kent – the difference in health between the most affluent and most deprived parts of society. Nationally, the most affluent 10% of the population receive almost four times as much public spending on their transport needs as the poorest 10%<sup>3</sup>, whilst the most deprived areas tend to have a higher density of main roads, poorer air quality, higher noise levels and higher collision rates<sup>4</sup>. Residents of deprived communities travel less than residents in more affluent areas, but feel the impact of other people's travel.
- 2.5. This strategy will provide a basis on which KCC will be able to prioritise internal resources, influence how new communities are developed and inform bids for

---

<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> Public Health England (2016) Working Together to Promote Active Travel [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/523460/Working\\_Together\\_to\\_Promote\\_Active\\_Travel\\_A\\_briefing\\_for\\_local\\_authorities.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/523460/Working_Together_to_Promote_Active_Travel_A_briefing_for_local_authorities.pdf)

<sup>3</sup> Sustainable Development Commission (2011) Fairness in a car-dependent society [http://www.sd-commission.org.uk/data/files/publications/fairness\\_car\\_dependant.pdf](http://www.sd-commission.org.uk/data/files/publications/fairness_car_dependant.pdf)

<sup>4</sup> Faculty of Public Health (Undated) Transport and Health Briefing Statement <http://www.fph.org.uk/uploads/briefing%20statement%20transport%20V2.pdf>

external funding for a range of active travel measures. It will also underpin local initiatives to promote active travel within the county<sup>5</sup>.

### 3. Benefits of Active Travel

- 3.1. Being more physically active can benefit everyone and can lower the chances of developing diabetes, heart disease and other preventable conditions<sup>6</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, money or motivation for exercise. It can also make it cheaper to travel by saving on fuel, vehicle running costs and parking charges.
- 3.2. Making short journeys using active travel helps to reduce the number of vehicles on the road and improves 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.
- 3.3. 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. Studies on the economic benefits of walking and cycling interventions revealed an average return of £13 for every £1 invested and in the UK, returns as high as £19 for every £1 invested<sup>7</sup>.

### 4. Barriers to Active Travel

- 4.1. Feedback from Kent residents and organisations<sup>8</sup> shows that the main reasons for not making short journeys using active travel are a perceived lack of suitable continuous 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 bicycle parking, obstacles in cycle lanes and in footways, and perception 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.

### 5. What works

- 5.1. Well designed, accessible streets can encourage people to walk or cycle as part of their daily routines. People walk more in places with a mix of residential buildings

---

<sup>5</sup> **Annex 1 Policy Context** provides further details

<sup>6</sup> **Error! Reference source not found.** provides further details.

<sup>7</sup> Active Living Research (2015) Designed to Move: Active Cities.

<http://www.designedtomove.org/resources/active-cities>

<sup>8</sup> **Error! Reference source not found.** provides further details

and shops<sup>9</sup> and people cycle more when there is dedicated cycle infrastructure and separation from traffic<sup>10</sup>. Town-centre streets that encourage safe pedestrian movement can provide economic benefits to local shops and restaurants. The Design for Crime Prevention guidance document can be used to influence the design of active travel routes to encourage use.

- 5.2. Promotion of active travel should be delivered through multiple organisations including schools, workplaces, health bodies and local government, as well as through media<sup>11</sup>.
- 5.3. Many people use active travel for part-journeys that also use public transport, for example walking or cycling to the station or bus stop. Therefore, transport measures to shift private car journeys to public transport can lead to increases in rates of active travel<sup>12</sup>.
- 5.4. There is growing public interest in 20mph speed limits in residential streets<sup>13</sup> and a growing evidence base to support the benefits of lower speed limits on active travel<sup>14</sup>, including a positive effect on casualty reduction<sup>15</sup>.

## 6. KCC Policy Context

- 6.1. This Active Travel Strategy supports the ambitions within the Department for Transport's Cycling and Walking Investment Strategy. It sits alongside a number of other plans and policies within KCC and both complements and strengthens the commitments already being worked towards. A few of the main related policies are outlined below. In addition to these, this strategy will help to support District Council Plans such as Cycling Strategies and Air Quality Management Plans.

### 6.2. *Local Transport Plan 4*

Sets out Kent's ambition for transport across the county. Active Travel is a Kent-wide priority which will be supported by this Active Travel Strategy as a daughter document to the LTP4.

---

<sup>9</sup> Sinnett, D et al. (2012) Creating built environments that promote walking and health: A review of international evidence. *Journal of Planning and Architecture* 2012: 38

<sup>10</sup> Fraser S & Lock K (2010) Cycling for transport and public health: a systematic review of the effect of the environment on cycling. *The European Journal of Public Health*, 21, (6), 738-743.

<sup>11</sup> Ogilvie et al (2007) Interventions to promote walking: systematic review. *BMJ*.9;334(7605):1204

<sup>12</sup> Besser L & Dannenberg A (2006) Walking to public transit. Steps to help meet physical activity recommendations. *American Journal of Preventive Medicine*, 29(4): 273-280

<sup>13</sup> University of the West of England (2013) 20mph: A survey of GB attitudes and behaviours. Bristol: UWE.

<sup>14</sup> Cairns J, Warren J, Garthwaite K, Greig G & Bambra C (2014) Go slow: an umbrella review of the effects of 20mph zones and limits on health and health inequalities. *Journal of Public Health*,

<sup>15</sup> Grundy C, Steinbach R, Edwards P, Wilkinson P and Green J. (2008) *20 mph Zones and Road Safety in London: A report to the London Road Safety Unit*. London: LSHTM

### **6.3. *Road Casualty Reduction Strategy***

Commits to deliver further reductions in people killed and seriously injured on Kent's roads. It advocates more active travel including through 20 mph zones in residential areas. It acknowledges that the health benefits of regular cycling and walking outweigh the additional risks, quoting the NHS Cycle Safety – Special Report (2014) which shows that the benefits of regular cycling equated to a 14 months increased life expectancy compared to a 1 month reduction due to road risk<sup>16</sup>.

### **6.4. *Updated Policy for 20mph limits and zones on Kent County Council's roads***

Seeks to implement 20mph schemes when there are clear road safety or public health benefits. It acknowledges the potential for 20mph schemes to encourage healthier transport modes such as walking and cycling, citing the example of Bristol where preliminary results indicate increases in levels of walking and cycling of over 20%<sup>17</sup>.

### **6.5. *Countryside & Coastal Access Improvement Plan***

Aims to increase the use and enjoyment of Kent's public rights of way and open green space. At the heart of the plan therefore is the goal of increasing walking and cycling along public rights of way.

### **6.6. *Kent Design Guide***

Aims to encourage well considered schemes that create developments where people really want to live, work and enjoy life. It gives guidance on designing new developments for walkers and cyclists, such as natural overlooking for safety, direct routes for convenience and tactile paving for the visually impaired.

### **6.7. *Kent Environment Strategy***

Highlights the importance of increasing active travel to reduce congestion and improve air quality. Active travel is a key part of the 2nd theme, to 'Support sustainable access and connectivity for businesses and communities'.

### **6.8. *KCC Environment Policy***

Kent County Council's activities and services have an impact on the environment. This includes business travel and this policy commits to continuing to work to reduce our members' and employees' need to travel. This includes promoting healthier options and opportunities to work in new ways.

## **7. Current state of Active Travel in Kent**

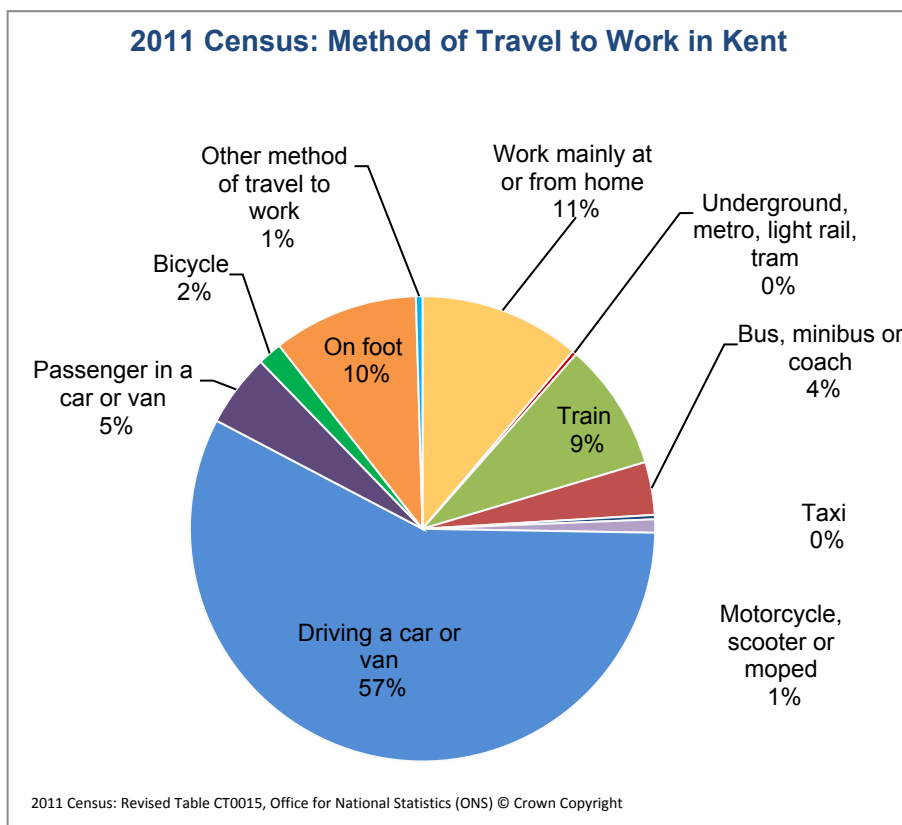
---

<sup>16</sup> NHS (2014) Cycle Safety – Special Report. Available from: [www.nhs.uk/news/2014/02february/pages/cycling-safety-a-special-report.aspx](http://www.nhs.uk/news/2014/02february/pages/cycling-safety-a-special-report.aspx)

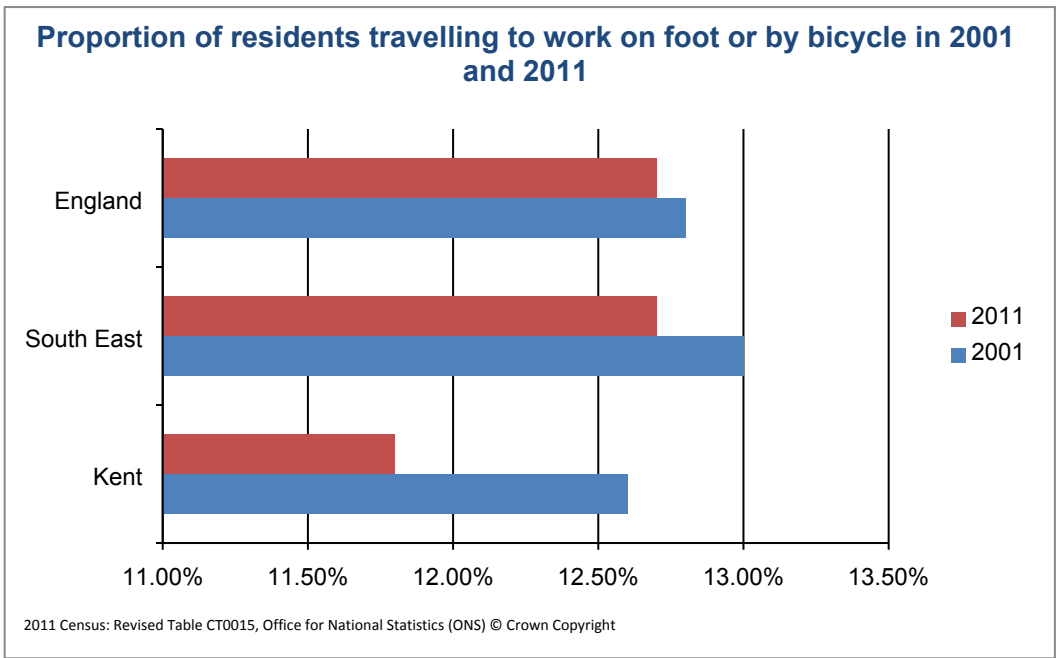
<sup>17</sup> Kent County Council (2014) Updated Policy for 20mph Speed Limits and Zones on Kent County Council's Roads, 5.

## 7.1. Travelling to Work

7.1.1. At the time of the 2011 Census there were 688,434 Kent residents aged 16 to 74 who were in employment, with the majority of the working population travelling to work by driving a car or van. Just over 10% of Kent's resident workers walk to work, which accounts for the third highest proportion of Kent's resident workforce, and is higher than both the national and regional average of 9.8%. Only 1.7% of people in Kent cycle to work, in comparison to 1.9% in England and 2.0% in the South East.



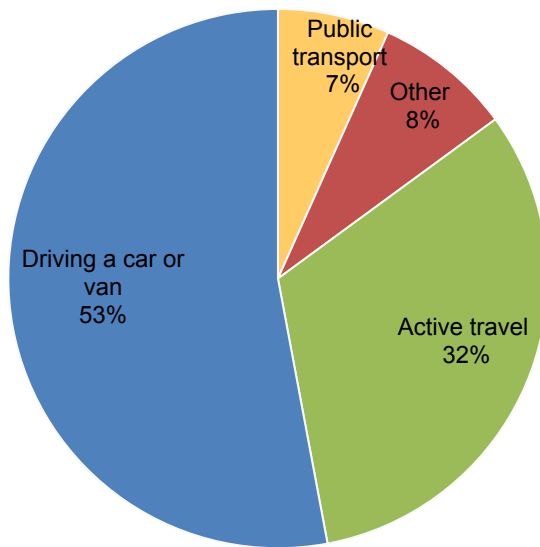




7.1.2. The proportion of people actively travelling to work has declined over the past decade. Between 2001 and 2011, the number of people who walk or cycle to work in Kent has decreased by -0.8%; this is in line with decreases recorded nationally and regionally. In the UK, decreases in active travel have coincided with increases in the distance travelled to work. Larger urban areas and services located out-of-town have led to increased journey distances which may help explain the decline in active travel, in particular walking<sup>18</sup>. In 2011, commuters in Kent travelled to work an average distance of 1.9km further than in 2001.

<sup>18</sup> Pucher, J. and Buehler, R. (2010) Walking and Cycling for Healthy Cities. *Built Environment*, 36(4), 391-414. Available from: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.233.2005&rep=rep1&type=pdf>

**2011: Method of travel to work in Kent, for residents who live within 5km of their workplace**

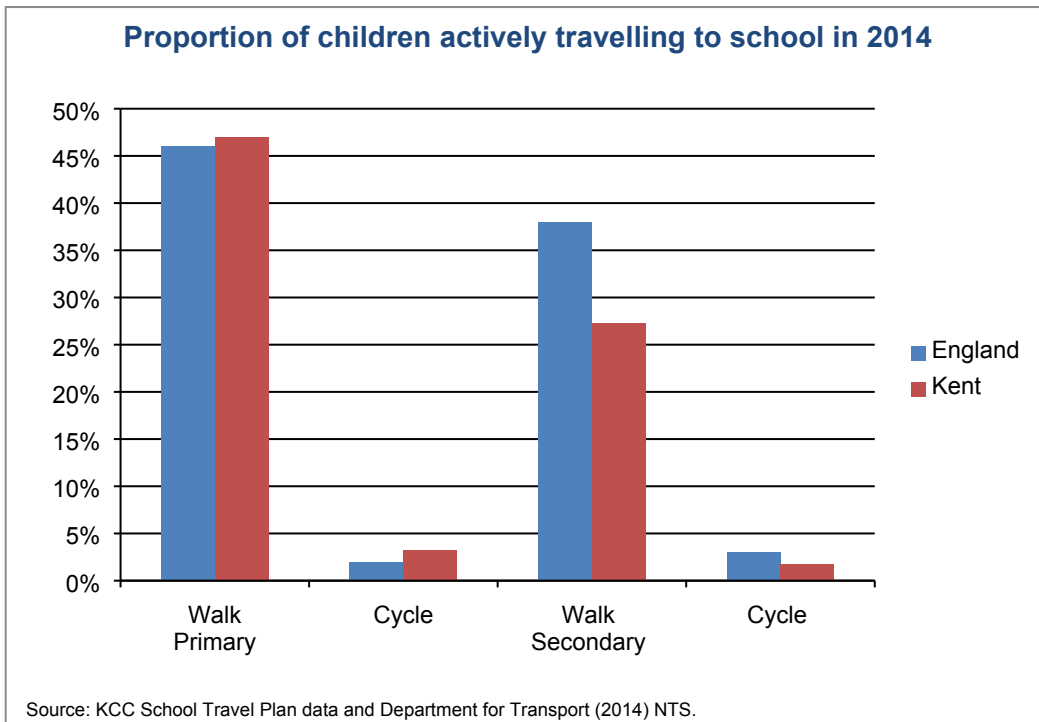


2011 Census: Revised Table CT0015, Office for National Statistics (ONS) © Crown Copyright

7.1.3. The proportion of people that live within 5km of their workplace who actively travel to work in Kent was 32% in 2011 in comparison to the 53% by car or van.

**7.2. Travelling to School**

7.2.1. A comparison of KCC school travel plan data with National Travel Survey figures for 2014 showed that Kent was above the national average (50% compared to 48%) for the proportion of primary school children actively travelling to school, and significantly below the national average for secondary school children (29% compared to 41%).



7.2.2. Since 2015, KCC school travel plans now include data on scoot/skate, and park and walk (parking at a distance from the school and walking the remainder of the journey), in addition to walking and cycling. Latest KCC data for 2016 shows that 59% of primary school children and 28.2% of secondary school children actively travelled to school in Kent, which included walking, cycling, park and walk, and scoot/skate. These figures will be used as the baseline for future comparison and have been used to create the respective 2021 target.

### 7.3. *Public Rights of Way and Cycle Routes*

7.3.1. At 4,200 miles (6,700 km), KCC manages the longest public rights of way network of any county in England and Wales, providing routes to shops, schools and workplaces, as well as leisure routes for gaining access to the County’s countryside and coast<sup>19</sup>. Kent has approximately 415 miles (670 km) of cycle routes, of which 96 miles (155 km) are off road.

## 8. Our Ambition

8.1. Our overarching ambition of this Active Travel Strategy is to:

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

<sup>19</sup> Kent County Council (2011) Local Transport Plan for Kent 2011-2016.

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:

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

This Strategy will influence commissioning decisions and ensure active travel is prioritised in future planning processes. In addition, the Strategy will encourage active travel to be better integrated with other types of transport e.g. walking to the bus stop or cycling to the train station. 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.

## **8.3. 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 actively travel are unable to do so. There is a need to provide facilities such as safe crossings along routes and secure cycle storage at destinations. It is also important that these routes are well maintained and designed to be as inclusive as possible.

## **8.4. 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 active travel to schools and work, and promotion of available routes.

## 9. Targets by 2021

9.1. We have set the following targets to help us achieve our overall ambition:

9.1.1. 2 in 3 primary children and 1 in 3 secondary children will travel actively to school.

This will be monitored annually using KCC data collected by the Transport Innovations team in School travel plans.

9.1.2. The proportion of people that work within 5km of their home and actively travel to work in Kent, to increase to 40%.

This will be monitored using Census data (which is why km is used). The baseline data is taken from the 2011 Census and the next data set will be taken in 2021. It may be a couple of years after this point that the data required is made available from the 2021 Census.

9.1.3. The number of people cycling along key routes monitored by the Department of Transport in Kent to increase by 10%.

This will be monitored annually using Department for Transport traffic count data.

## **10. Delivering the actions**

### **10.1. Integrate active travel into planning**

- 10.1.1. Inform the development and application of the County Council's transport policies through the Local Transport Plan
- 10.1.2. 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
- 10.1.3. Use the principles and ambitions of KCC's Active Travel Strategy to influence partner policies and strategies
- 10.1.4. 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
- 10.1.5. Work with developers to secure sufficient areas within developments for green spaces and attractive routes and environments that encourage active travel
- 10.1.6. Work with strategic transport providers to deliver infrastructure that supports active travel.

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

- 10.2.1. Give appropriate consideration to active travel when designing new routes and maintaining highway assets
- 10.2.2. Maintain the public highway, Public Rights of Way (PRoW), and active travel resources such as signage to enable safe and effective active travel
- 10.2.3. 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
- 10.2.4. 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
- 10.2.5. Make reasonable adjustments to active travel route design to maximise the inclusivity and accessibility to all users

- 10.2.6. 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
- 10.2.7. Evaluate funding for active travel infrastructure and maintenance and proactively seek additional funding
- 10.2.8. Support Kent's Casualty Reduction Strategy in delivering key routes to address road safety issues for vulnerable road users.

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

#### ***10.3.1. In schools, further and higher education:***

- 10.3.1.1. support initiatives including School Travel Plans and other active travel programmes
- 10.3.1.2. support training for pedestrians and cyclists and support the development of independent travel training programmes.

#### ***10.3.2. In workplaces:***

- 10.3.2.1. support businesses in developing active travel plans and provide information to support active travel in the workplace
- 10.3.2.2. develop active travel provision within KCC to enable active travel by council staff; KCC should lead by example.

#### ***10.3.3. In health services:***

- 10.3.3.1. work with health professionals to promote active travel and provide support to increase levels of active travel
- 10.3.3.2. develop methods of including information on active travel in all physical activity advice given by health professionals
- 10.3.3.3. integrate walking and cycling for travel purposes into public health services and commissioning processes.

#### ***10.3.4. In communities:***

- 10.3.4.1. develop and maintain recreational routes as a means of introducing people to active travel<sup>20</sup>.
- 10.3.4.2. support road safety initiatives for all road users, especially the most vulnerable such as cyclists and pedestrians



10.3.4.3. promote locally-based programmes to encourage walking and cycling, and integrate active travel as part of longer journeys involving public transport.

## 11. Funding and Partners

- 11.1. 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. 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. 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 a Healthy New Town.
- 11.2. This Active Travel Strategy will be key in securing Government flagship external funding to promote active travel in Kent as well as seeking active travel network improvements when new developments are built. The Propensity to Cycle Tool identifies areas with the greatest potential for increases in commuter cycling levels, based on Census data<sup>21</sup>. The tool will be used to help ensure our investment is effective and targeted, and help support funding bids to attract more investment. Other sources of funding will continually be reviewed and include Combined Member Grants.
- 11.3. 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.

---

<sup>21</sup> Propensity to Cycle Tool. Available from: <http://www.pct.bike/>



# Action Plan

**Kent County Council**  
**Active Travel Strategy (ATS)**

Version 1.4  
6 February 2017

## **Introduction**

This is the action plan for the Kent Active Travel Strategy (ATS). The Kent Active Travel Strategy is intended to build on KCC's statutory transport, environment and road safety policies to promote walking and cycling as a regular means of travel. The overarching ambition of the 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 active travel is prioritised in future planning processes. In addition, the Strategy will encourage active travel to be better integrated with other types of transport e.g. walking to the bus stop or cycling to the train station. 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 actively travel are unable to do so. There is a need to provide facilities such as safe crossings along routes and secure cycle storage at destinations. It is also important that these routes are well maintained and designed to be as inclusive as possible.

### **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 active travel to schools and work, and promotion of available routes.

This action plan sets out the actions and steps required to deliver against these actions. KCC is already doing a wide range of things to encourage more active travel. This action plan does not detail existing schemes which will remain unchanged, but concentrates on new ideas or improvements to those existing schemes. In this way, this action plan and the Active Travel Strategy will be focused towards meeting the targets and make a greater difference to active travel in Kent. The diagram below illustrates some of the existing initiatives that KCC already carries out.

DRAFT



## Action 1: 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.

	Activity	Lead	Delivery Partners	Outputs	Outcomes	Monitoring & Evaluation	Timescales
Page 237	At time of writing or re-writing, all KCC strategies to reflect ATS principles where they relate to travel of a workforce and/or customers	Charlotte Owen, Safer Mobility team	All policy writing teams in KCC	Map relevant KCC strategies with expected refresh dates. KCC stakeholder workshop post-strategy adoption. Promotion on internal KNet site	All relevant future KCC strategies to support ATS principles	List of KCC strategies which could relate to active travel and no. which directly support its principles	July 2017
1.2	Use ATS to support development, and inclusion of active travel schemes through Local Transport Plan 4 (LTP4)	Katie Pettitt, Transport Strategy team	District Councils	Transport priority schemes listed in LTP4 to include active travel schemes	Active travel schemes are supported in KCC policy and therefore will have a stronger chance of attracting funding and being delivered	Check final version of LTP4 contains active travel schemes throughout	Summer 2017
1.3	Include active travel in	Sarah	District	GIF chapters to	Lobbying tool for	Check	Sep

	Growth & Infrastructure Framework (GIF) refresh	Platts, Strategic Planning and Infrastructure team	Councils	reflect necessity for active travel infrastructure	Government	inclusion of active travel in GIF and related delivery plan at regular intervals	2017
1.4	Engage with District Council planning departments & senior management to support inclusion and delivery of active travel in Local Plans	Sarah Platts, Strategic Planning and Infrastructure team	District councils; Public Health team; Transport and Development Planning team	Guidance document provided to District councils on how to include active travel in their Local Plans. Commitment to deliver active travel infrastructure linking existing and new developments in Local Plans	More active travel infrastructure provided in every District. Securing funding for active travel Infrastructure through Community Infrastructure Levy	No. Local Plans with reference to improving active travel	June 2017 and on-going
1.5	Engage with District Council planning departments & senior management to support inclusion and delivery of Active Travel in Infrastructure Delivery Plans and Transport Strategies	David Joyner and Sally Benge, Transport and Development Planning team	District Councils; Strategic Planning and Infrastructure team	Commitment to deliver active travel infrastructure linking existing and new developments in Infrastructure Delivery Plans and Transport Strategies	More active travel infrastructure provided in every District	No. Infrastructure Delivery Plans and Transport Strategies with reference to improving active travel	June 2017 and on-going
1.6	Identify opportunities for active travel within Community Infrastructure Levy funding	Strategic Planning and Infrastructure team	District councils; Public Health team; KCC	Report detailing potential funding opportunities and how they can be used	Funding opportunities used to deliver active travel infrastructure.	Report written and updated 6 monthly	June 2017



			<p>Transport and Development Planning team</p>				
<p>1.7</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 239</p>	<p>Ensure active travel is strongly embedded in all KCC responses to Borough Council strategic applications (250 dwellings or more)</p>	<p>Strategic Planning and Infrastructure team</p>	<p>Transport and Development Planning Team; District Councils; Public Health team</p>	<p>Transport and Development Planning team to strongly embed active travel into their responses to the Strategic Planning and Infrastructure team</p> <p>Presentation to Transport and Development Planning team on best practice of active travel in application responses</p> <p>Template of standard items to consider for active travel in every application response</p> <p>Strategic Planning</p>	<p>More active travel infrastructure provided in every District and new developments to be designed with active travel as a priority</p>	<p>Regular exception report on any strategic application responses which did not have active travel strongly embedded within them</p>	<p>On-going</p>

				and Infrastructure team to then strongly embed active travel into their overarching response to the Borough Councils			
1.8	Provide health intelligence data to support business cases for active travel infrastructure	Terry Hall, Public Health team;  Kent and Medway Public Health Observatory	Transport and Development Planning team;  District Councils	Health intelligence mapping and reports	Increased likelihood of securing funding for active travel infrastructure	No. funding bids (both successful and unsuccessful) which have used public health data to support business case	April 2017
1.9	Improve accuracy of issue reporting on active travel network.	Terry Pryde, Business team	Katie Cullen, Transport and Development Planning team; PROW; District councils;	IT project to improve quality of mapping of cycling and walking routes shown in the KCC Highways fault reporting tool	Easier for public to report issues on active travel routes.  Streamlining issue reporting to fix faults more efficiently.	Customer satisfaction on fault reporting tool; No. issues resolved	Summer 2017

## Action 2: 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.

Page 24

	Activity	Lead	Delivery Partners	Outputs	Outcomes	Monitoring & Evaluation	Timescales
2.1	Dedicated cycle tracks to be incorporated into annual highway inspections	David Latham, Highway Policy and Inspections Manager		Formal annual inspection of every off road cycle route	Off road cycle routes are kept in better condition; earlier reporting of faults	% off road cycle routes formally inspected each year	April 2017
2.2	Key active travel routes are prioritised in order of maximum measurable benefit (potential for greatest number of users)	Alan Casson, Road and Footway Asset team; Graham Rusling,	Katie Cullen, Transport Planning and Development team; District	Prioritisation list of active travel routes to help target limited resources on most used routes	Key active travel routes are better maintained; more usage of active travel routes	Level of maintenance carried out on the most used routes; number of users	Jan 2018 and ongoing

		PROW	Managers; Parish Councils; Ramblers Association ; AONB; Landowner s				
2.3	Monitor funding opportunities to bid for new and improvements to active travel infrastructure	Kerry Clarke, Transport Innovations team	Borough Councils; Lee Burchill, Local Growth Fund Programme Manager; Transport and Development Planning team Schemes; Planning and Delivery team	List of all funding streams to be created and updated every 4 months Funding bids submitted	More active travel infrastructure is delivered	No. funding streams and initiatives bid for	May 2017
2.4	Explore sponsorship of key active travel routes	Charlotte Owen, Safer	St John Harvey, Commercial	Private funding for maintenance of key active routes	Proactive, regular and high quality maintenance of key	No. sponsorship arrangements; length of active	October 2017

		Mobility team	<p>I Services; Landscaping team; Road and Footway Asset team;</p> <p>Street Lighting team</p> <p>Explore Kent;</p> <p>PROW;</p> <p>Sustrans</p>		<p>active routes</p> <p>Wider and more intensive promotion of active travel routes</p>	<p>travel routes included</p>	
2.5	20mph schemes to target increased active travel, improved health and reduced air pollution	Nikola Floodgate, Schemes Planning and Delivery team	Borough Councils	<p>Deliver at least one 20mph scheme a year with designated £50,000 funding</p> <p>Support external funding bids for further 20mph schemes</p>	Improved highway environment for active travel	No. of 20mph schemes delivered targeted at areas for increasing active travel	On-going
2.6	Establish a more complete rights of way network. This includes creating new links through consultation with members of the public and our partners	Graham Rusling, PROW	<p>Parish Councils;</p> <p>Ramblers' Association ; AONB; landowners ;</p>	Annually deliver a programme of improvement schemes endorsed by the Access Forum.	More usage of all PROW for active travel; ore extensive PROW network	No. of users; Length of new routes delivered.	On-going

Page 244	<p>2.7 Use Strava route mapping data to better understand which routes cyclists take and the change in number of journeys.</p>	<p>Colin Finch, Transport and Development Planning Team</p>	<p>Developers Katie Cullen, Transport and Development Planning Team; Kerry Clarke, Transport Innovations ; Lee Burchill, Major Projects team</p>	<p>Look at areas most cycled and make improvements to popular cycle journeys. Use data to support funding bids for cycle infrastructure. Use data to show change in cycling levels for monitoring success of the ATS.</p>	<p>Better understanding of cycling journeys at local level. More funding secured for cycle infrastructure improvements.</p>	<p>Annual review of Strava data. No. funding bids using data.</p>	<p>On-going</p>
	<p>2.8 Recruitment of Sustrans rangers to regularly patrol and provide light maintenance for active travel routes in designated areas.</p>	<p>Kerry Clarke, Transport Innovations</p>	<p>Sustrans; Katie Cullen; Transport and Development Planning Team; PROW; Highway Operations</p>	<p>Recruitment, training and support for 30 additional rangers. Rangers are reporting faults and providing light maintenance to specific active travel routes.</p>	<p>Specific active travel routes are better maintained.</p>	<p>No. rangers recruited and trained. Report from Sustrans on activity (no. times routes patrolled and actions carried out).</p>	<p>March 2018</p>

2.9	Improve signage on key active travel routes.	Kerry Clarke, Transport Innovations	Sustrans; Highway Operations; Katie Cullen; Transport and Development Planning Team; PROW	Signage is clearer, better joined up, more consistent and up to date.	It is easier to follow key active travel routes.	No. routes and signs refreshed.	March 2018
-----	--	--	---	---	--	---------------------------------	------------

DRAFT



### Action 3: 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.
  - 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.

Page 246

	Activity	Lead	Delivery Partners	Outputs	Outcomes	Monitoring & Evaluation	Timescales
3.1	Encourage and support both existing and new commissioned service providers to promote and prioritise active travel to both staff and clients.	David Aspinall, Strategic Contracts and Commissioning Support Manager	All commissioners across all KCC commissioned services; Andrew Loosemore, Head of Highways Asset Management	Add a specification clause to all new contracts over £50k in HTW to encourage active travel. KCC will support providers by providing a list of suggested active travel considerations and KCC contacts	Greater provider workforce that participates in and promotes active travel and sustainable transport	No. of KCC providers signing up to JamBusters.	On-going

			Phil Lightowler, Head of Public Transport	for advice (Transport Innovations team). Provide advice on kent.gov to Kent businesses. Internal Communication campaign on KNet. Presentation at KCC Commissioning Network.			
3.2 Page 247	Work with Clinical Commissioning Group (CCG) and wider health and social care sector to promote active travel initiatives and to embed active travel in care pathways.	Terry Hall, KCC Public Health team	Health & Wellbeing Boards; CCGs; GPs; Community Health staff	Inclusion and promotion of active travel in prevention and treatment pathways for mild depression, diabetes, cardiovascular disease, overweight and obesity and other inactivity related conditions.	Active travel adopted by population to keep well and to recover from ill health.	Case studies collected, celebrated and communicated annually in each CCG area in Kent.	Ongoing
3.3	Promote the Six Ways to Wellbeing campaign which has 'Be Active' and 'Connect' as key behaviour associated with longer, healthier, disability free lives.	Terry Hall, KCC Public Health team	All commissioners across all KCC commissioned services; Explore Kent	Six Ways To Wellbeing health promotion materials are circulated across Kent. The Six Ways to Wellbeing Pages on KCC website have growing number of	Increasing numbers of people across the life course are aware of the Six Ways to Wellbeing 'Connect' and 'Be Active' message and increase/start to participate in active	Public Health data on website hits; Sport England surveys of Active population	Ongoing

				hits.	travel.		
3.4	Share best practice to schools and businesses around active travel	Iona Rogulski, Transport Innovations	Education and Young People's Services; Sustainable Business team	Regular newsletter/promotional memo to promote best practice and advice sent to: <ul style="list-style-type: none"> <li>- all schools</li> <li>- all businesses signed up to Jam Busters website</li> </ul>	More schools and businesses actively promoting active travel	No. schools and businesses signed up to Jam Busters for travel plans	Sep 2017
3.5 Page 248	Seek private sponsorship funding to deliver more Bikeability training in schools	Peter Wedlake, Safer Mobility Team	Private companies; Schools	Private funding for Bikeability training	More children are trained in cycling safely on the roads Children are familiar with cycling around the school environment	No. sponsorship arrangements; no. children trained	August 2017
3.6	Identify the number of KCC employees that live within 5 km of their workplace, and promote active travel to them to increase the proportion who travel to work in this way	Deborah Kapaj, Sustainable Estates team	Internal Communication team; HR; Property Group/GEN2; Transport Innovations team; Explore Kent	Staff survey to identify how staff travel to work and distance travelled as well as personal barriers to active travel  Action plan to address these specific barriers  Internal promotional campaign to	Increased % of staff who use active travel to get to work  Improved active travel infrastructure at KCC places of work	Staff travel survey	Jan 2018

				encourage active travel			
3.7	Include promotion and support for active travel in the Kent Healthy Business Awards (KHBA).	Terry Hall, KCC Public Health	Kent Sport/ Workplace challenge	KHBA accreditation and awards scheme to make reference to supporting active travel including secure cycle storage, cycle to work scheme, staff changing etc.	Increase in number of people cycling or walking to work	No of businesses meeting criteria; reporting on active travel numbers as part of awards	Ongoing
3.8	Promote appropriate driving around cyclists using KCC liveried vehicles	Hazel Walters, Highway Inspections team	Operations team; Steve Horton, Casualty Reduction team; Vicky Watkins, Road Safety team	All KCC liveried vehicles to display wrap with regularly updated key message on appropriate driving around cyclists	Drivers driving more considerately around cyclists on the road. Cyclists are and feel safer and less hassled when cycling on the road, leading to more cycling trips	No. KCC vehicles promoting key messages	June 2017
3.9	Pilot a no parking zone around a school to increase active travel and reduce parking problems	Iona Rogulski, Transport Innovations	Schools	Restricted parking zone around school	More children who travel actively to school Reduced no. cars parking inappropriately around schools Increased safety for children travelling actively around	Before and after surveys of no. children travelling actively to school (including last leg of journey after parking outside of	Sep 2017

					schools	restricted parking zone)	
3.10	Social media campaign to promote and inspire active travel on the school run	Iona Rogulski, Transport Innovations	Schools; Explore Kent	Twitter campaign aimed at school trips	More children and parents using active travel for all or part of their journey on the school run	No. children using active travel to school	June 2017
3.11	Responsible Parking Squad (Student led in school campaign to tackle inappropriate parking outside secondary schools)	Iona Rogulski, Transport Innovations	Schools; Lorna Day, Parking Manager	Resource toolkit produced Webpage created	Reduced inappropriate parking outside school gates More children using active travel to get to school	No. schools taking part in initiative and feedback from them	June 2017
3.12 Page 250	Promoting importance of active travel to new KCC elected Members	Charlotte Owen, Safer Mobility team	Katie Cullen, Transport and Development Planning team	Attending and presenting at an induction seminar for new KCC elected Members Providing contact list for more information	New elected Members have good understanding of active travel and how to promote it within work of KCC	Attendance at induction seminar	June 2017
3.13	Encourage more women into regular cycling by establishing formal referral route between KCC adult cycle training and volunteer led Breeze rides.	Peter Wedlake, Safer Mobility team	Louise Milne, Kent Sport; Explore Kent; Breeze and British Cycling	Breeze ride leaders have contact details to refer riders to cycle training Cycle Training team promote Breeze rides to all adult females on cycle training courses.	More women take up regular cycling and improve in fitness, confidence and ability.	No. of referrals. No. of women attending Breeze rides after KCC cycle training.	Sep 2017
3.14	Refresh guidance on inclusive design best	Nikola Floodgate,	Access Groups	Refresh Inclusive Design and	Highway environment is better designed for	Guidance document is	Dec 2017

	practice	Schemes Planning and Delivery team	Groups representing disabled people and elderly people	Placemaking guidance document. Designers follow best practice when designing new highway schemes or changes to existing ones.	accessibility.	refreshed.	
3.15	Encourage older people into regular cycling by providing tailored cycle training courses.	Peter Wedlake, Safer Mobility team	Kent Sport; Active Retired Association	Tailored cycle courses designed for older people. Promotion of courses to older people through Active Retired Association and other relevant groups.	Greater numbers of older people take up regular cycling and improve in fitness, confidence and ability.	No. older people taking up cycle courses. No. older people who subsequently continue regular cycling.	Ongoing
3.16	Include Active Travel messaging and promotion in Kent 'One You' healthy lifestyles campaign related to physical activity and healthy weight	Terry Hall, KCC Public Health team	Public Health England; KCC Communications team	Press copy & marketing materials to promote active travel as part of lifestyle change.	More people taking up active travel for a healthy lifestyle.	Campaign evaluation	Sep 2017
3.17	Active travel to be included in measures to increase physical activity as part of Kent 'One You' integrated adult healthy lifestyles service	Terry Hall, KCC Public Health team	Commissioned service providers	Active travel specifically discussed and promoted within service pathways as part of integrated adult healthy lifestyles service.	More people taking up active travel for a healthy lifestyle.	Commissioned service provider reporting; Public Health reporting.	Sep 2017

3.18	Promote active travel through English National Concessionary Travel Scheme (ENCTS) bus pass	Phil Lightowler, Head of Public Transport	Explore Kent; Safer Mobility team	Leaflet sent with all new or replacement ENCTS bus passes to promote Explore Kent routes and benefits of active travel.	Greater number of older people who take up regular active travel.	No. bus passes with leaflets issued.	Jan 2018
3.19	Seek funding to update and provide town active travel maps.	Steve Law, Explore Kent	Kerry Clarke, Transport Innovations; KCC Public Health; District Councils	Funding for maps	More people aware of active travel routes in their local town.	Amount of funding secured. No. active travel maps updated.	On-going
Page 20 Page 252	Expand community bicycle re-use scheme	Kerry Clarke, Transport Innovations	Cycle Community charity; Safer Mobility team; Katie Cullen; Transport and Development Planning Team;	More bicycles are available for local people to buy at affordable prices.  School pupils are trained in cycle maintenance.  People are engaged and encouraged to cycle more at sales events.	More people have access to a bicycle.	No. bikes recycled and sold.	March 2018

From: **Matthew Balfour Cabinet Member, Environment & Transport**  
**Roger Wilkin, Director – Highways, Transportation & Waste**

To: **Environment and Transport Cabinet Committee - 13 March 2017**

Subject: **Fees & Charges for Highways activities 2017/18**

Decision Number **17/00029**

Key decision Affects more than 2 electoral divisions

Classification: **Unrestricted**

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

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

**Electoral Division:** All

**Summary:**

This paper details the proposed changes to fees & charges for the 2017/18 financial year for highways services where a charge is made for the provision of services.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposals to amend fees and charges for 2017/18 as attached at Appendix B. A proposed Record of Decision is attached at Appendix A.

**1. Introduction**

- 1.1 This report details a number of adjustments to the Fees & Charges for the services provided by KCC as Highway Authority. KCC recovers its reasonable costs for supplying a range of services. Service fees & charges are reviewed annually and officers have reviewed charges to determine;
- whether reasonable costs are being recovered
  - how they compare with fees charged by other Highway Authorities
- 1.2 A copy of the full schedule of Fees & Charges is attached as Appendix B, which details Highway service fees, developer fees, charges for technical information and the provision of training services.



## 2. The Report

### Highway service fees

- 2.1 The Highways & Transportation teams within HT&W make charges for a range of services provided to a variety of utilities, consultants, businesses and to a lesser extent, members of the public. It is proposed to increase fees in line with recent council tax increases, unless fees are not covering reasonable costs where a further increase has been proposed.
- 2.2 The Environment and Transport Cabinet Committee at their meeting on 11 March 2016 proposed a 3.98% increase to Fees and Charges as there had not been an increase for the previous financial year. The proposal for 2017/18 is a 1.99% increase in line with Council Tax increase. This meets the MTFP additional income requirement for the respective Fees and Charges contained in this report. Figures have been rounded for ease of application. The effective date for agreed changes to fees and charges is April 2017.
- 2.3 The exceptions to this increase are Inspection Fees which are published nationally by regulation through the New Roads and Street Works Act. These are noted in Appendix B for information. Also where it is has been assessed we are not already recovering our reasonable costs against a particular service provision.

### New Fees and Charges

#### Street Lighting Attachments

- 2.4 A new fee is proposed for the checking and approval of applications to attach equipment to street lighting assets. The street lighting team has developed a robust process for ensuring that attachments are not installed on KCC assets without prior permission. The application process covers checking ownership of the asset, checking locations, ensuring the structural integrity of the asset, reviewing safety implications of installing an attachment (no distraction to road users), checking the competency of the contractor installing the attachment and checking the relevant contractor public liability insurance is in place. All attachment details are then added to the asset inventory database.
- 2.5 Permits come from many sources. Some are internal requests but majority come from Third parties such as developers, Kent Police, District, Parish and Town Councils. In the past, charging for this service has not been favoured but demand increasing, it is recommended a fee is introduced.
- 2.6 A review of the last 4 years has been undertaken and the results of new applications received each year are shown below:

Financial Year	Total of all permit applications received	Private (non KCC), Police, Private Traffic	Admin charge only (District/City/ Borough)	Parish/ Town/Village Councils
----------------	---	--	--	-------------------------------

	<b>regardless of origin,</b>	Survey		
2013 - 2014	<b>192</b>	95	64	33
2014 – 2015	<b>211</b>	158	23	30
2015 – 2016	<b>283</b>	178	51	54
2016 – 2017 (part year)	<b>259</b>	176	38	45

### Street Lighting Asset Permits

2.7 The cost of administering these permits includes Engineer and TSO time and an analysis over the last year of the average time it takes to process a new application:

<b>Officer</b>	<b>Average Time</b>	<b>Hourly charge rate</b>	<b>Total</b>
Engineer	1.5hrs	£44.07	£66.10
Technical Support Officer	2 hrs	£13.25	£26.50
<b>Total</b>			<b>£92.60</b>

2.8 A fee of £93 per application is therefore proposed and is included in the schedule of charges contained in Appendix B.

2.9 Some applications are a repeat application. These typically involve less investigation and technical assessment and could be processed by the Technical Support Officer (TSO). It is therefore proposed that for a repeat fee application, a reduced fee could be introduced which could be charged at the average rate for the TSO of £26.50 as shown above.

### National Motorway Speed Awareness Course

2.10 Highways England and the Welsh Government have embarked upon a programme of introducing 'Smart Motorways' (also known as 'Managed' or 'Controlled' motorways) across the national motorway network in England and Wales. A smart motorway uses active technology to manage the flow of traffic. The technology is controlled from a regional control centre. The control centres monitor traffic carefully and can activate and change signs and speed limits. This helps keep the traffic flowing freely.

2.11 Although the enforcements in these environments have already been taking place, offenders are being diverted to the National Speed Awareness Course. The National Driver Offender Retraining Scheme (NDORS) behavioural scientists have advised that a short course focussing specifically on variable speed limits (not those above the national limit or at static roadworks sites) is more appropriate that referral to the National Speed Awareness Course.

2.12 This course may be offered at the discretion of the local Chief Constable to those motorists, driving on motorways, who have detected exceeding the active speed limit (as electronically displayed on overhead gantries and roadside electronic signs).

2.13 Kent Police has requested that we deliver this new course as part of the package of courses that we currently deliver on their behalf. The fee for this course is currently being discussed with Kent Police but is likely to be in the region of £60 to £70.

### **3. Financial Implications**

3.1 The increases where proposed ensure we continue to recover our reasonable costs and meet the income targets contained in the medium term financial plan for 2017/18.

### **4. Legal Implications**

4.1 There are no legal implications to this report.

### **5. Equalities implications**

5.1 There are no equalities implications to this report.

### **6. Conclusions**

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

6.2 Subject to approval, a revised schedule of the Fees & Charges will be published on the KCC website in April 2017, and will be reviewed each financial year.

### **7. Recommendation**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposals to amend fees and charges for 2017/18 as attached at Appendix B. A proposed Record of Decision is attached at Appendix A.

### **8. Background Documents**

- Appendix A – Record of Decision
- Appendix B Highways & Transportation – Fees and charges for 2017/18

## 9. Contact details

**Report Author:**

Andrew Loosemore – Head of Highways  
Asset Management

03000 411652

[andrew.loosemore@kent.gov.uk](mailto:andrew.loosemore@kent.gov.uk)

**Relevant Director:**

Roger Wilkin - Director of Highways,  
Transportation and Waste

03000 413479

[roger.wilkin@kent.gov.uk](mailto:roger.wilkin@kent.gov.uk)

This page is intentionally left blank

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION to be TAKEN BY**

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

**DECISION NO:**

17/00029

**For publication**

**Key decision\***

Yes –

**Subject: Highways Services Fees & Charges 2017/18**

**Decision:**

As Cabinet Member for Environment and Transport, I agree to amend the Highways Services fees and charges for 2017/18

**Reason(s) for decision:**

The Highways & Transportation teams within HT&W charge for a range of services provided to a variety of utilities, consultants, businesses and to a lesser extent, members of the public. It is proposed to increase fees in line with recent council tax increases, unless fees are not covering reasonable costs where a further increase has been proposed.

The increases where proposed ensure HT&W recover reasonable costs for services and meet the income recovery increase contained in the medium term financial plan for 2017/18.

**Cabinet Committee recommendations and other consultation:**

**Any alternatives considered:**

Service Charges are reviewed annually. Officers have reviewed charges to determine whether;

- Reasonable costs are being recovered
- They compare with fees charged by other Highway Authorities

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

.....  
signed

.....  
date

Name:

This page is intentionally left blank

**Highways & Transportation – Fees and Charges for 2017/18**

<b>Highway Services- Fees</b>		<b>FEEES FOR 2013/14</b>	<b>FEEES FOR 2014/15</b>	<b>FEEES FOR 2016/17</b>	<b>FEEES FOR 2017/18</b>
Third party signing inc. Tourism Signposting - non-refundable application fee		£179	£184	£191	£195
Third party signing inc. Tourism - Site Assessment cost (£150) & sign design cost per sign (£75) payable in advance		£100	£103	£150 + £75 per sign (reviewed to ensure cost recovery)	£153 + £77 per sign
Construction costs - payable in advance		Actual cost	Actual cost	Actual cost	Actual Cost
Stopping Up Orders for third parties a) Initial assessment fee (non-refundable) b) Application fee following initial assessment approval (including staff time, court and advertising costs)		Actual cost	Actual cost	a) £300 b) Actual cost (typically £4,000)	a) £300 b) Actual cost (typically £4000)
Disposal of KCC land historically kept for 'Highway Purposes'		N/A	N/A	N/A	Land value and actual costs (site specific) based on advice & services from KCC Property and Gen2

Page 261



		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
Third Party Traffic Regulation Orders		N/A	N/A	Actual cost	Actual cost
Archived Traffic Count Data		N/A	N/A	£150 per count	£153 per count
New Traffic Count		N/A	N/A	Actual cost (not previously included in list)	Actual cost
Third Party Traffic Scheme advice & design		N/A	N/A	Actual cost (not previously included in list)	Actual cost
Temporary Road Closures [by Traffic Regulation Order] admin fee for third parties [excludes cost of Order]		£378	£450	£460	£475
Emergency Road Closures [by notice] admin fee for third parties, if justified in exceptional circumstances		£263	£300	£312	£325
Pavement Licence [annual] for refreshment facilities with tables & chairs on the highway		£158	£162	£168	£175

		<b>FEEES FOR 2013/14</b>	<b>FEEES FOR 2014/15</b>	<b>FEEES FOR 2016/17</b>	<b>FEEES FOR 2017/18</b>
Charge for mid year amendment to an existing licence		£121	£124	£128	£130
Failure to comply with terms of a pavement licence	Standard defect fee by regulation	£47.50	£47.50	£47.50	£47.50
Materials stored on the highway		£25 per week	£26 per week	£27 per week	£28 per week
Hoardings placed on the Highway		£25 per weeks	£40 per week	£42 per week	£45 per week
Permit for Scaffolding placed on the Highway		£25	£30	£31 per week	£32 per week
Permit for skip on the highway		£20 per week	£25 per week	£26 per week	£27 per week
Mobile Elevated Work Platform or crane over sailing and / or operating upon the Highway			£80 for 10 days	£80 per week (changed from 10 days)	£150 per week
Site inspection to assess safety & condition if deemed necessary before & after placing of scaffolding, hoarding, etc on the highway.	Standard inspection fee set by regulation.	£50	£50	£50	£50
Failure to comply with terms of a skip licence or failure to license	Standard defect fee by regulation	£47.50	£47.50	£47.50	£47.50

<b>Footway Vehicle Crossover Applications</b>		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
over the footway – single dwelling Inspection fee for 3 site checks,	in line with RASWA regulations at £50 each	£150	£150	£150	£150
Technical fee for application, investigation and ordering the work		£158	£162	£165	£170
Investigate and respond to a written or email enquiry of a freehold property sale regarding legitimacy of an existing vehicle crossing, per site		£42	£43	£45	£46
1-5 Properties			min £500, £200 per property, max £1000	min £520, £208 per property, max £1040	min £530, £215 per property, max £1060
5-25 properties on site			min £1000, additional £100 per property, max £2500	min £1040, additional £104 per property, max £2600	min £1060, additional £106 per property, max £2650
Over 25 properties			min £2500, additional £100 per property	min £2600, additional £104 per property	min £2650, additional £106 per property

		<b>FEEES FOR 2013/14</b>	<b>FEEES FOR 2014/15</b>	<b>FEEES FOR 2016/17</b>	<b>FEEES FOR 2017/18</b>
Technical fee for application, investigation and ordering the work		£121	£124	£129	£132
Charges relating to damage to highway infrastructure/ equipment Claims against third parties for damage to highway assets Recovery of costs of making safe dangerous land or retaining walls.		Full cost Recovery (including staff time)	Full Cost Recovery (including staff time)	Full cost recovery (including staff time)	Full cost recovery (including staff time)
Street Lighting – Proposed implementation of fees and charges for applications to attach equipment to street lighting assets.		N/A	N/A	N/A	£93
Repeat application fee					£26.50

<b>Traffic Signal Supply of Technical Data</b>			<b>Fees for 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
Prices are for the data sheet, "as built" drawing and configuration print out; at MOVA sites the MOVA data set will also be included.				<b>Cost inclusive of vat</b>	<b>Cost inclusive of VAT (The prices are for PDF copies only delivered via email.)</b>	<b>Cost inclusive of VAT (The prices are for PDF copies only delivered via email.)</b>
<b>Number of Sites</b>						
1			N/A	£156	£168	£171
2			N/A	£204	£240	£245
3			N/A	£252	£312	£318
4			N/A	£288	£384	£392
5			N/A	£324	£456	£465
6			N/A	£360	£528	£538
7			N/A	£384	£600	£612
8+			N/A	N/A	Extra £72 per site	Extra £73 per site
50+			N/A	N/A	To be agreed on an individual basis	To be agreed on an individual basis
Detailed descriptions of how the site operates are available at an additional cost			N/A	N/A	Extra £144 per site	Extra £147 per site

<b>Highway Developer- Fees</b>		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
S38 supervision fee for new estate roads [minimum £1,000;excludes legal fees]		8% of bond	10% of bond	10% of bond	10% of bond
S278 fixed fee for transportation advice to developer:	Bond value £0 - £249k	£5,250	£5,250	£5,459	£5,568
	Bond value £250k - £999k	£10,500	£10,500	£10,918	£11,135
	Bond value £1m and above	£15,750	£15,750	£16,377	£16,703
S278 fee for project management, design checks & site inspections for impts to existing highways [plus legal fees]	Bond value up to £499k	9% of bond	10% of bond	10% of bond	10% of bond
	Bond value £0.5m and above	9% of first £0.5m + 2% of balance	10% of first £0.5m + 3% of balance	10% of first £0.5m + 3% of balance	10% of first £0.5m + 3% of balance

<p>Commuted Sums:- Section 38 of the Highways Act 1980, sub section (6) provides for the expenses to us for maintaining any highway, road, bridge covered by an agreement</p>					<p>Calculated on a site by site basis in accordance with Commuted Sum Policy 2003 on construction materials that are significantly over and above that normally required and covers SUDS and Drainage, Special surfaces, Landscaping, Street lighting, Traffic Signals, VMS and Other items</p>
<p>Commuted Sums:- Section 278 of the Highways Act 1980, sub section (3) provides for the expenses to us for maintaining any highway, road, bridge covered by an agreement</p>					<p>Calculated on a site by site basis in accordance with Commuted Sum Policy 2003 on construction materials that are significantly over and above that normally required and covers SUDS and Drainage, Special surfaces, Landscaping, Street lighting, Traffic Signals, VMS and Other items</p>
<p>Technical Approval of Highway Structures</p>		<p>Actual Cost</p>	<p>Actual Cost</p>	<p>Actual Cost</p>	<p>Actual Cost</p>

<b>Access to Technical Information</b>		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
Highway Definition - the provision of a written response to an enquiry regarding the status of a specific road (Please note: we are unable to describe the extent of the highway boundary in a letter).		£42	£45	£45	£45
The provision of a letter and an A4 coloured plan which shows the considered extent of the publicly maintainable highway in relation to a specific area. Up to 4 questions per site.		£84	£90	£90	£90
Response to each additional question.		£6	£7	£7	£7
Special rate negotiable for larger plans		request quote	request quote	request quote	request quote
<b>Land Charge Searches – CON 29</b>					
Response to a written or email enquiry, re adoption of roads and details of highway schemes within vicinity of a property.		£16	£21	£21	£21
<b>Approved Highway Schemes –</b>					
Information supplied, e.g. Board report		£42	£43	£45	£46
Copy of complete Scheme Drawings per plan supplied		£37	£38	£40	£41
Copy of extract from Scheme Drawings per plan supplied [up to max A3]		£27	£28	£29	£30
Gazetteer: un-collated copy per district		£32	£33	£34	£35
Gazetteer: collated copy per district		£37	£38	£40	£41



<b>Approved Strategies &amp; Policies</b>		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
Copies of (cycling, walking, bus, maintenance plan, pavement design guide etc) for highway consultants		£32	£33	£34	£35
Photocopies of H&T documents or files for information [charge is for materials and equipment; no charge for staff time]		10p per A4 copy 15p per A3 copy	10p per A4 copy 15p per A3 copy	15p per A4 copy 20p per A3 copy	15p per A4 copy 20p per A3 copy
Extra over cost for colour copies		£1 per colour copy	£1 per colour copy	£1 per colour copy	£1 per colour copy
<b>Crash database - technical records supplied</b>					
3 year history of crashes at a location:-		£105	£108	£112	£114
5 year history of crashes at a location:-		£189	£194	£202	£206

<b>Provision of training services</b>		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
Bike-ability Cycle Training charges in this case are set for academic rather than financial year, from September		£10	£10	£10 (no change proposed)	£10 (no change proposed) (however, work being done to assess the actual cost of the service in light of a reduction in DfT bid settlement)
Minibus Driver Training		£121	£121	£121 (no change proposed)	£130 (following review this fee covers costs)
Minibus Driver Reassessment		£121	£121	£37.50 Incorrect figure in previous years	£45 (following review this fee covers costs)
Theatres in Education - charge to school for performance – primary or secondary per performance, but may be waived		50% of cost	50% of cost	50% of cost (no change proposed)	50% of cost (no change proposed)
National Driver Alertness Course [formerly NDIS] Self-financing scheme provided for Kent Police		£165	£165	£165 (no change proposed, review with police during 2016/17)	£165 (following review no change proposed for 2017/18)
“Speed Awareness” course, self-financing scheme provided for Kent Police		£85	£87	£87 (no change proposed, review with police during 2016/17)	£87 (following review no change proposed for 2017/18)

		<b>FEEES FOR 2013/14</b>	<b>FEEES FOR 2014/15</b>	<b>FEEES FOR 2016/17</b>	<b>FEEES FOR 2017/18</b>
	“What’s Driving Us” course, self-financing scheme provided for Kent Police	£85	£85	£85 (no change proposed, review with police during 2016/17)	£85 (following review no change proposed for 2017/18)
	“Driving for Change” Course Self-financing scheme provided for Kent Police	£85	£85	£85 (no change proposed, review with police during 2016/17)	£85 (following review no change proposed for 2017/18)
	“Rider Intervention Developing Experience” Self- financing scheme provided for Kent Police	£150	£100	£100 (no change proposed, review with police during 2016/17)	£100 (following review no change proposed for 2017/18)
	NEW COURSE Motorway Speed Awareness Course provided for Kent Police	N/A	N/A	N/A	Currently being assessed with Kent Police.

<b>Pre-Application Planning Advice</b>		<b>FEES FOR 2013/14</b>	<b>FEES FOR 2014/15</b>	<b>FEES FOR 2016/17</b>	<b>FEES FOR 2017/18</b>
1 to 5 Dwellings		N/A	N/A	£125 + vat	£250 + vat
6 to 10 Dwellings		N/A	N/A	£250 + vat	£500 + vat
11 to 25 Dwellings		N/A	N/A	£500 + vat	£750 + vat
26 to 50 Dwellings		N/A	N/A	£750 + vat	£1000 + vat
51 to 80 Dwellings		N/A	N/A	£1200 + vat	£1500 + vat
81 to 200 Dwellings		N/A	N/A	£2000 + vat	£2040 + vat
201 to 500 Dwellings		N/A	N/A	£2500 + vat	£2550 + vat
501 to 1000 Dwellings		N/A	N/A	£3000 + vat	£3060 + vat
1001 or more		N/A	N/A	£4000 + vat	£4080 + vat
Up to 100m2 gross floor area		N/A	N/A	£125 + vat	£250 + vat

101m2 to 500m2 gross floor area		N/A	N/A	£500 + vat	£510 + vat
501m2 to 1000m2 gross floor area		N/A	N/A	£750 + vat	£765 + vat
1001m2 to 2000m2 gross floor area		N/A	N/A	£1000 + vat	£1020 + vat
2001m2 to 7500m2 gross floor area		N/A	N/A	£1500 + vat	£1530 +vat
7501m2 to 10,000m2 gross floor area		N/A	N/A	£2000 + vat	£2040 + vat
10,001m2 to 15,000m2 gross floor area		N/A	N/A	£2500 + vat	£2550 + vat
15,001m2 to 25,000m2 gross floor area		N/A	N/A	£3500 + vat	£3570 + vat
25,001m2 or more		N/A	N/A	£5000 + vat	£5100 + vat

**From:** Matthew Balfour, Cabinet Member – Environment and Transport

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

**To:** Environment & Transport Cabinet Committee – 13 March 2017

**Decision No:** 16/00148

**Subject:** A2 Bean and Ebbsfleet junction improvement – Funding contribution by the Strategic Transport Infrastructure Programme (STIP)

**Classification:** Unrestricted

**Future Pathway of Paper:** Growth, Economic Development and Communities Cabinet Committee – 22 March 2017 for Cabinet Member Decision

**Electoral Division:** Dartford East, Swanscombe and Greenhithe, Dartford Rural,

**Summary:** Kent County Council, as Accountable Body for the STIP Programme, is required to provide a reasonable contribution to the Bean and Ebbsfleet Junction Improvements and this report presents the matters considered in order for such a contribution to be offered to Highways England.

**Recommendation(s):**

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Economic Development on the proposed decision as shown at Appendix A to:

- a) approve the full and final contribution from the Strategic Transport Infrastructure Programme (STIP) towards the A2 Bean and Ebbsfleet (A2BE) junction improvements; and
- b) To support the approach that KCC will not forward fund or guarantee the proposed contribution.

**1. Introduction**

1.1 The Kent Thameside Strategic Transport Infrastructure Programme (STIP) is a package of improvements that respond to assessments of the individual impacts and mitigation measures for significant development across the boroughs of Dartford and Gravesham. A Key Decision was taken on 15 October 2012 (Decision No 12/01953) agreeing to the County Council acting as the Accountable Body for the programme.

- 1.2 The STIP Steering Group is Chaired by Mark Dance, Cabinet Member for Economic Development and includes the Leaders and officers of both Dartford and Gravesham Borough Councils and representatives from Homes and Communities Agency (HCA) Ebbsfleet Development Company (EDC), Department for Transport (DfT) and Highways England (HE).
- 1.3 The Bean and Ebbsfleet junctions form an integral part of this programme and although construction is to be delivered by Highways England, there is a requirement for the fund to make a contribution to the scheme.
- 1.4 Current estimates provided by Highways England indicate an estimated cost of £125m to deliver the scheme and the STIP contribution equates to 20% of the scheme total. Officers have been successful in negotiating this figure down from HE's initial assumption that £47m would be available.
- 1.5 Members are requested to note that despite requests from Highways England that KCC guarantee or forward fund the STIP contribution, KCC have maintained the stance that this is not possible and monies can only be made available as and when the Eastern Quarry development triggers are met as shown in **Appendix F**.

## **2. Financial Implications**

- 2.1 There are no financial implications to Kent County Council as the STIP Fund comprises s106 monies, Homes and Communities Agency grant and Local Growth Fund (LGF) allocations as shown in **Appendix E**. The LGF allocations are not part of the proposed contribution and are applied to specific schemes within the STIP Programme

## **3. Policy Framework**

- 3.1 Implementation of the scheme will support the Council in meeting its Strategic Outcome for "Kent Communities to feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life". This will be achieved through the projects supporting continued operation of key transport infrastructure which is vital to the Kent and national economies as well as helping support growth by enabling new residential and commercial development.
- 3.2 The key priorities set out in the County Council's Integrated Transport Strategy *Growth without Gridlock* in terms of providing additional highway capacity, improving accessibility and reducing congestion are also delivered.
- 3.3 The scheme will provide improved growth and economic prosperity through having an efficient highway and transport infrastructure.

## **4. The Report**

- 4.1 In the coming years, the Bean and Ebbsfleet junctions will serve developments including Ebbsfleet Garden City. This development will create 15,000 new

homes and more than 30,000 jobs could also be created. Traffic modelling work has indicated that without improvements to both junctions, the road network will become highly congested, resulting in considerable delays and associated environmental issues.

4.2 There is a requirement for the STIP fund to make a reasonable contribution to the A2BE scheme. The Business Case for the scheme is dependant on an acceptable level of private funding and a figure of £25m has been offered as a **full and final contribution**. In deciding this course of action, two options were considered based on detailed analysis of the Programme Fund:

1. A minimal contribution whereby an apportionment exercise is undertaken taking a percentage of each s106 (bearing in mind the pooling restrictions) in relation to the overall scheme cost and directing these monies to the project.
2. Direct the Eastern Quarry s106 funds of £24.7m to the Project in their entirety as it is geographically adjacent to both the Bean and Ebbsfleet junctions plus an additional £300k from s106 monies.

A third option also considered, would be to not contribute any monies to the scheme and force the issue back to DfT but this course of action would:

- a) Make the scheme unaffordable,
- b) Would have an adverse affect on the development plans for the area
- c) Would not be in line with previous agreements and commitments to funding contributions

A meeting of the lead STIP Members discussed these options and it was agreed that the most reasonable solution was to support option 2. This offer represents a pragmatic solution to the funding request, is easier to administrate and fits within the level of funding that has been identified as potentially available with the highest level of confidence.

4.3 There are no Legal Implications

4.4 There are no Equalities Implications

4.5 There are no implications for the Council's property portfolio

## 5. Conclusions

The STIP Programme, which includes the Bean and Ebbsfleet junction improvements, is required to make a reasonable contribution towards the scheme and as such, Officers at KCC, Dartford Borough Council and Gravesham Borough Council closely scrutinised the Programme funding arrangements. As per the options identified above, the sum of £25m has been supported by the Steering Group and conveyed to Highways England as a full and final offer of contribution.



## 6. Recommendation(s)

### Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Economic Development on the proposed decision as shown at Appendix A to:

- a) approve the full and final contribution from the Strategic Transport Infrastructure Programme (STIP) towards the A2 Bean and Ebbsfleet junction improvements; and
- b) To support the approach that KCC will not forward fund or guarantee the proposed contribution.

## 7. Background Documents

- 7.1 Appendix A Proposed Record of Decision
- Appendix B Letter from Mark Dance to DfT regarding STIP offer
- Appendix C Letter from DfT in response
- Appendix D Letter from Barbara Cooper to DfT confirming KCC position
- Appendix E Summary of financial details of STIP fund
- Appendix F Current timeframe for Eastern Quarry build out rates and financial triggers

## 8. Contact details

Report Author

- Andy Moreton – Project Manager HT&W
- 03000 413423
- [Andy.Moreton@kent.gov.uk](mailto:Andy.Moreton@kent.gov.uk)

Relevant Director:

- Roger Wilkin – Director HT&W
- 03000 413479
- [Roger.wilkin@kent.gov.uk](mailto:Roger.wilkin@kent.gov.uk)

# Appendix A

## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

<b>DECISION TAKEN BY</b> <b>Mark Dance Cabinet Member for Economic Development</b>	<b>DECISION NO:</b> <b>16/00148</b>
---	--

For publication

**Key decision\***

Yes – expenditure over £1m

**Subject: Bean and Ebbsfleet junction improvements – funding contribution**

**Decision:**

As Cabinet Member for Economic Development I agree to:

- a) approve the full and final contribution from the Strategic Transport Infrastructure Programme (STIP) towards the A2 Bean and Ebbsfleet junction improvements and:
- b) support the approach that KCC will not forward fund or guarantee the proposed contribution.

**Reason(s) for decision:**

The Kent Thameside Strategic Transport Infrastructure Programme (STIP) is a package of improvements that respond to assessments of the individual impacts and mitigation measures for significant development across the boroughs of Dartford and Gravesham. A Key Decision was taken on 15 October 2012 (Decision No. 12/01953) agreeing to the County Council acting as the Accountable Body for the programme.

Kent County Council, as Accountable Body for the STIP Programme, is required to provide a reasonable contribution to the Bean and Ebbsfleet junction Improvements and this report presents the matters considered in order for such a contribution to be offered to Highways England

**Cabinet Committee recommendations and other consultation:**

**Any alternatives considered:**

Three options were considered by the lead Members of the STIP as outlined in the decision report (see paragraph 4.2). it was agreed that the most reasonable solution was to support option 2

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

.....  
Signed

.....  
date

Name:

## Appendix B



### Economic Development

Mr P. Williams  
Department for Transport

By email

Sessions House  
County Hall  
Maidstone  
ME14 1XX

Phone: 03000 415884  
Ask for: Mark Dance  
Email: [Mark.Dance@kent.gov.uk](mailto:Mark.Dance@kent.gov.uk)

26 October 2016

Dear Mr Williams,

### **Re A2 Bean & Ebbsfleet – Strategic Transport Infrastructure Programme (STIP) funding contribution**

With regards to the above and meetings held recently with Highways England (HE), Kent County Council (KCC) and Ebbsfleet Development Corporation (EDC), the purpose of this letter is to confirm both the offer of contribution from the STIP fund and also, KCC's current understanding in relation to the whole scheme funding and progression.

On the 30<sup>th</sup> September, key Members of the STIP Steering Group met with Highways England officers to discuss the funding gap and potential contributions that may be achieved from the STIP fund.

Two options were presented to STIP Members for consideration which were:

- a) An apportionment of each of the s106 contributions (either secured or projected to be secured in to the fund) to be directed towards the scheme or,
- b) Direction of the s106 funding from the Eastern Quarry (EQ) development to the scheme plus an additional sum from the s106 monies to be received in to the fund.

The first option is restrictive in that the level of funding potentially available would not achieve an acceptable value, would be time consuming to put in place and would be subject to a protracted administration process.

The second option provides the opportunity for a more reasonable contribution to be offered, relates directly to a major development site that is geographically situated close to both junctions of the A2 and constitutes a commitment of the Group to make a contribution that fits within the level of **available funding**.

In preparation for the meeting, Officers undertook a re-assessment of the funding availability (received, secured and not secured) and it was recommended to the Group that Option b demonstrated the best available solution.

It was subsequently agreed that the Eastern Quarry s106 sum of £24.7m be directed to the scheme, along with an additional £300k from the STIP fund, making a total contribution of £25m.

The profiling for the Eastern Quarry monies are shown in the table below and it should be noted that at current build out rates, the full contribution from Eastern Quarry would not be realised until 2030.

<b>Year</b>	<b>Yearly completion</b>	<b>Total Completion</b>	<b>Contribution</b>	<b>Cumulative</b>
<b>End 2017 (CH)</b>	313	460	1,262,240	
<b>End 2021 (CH)</b>	930	1390	2,551,920	3,814,160
<b>2021</b>	328	1718	900,032	4,714,192
<b>2022</b>	328	2046	900,032	5,614,224
<b>2023</b>	328	2374	900,032	6,514,256
<b>2024</b>	328	2702	900,032	7,414,288
<b>2025</b>	328	3030	900,032	8,314,320
<b>2026</b>	328	3358	900,032	9,214,352
<b>2027</b>	328	3,686	900,032	10,114,384
<b>2028</b>	328	4,014	900,032	11,014,416
<b>2029</b>	328	4,342	900,032	11,914,448
<b>2030</b>	328	4,670	900,032	12,814,480
<b>Triggers total contribution of £24.7m</b>			11,685,520	£24.7m (not index linked)

It has also been confirmed that neither Kent County Council, nor the Borough Councils are in a position to underwrite, forward fund or enter in to borrowing agreements and neither can the build out rates or the level of funding be guaranteed. The funding risk therefore rests with Highways England.

I understand that there have been subsequent meetings with DfT, HE, DCLG and EDC with the outcome being that as a result of the funding discussions, DfT have approved the scheme to go to the next stage, which is public consultation, in November.

I am informed that the scheme going forward to consultation has an estimated value of £125m and is to be funded as follows:

DfT     £80m  
STIP    £25m  
EDC     £20m

As Kent County Council is the Accountable Body for STIP, there is the need for formal approval to be obtained. This will take the form of the following:

- Report to the Leader - Cabinet Members meeting, 12<sup>th</sup> December
- Report to Environment & Transport Cabinet Committee, 12<sup>th</sup> January 2017
- Report to Economic Development Cabinet Committee 19th January 2017.

At the time of writing, I do not envisage there being any issues with the approvals process at KCC and you will be kept informed and updated when the meetings have taken place.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Mark Dance', with a large, stylized initial 'M' at the start.

**Mark Dance**

Cabinet Member  
Economic Development

Cc: A. Salmon (HE) J. Gregory (EDC) C. Lovegrove (DCLG) Cllr J. Kite (DBC)  
Cllr J. Cubitt (GBC) Cllr M Balfour (KCC) A Moreton (KCC)



## Appendix C

Andy Moreton  
Project Manager, Major Capital Schemes  
Kent County Council  
Highways, Transportation and Water  
County Hall, Maidstone, Kent  
ME14 1XX

Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR  
Tel: 0300 330 3000  
Web Site: [www.gov.uk/dft](http://www.gov.uk/dft)  
Our Ref: 182123  
Your Ref:  
DATE

Dear Andy Moreton

### **A2 Bean and Ebbsfleet - STIP funding contribution**

Thank you for your letter of 26 October 2016 confirming both the offer of a contribution from the STIP fund and your understanding of the scheme funding and progression.

After the meeting of the STIP Steering Group on 30th September (Highways England were not present) Highways England were presented with the verbal offer of £25m. Thank you for documenting this offer and providing further details of the contributions and terms.

This scheme is committed (as stated in the Road Investment Strategy document) subject to an acceptable level of contributions from third parties. In terms of the level of contributions discussed, £20m from EDC and £25m from STIP would provide an acceptable way forward.

However you have stated in your letter that the £25m from STIP is not guaranteed and any contributions coming forward would be paid as and when they were received. Therefore the funding risk would rest with Highways England.

This is not acceptable to us as there is a clear risk that further public funds would be required if the contributions were not forthcoming and in this scenario and current delivery programme, public funds would definitely be required to fund the shortfall at the end of the scheme (around 2022) until any future contributions were received.

Highways England have limited funds provided to them through the Road Investment Strategy and are not in a position to exceed this. The current proposal would require them to do so.

As we discussed at our meeting on 10th November, approval of the proposal as it currently stands by your Cabinet Committee would not result in an acceptable way forward. Suggestions were made as to how to resolve this and we look forward to your response.

**Yours sincerely**

## Appendix D



### **Growth, Environment and Transport**

Mr P. Williams  
Department for Transport

By email

Sessions House  
County Hall  
Maidstone  
ME14 1XX  
Phone: 03000 415981  
Ask for: Barbara Cooper  
Email: Barbara.Cooper@kent.gov.uk

30<sup>th</sup> November 2016

Dear Mr Williams,

### **Re A2 Bean & Ebbsfleet – Strategic Transport Infrastructure Programme (STIP) funding contribution**

I write in regard to the above and an unsigned letter received from DfT in response to the offer made towards the Bean and Ebbsfleet scheme.

The meeting held on the 30<sup>th</sup> September involved key members of the Steering Group and I am afraid you have been misinformed as Highways England were certainly well represented.

Unfortunately, the suggestions made at the subsequent meeting on the 10<sup>th</sup> November have not been detailed in the response to KCC but I am advised that they involved either KCC entering in to a borrowing arrangement or for KCC to seek a similar arrangement to the the agreement between DCLG and Ashford Borough Council for M20 junction 10a. Neither of which are acceptable to us.

The Steering Group and Officers have been explicitly clear on what funding contribution is available and the offer made is both fair and reasonable. There are no further funds available nor is there any possibility of KCC or the Districts entering in to any other arrangements to cover the shortfall for your scheme between 2022 and 2030.

I would also point out that , KCC is faced with similar situations locally with improvements required on the local highway network ahead of development and we have, quite rightly, provided funding in these circumstances so as to ensure deliverability. We are not in a position to undertake this for a scheme on the Strategic network and neither should we be expected to do so.



I confirm that the offer made on the 30<sup>th</sup> September is still available to you although, if this remains unacceptable then I assume that you will seek alternative methods or solutions to fund your scheme.

Yours sincerely



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

Cc: A. Salmon (HE) Cllr J. Kite (DBC) Cllr J. Cubitt (GBC) Cllr M Balfour (KCC) A Moreton (KCC) Cllr M Dance (KCC)

<b>Funding stream</b>	<b>Total</b>
HCA grant	£13,000,000.00
LGF (secured and approved)	£12,700,000.00
New Homes Bonus	£5,100,000.00
S106 received and in the fund	£1,862,286.00
S106 held by the Districts	£1,521,452.00
S106 secured but not received (incl EQ)	£31,025,550.00
S106 subject to negotiation	£2,000,000.00
S106 Unsecured/subject to CIL/lapsed permissions	£10,275,820.00
<b>total</b>	<b>£77,485,108.00</b>
less low confidence/high risk values	£15,375,820.00
<b>Grand total</b>	<b>£62,109,288.00</b>

## Current build out projections and payment scheduling for Eastern Quarry

	Castle Hill	Henley Camland	Total Completion per year	Cumulative completions	CPI %	One off payment	payment	Cumulative
2016	100	0	100	100	2744		274400	274400
<b>2017</b>	117	0	117	117	2,785		325,864	600,264
<b>2018</b>	345	300	645	762	2,827		1,823,375	2,423,638
<b>2019</b>	287	500	787	1549	2,869		2,258,172	4,681,810
<b>2020</b>	232	500	732	2281	2,912		2,131,863	6,813,673
<b>2021</b>	222	500	722	3003	2,956		2,134,281	8,947,954
<b>2022</b>	108	500	608	3611	3,000		1,824,248	10,772,202
<b>2023</b>	78	500	578	4189	3,045		1,760,250	12,532,452
<b>2024</b>	63	500	563	4752	3,091	11,685,520	13,425,807	25,958,259
<b>2025</b>	13	500	513	5265				
<b>2026</b>		700	700	5965				
<b>Total</b>	<b>1565</b>	<b>4500</b>	<b>5965</b>	<b>5965</b>				25,958,259

**From: Mathew Balfour – Cabinet Member for Environment & Transport**

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

**To: Environment & Transport Cabinet Committee – 13 March 2017**

**Decision No: 17/00017**

**Subject: Dartford Town Centre transport improvements and public realm works – Approval to enter in to a Legal Agreement**

**Classification: Unrestricted**

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

**Future Pathway of Paper:** Growth, Economic Development and Communities Cabinet Committee – 22 March 2017

**Electoral Division:** Dartford West, Dartford North East, Wilmington, Dartford East

**Summary:**

This report is intended to seek approval for Kent County Council to enter in to a Legal Agreement to enable Dartford Borough Council to undertake a programme of transport improvements and public realm work within the town, funded by the Kent Thameside Strategic Transport Infrastructure Programme (STIP) for which KCC is the Accountable Body.

**Recommendation(s):**

The Environment and Transport Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision for the Corporate Director Growth, Environment & Transport and the Corporate Director Finance & Procurement, to negotiate and execute legal and/or partnership agreements for the delivery of the Dartford Town Centre scheme as attached at appendix A

**1. Introduction**

1.1 The Kent Thameside Strategic Transport Infrastructure Programme (STIP) is a package of improvements that respond to assessments of the individual impacts and mitigation measures for significant development across the boroughs of Dartford and Gravesham. A Key Decision was taken on 15 October 2012 (Decision No. 12/01953) agreeing to the County Council acting as the Accountable Body for the programme.

- 1.2 A scheme within Dartford Town Centre is included within the STIP programme and involves a package of works in and around the town centre that require both transport and public realm improvements.

## **2. Financial Implications**

- 2.1 If approved, there would be no direct implications on the County Council as all current accountabilities, responsibilities, reporting requirements and risk would be delegated to the Borough Council under a 3<sup>rd</sup> Party Legal Agreement. It is further proposed that the monies held by KCC within the STIP fund are released to the Borough Council by way of a Grant arrangement, again, subject to an appropriate Legal Agreement between the two Authorities.

## **3. Policy Framework**

- 3.1 Implementation of the scheme will support the Council in meeting its Strategic Outcome for “Kent Communities to feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life”. This will be achieved through the projects supporting key transport infrastructure which is vital to the Kent and national economies as well as helping support growth by enabling new residential and commercial development.
- 3.2 The key priorities set out in the County Council’s Integrated Transport Strategy *Growth without Gridlock* in terms of improving accessibility and reducing congestion are also delivered.
- 3.3 The scheme will provide improved growth and economic prosperity through having an efficient highway and transport infrastructure, coupled with improved public realm.

## **4. The Report**

### **4.1 Relevant History**

Dartford Town Centre is an identified scheme within the Strategic Transport Infrastructure Programme (STIP) and as such would normally fall to the Major Projects Team to implement. Amey Consulting were commissioned by KCC to undertake Feasibility Studies of a number of locations that both Dartford and KCC Officers agreed were in need of attention, the aim being to improve not only traffic flows, but importantly, the connectivity in to the town centre, encouraging modal shift and supporting current and future development around the town.

During the feasibility work, Dartford Borough Council commissioned a Strategic Framework Strategy to understand, at a high level, how the town centre and it’s surrounds could benefit from increased development opportunities and conceptual ideas for public realm improvements.

Due to the importance of this project to Dartford, Dartford Borough Council has offered to lead this important project for the regeneration of their town and

surrounding area and as such, subsequent discussions between DBC Chief Executive and KCC Corporate Director for GET has resulted in an initial agreement that this is to go ahead, subject to appropriate agreements being in place and KCC being involved in relevant groups and meeting including the Project and Steering Group.

- 4.2 Options were considered with both Authorities being involved in the process from procurement through to construction but the Governance arrangements and potential hurdles to overcome were such that there was risk that actual design work would not commence until late 17/18. This would affect delivery of the construction phases and was deemed to be unsatisfactory for both parties.
- 4.3 The STIP fund contains monies from s106 agreements, a grant from the Homes and Communities Agency and allocations from successful LGF bids. This is summarised in **Appendix B**. Legal Agreements are currently in place between KCC, HCA and SELEP covering the accountability, responsibility, risk/programme management and reporting requirements that fall to KCC as the Accountable body. It is proposed that these matters are fully covered by way of a 3<sup>rd</sup> party, back to back Legal Agreement between the two Authorities.

Funds applicable to Dartford Town Centre comprise £7.7m grant from HCA which is held by KCC and a further £4.3m from LGF which will require a further business case to secure the allocation.

- 4.4 There are no Equalities implications of the suggested action
- 4.5 Barbara Cooper – Corporate Director for Growth, Environment and Transport will inherit the main delegations via the Officer Scheme of Delegation
- 4.6 Kent County Council will remain a key partner in the development of the scheme, working closely with Dartford Officers and shall be actively involved in the Project Board and Steering Group. There has been an initial positive response from SELEP regarding the potential for an Agreement to be drawn up although at the time of writing this report, a reply from HCA is still awaited.

## 5. Conclusions

In order to acknowledge and accept Dartford Borough Councils' request to be the lead Authority on procurement, design and implementation of the package of works, a 3<sup>rd</sup> party Legal Agreement is required to ensure that all aspects are addressed with a clear understanding on the roles, responsibilities and accountabilities.

## 6. Recommendation(s)

### **Recommendation(s):**

The Environment and Transport Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision for the Corporate Director Growth,

Environment & Transport and the Corporate Director Finance & Procurement, to negotiate and execute legal and/or partnership agreements for the delivery of the Dartford Town Centre scheme as attached at appendix A.

## 7. Background Documents

- Appendix A – Proposed Record of Decision
- Appendix B - STIP Financial Summary
- Letter from Jeremy Kite to Mark Dance  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5033&ID=5033&RPID=12559285>
- HCA Legal Agreement -  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5032&ID=5032&RPID=12559235>
- SELEP Legal Agreement  
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5042&ID=5042&RPID=12559265>
- Key Decision No 12/01953 (page 8 of the printed minutes)  
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=115&MId=3900&Ver=4>

## 8. Contact details

### Report Author

- Andy Moreton – Project Manager, HT&W
- 03000 413423
- [Andy.moreton@kent.gov.uk](mailto:Andy.moreton@kent.gov.uk)

### Relevant Director:

- Roger Wilkin – Director, HT&W
- 03000 413479
- [Roger.wilkin@kent.gov.uk](mailto:Roger.wilkin@kent.gov.uk)

## Appendix A

### KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

<b>DECISION TAKEN BY</b> <b>Mark Dance Cabinet Member for Economic Development</b>	<b>DECISION NO:</b> 17/00017
---	---------------------------------

For publication

**Key decision\*** Yes, expenditure over £1m

**Subject: Dartford Town Centre – Approval to enter in to a Legal Agreement**

**Decision:**

As Cabinet Member for Economic Development, I agree to: the Corporate Director Growth, Environment & Transport and the Corporate Director Finance & Procurement, to negotiate and execute legal and/or partnership agreements for the delivery of the Dartford Town Centre scheme

**Reason(s) for decision:**

The Kent Thameside Strategic Transport Infrastructure Programme (STIP) is a package of improvements that respond to assessments of the individual impacts and mitigation measures for significant development across the boroughs of Dartford and Gravesham. A Key Decision was taken on 15 October 2012 (Decision No. 12/01953) agreeing to the County Council acting as the Accountable Body for the programme.

A scheme within Dartford Town Centre is included within the STIP programme and involves a package of works in and around the town centre that require both transport and public realm improvements

Due to the importance of this project to Dartford, Dartford Borough Council has offered to lead this important project for the regeneration of their town and surrounding area and as such, subsequent discussions between DBC Chief Executive and KCC Corporate Director for GET has resulted in an initial agreement that this is to go ahead, subject to appropriate agreements being in place and KCC being involved in relevant groups and meeting including the Project and Steering Group.

**Cabinet Committee recommendations and other consultation:**

**Any alternatives considered:**

Options were considered with both Authorities being involved in the process from procurement through to construction but the Governance arrangements and potential hurdles to overcome were such that there was risk that actual design work would not commence until late 17/18. This would affect delivery of the construction phases and was deemed to be unsatisfactory for both parties.



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

.....  
signed

.....  
date

Name:

## STIP Financial Summary

Funding stream	Total
HCA grant	£13,000,000.00
LGF (secured and approved)	£12,700,000.00
New Homes Bonus	£5,100,000.00
S106 received and in the fund	£1,862,286.00
S106 held by the Districts	£1,521,452.00
S106 secured but not received (incl EQ)	£31,025,550.00
S106 subject to negotiation	£2,000,000.00
S106 Unsecured/subject to CIL/lapsed permissions	£10,275,820.00
<b>total</b>	<b>£77,485,108.00</b>
less low confidence/high risk values	£15,375,820.00
<b>Grand total</b>	<b>£62,109,288.00</b>

This page is intentionally left blank

**From:** Matthew Balfour, Cabinet Member for Environment and Transport  
Mike Hill, Cabinet Member for Community Services

Barbara Cooper, Growth, Environment & Transport

**To:** Environment and Transport Cabinet Committee,  
13<sup>th</sup> March 2017

**Subject:** Growth, Environment & Transport Directorate Business Plan 2017-18

**Classification:** Unrestricted

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

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

**Summary:** This report outlines the draft Growth, Environment and Transport Directorate Business Plan (2017-18) for consideration and comment, prior to publication online in April 2017.

**Recommendation(s):**

The Cabinet Committee is asked to:

- (1) Consider and comment on the final draft Growth, Environment and Transport Directorate Business Plan (2017-18)
- (2) Note that the final Directorate Business Plan will be published online in April 2017

**1. Introduction**

- 1.1 The Strategy, Policy, Relationships & Corporate Assurance division is responsible for coordinating the annual business planning process. In December 2016, the Policy & Resources Cabinet Committee agreed the business planning approach for 2017-18.
- 1.2 Directorate Business Plans play an important part in reflecting how each directorate will support the achievement of the County Council's five year Strategic Statement "*Increasing Opportunities, Improving Outcomes*".
- 1.3 Cabinet Members, Corporate Directors and Directorate Management Teams have taken strong ownership of the development of draft Directorate Business Plans, with appropriate support from the policy team.
- 1.4 The business planning process has evolved over the past few years to support the organisation in its move to becoming a strategic commissioning authority, and as part of this, takes a rolling three year approach to its priority setting and commissioning activity. This year's

process also takes into account the business planning priorities set by Cabinet Members and the County Council in the Strategic Statement Annual Report and the findings of the Internal Audit of the 2016-17 business planning process.

## **2. Growth, Environment & Transport Directorate Business Plan**

2.1 The draft Growth, Environment & Transport Directorate Business Plan is set out in **Appendix 1**. This provides the Cabinet Committee with the opportunity to comment before final approval by Cabinet Members.

2.3 New features in this year's business plan include:

- A section describing the directorate's role and structure
- A section detailing progress made against the directorate's 2016-17 priorities
- A section setting out the operating environment that will impact the directorate over the next three years, to provide context for its priority setting.
- A focus on the directorate, rather than divisional priorities for 17-18; the divisional-level priorities will be set out in divisional business plans where further operational detail is provided.
- Simplified information for commissioning activity and how services are delivered, with the expectation that further detail on external contracts can be found in KCC's contract register.
- A section setting out how the business plan will be monitored and reviewed.

2.4 Building on last year's progress, the Growth, Environment and Transport directorate has identified the following priorities for 2017-18:

- 1) Further develop and refine GET's approach to commissioning services
- 2) Deliver and embed our Customer Service Programme
- 3) Explore and develop multi-agency approaches to improve delivery of GET's services
- 4) Develop and deliver GET's county-wide strategies
- 5) Develop GET's offer of a preventative model to supporting the health and wellbeing of Kent's residents and related outcomes across KCC and our partners
- 6) Strengthen the county's resilience
- 7) Plan and deliver appropriate growth in the county and in doing so, explore and utilise smart technology to support delivery of better outcomes.

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

### 3. Next Steps

- 3.1 The final version will be approved by the Corporate Director for Growth, Environment and Transport and Cabinet Members for Environment & Transport, Economic Development and Community Services. It will then be published online on Kent.gov.uk in April 2017.
- 3.2 As with previous years, divisional and service business plans will be made accessible to elected members and staff in a single area of KNet from May 2017. This allows sharing of good practice and provides members with the opportunity to see the detail of service delivery in areas of particular interest.
- 3.3 The Strategy, Policy, Relationships & Corporate Assurance division will then review the effectiveness of this year's business planning approach during summer 2017, in order to make iterative improvements for next year's process.

### 4. Recommendations

4.1 The Cabinet Committee is asked to:

- (1) **Consider and comment** on the final draft Growth, Environment & Transport Directorate Business Plan (2017-18).
- (2) **Note** the final Directorate Business Plan will be published online in April 2017.

#### Appendices:

Appendix 1: Draft Growth, Environment & Transport Directorate Business Plan (2017-18)

#### Background Document:

'Business planning 2016-17 and 2017-18', P&R Cabinet Committee, 2<sup>nd</sup> December 2016

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=750&MId=6213>

<b>Report Author:</b>	<b>Relevant Director:</b>
Karla Phillips	David Whittle
Strategic Business Adviser for GET	Director Strategy, Policy,
03000 410315	Relationships and Corporate
<a href="mailto:karla.phillips@kent.gov.uk">karla.phillips@kent.gov.uk</a>	Assurance
	03000 416833
	<a href="mailto:david.whittle@kent.gov.uk">david.whittle@kent.gov.uk</a>

This page is intentionally left blank

# Growth, Environment and Transport

## Directorate Business Plan 2017-18

*(Comms' standard cover & back pages to be added)*

<b>Contents</b>	<b>Page</b>
A. Corporate Director's Foreword	2
B. Executive Summary – GET at a glance and Plan on a Page	3
C. GET - who we are and what we do	5
D. Progress on 2016-17 Directorate Priorities	8
E. Directorate Operating Environment	11
F. Directorate Risks	14
G. Directorate Priorities for 2017-18	15
H. Significant Commissioning and Service Activity	19
I. Directorate Resources	26
J. Directorate Organisational Development Priorities	28
K. Directorate Performance Indicators	29
L. Monitoring and review	34
M. Appendices:	
1) Internal and External services	35
2) KCC's Strategic Statement outcomes framework	40
3) KCC Annual Report's Council priorities	41
4) Glossary of acronyms	42



**A. Corporate Director’s Foreword**

---

*To be added.*

DRAFT

## B. GET at a Glance

---

The Growth, Environment & Transport directorate is considerable in its breadth and depth. With a budget of **£161.8 million** and over **1200 staff** (FTE), we are responsible for an array of services that include the more familiar services that shape our communities such as maintaining and improving Kent's roads, protecting communities against flooding, managing our waste and fostering a lifelong love of reading through our libraries. But we also provide loans to help local businesses thrive or convert empty properties into much needed residences, introduce children to an understanding and love of the outdoors through our Country Parks, protect vulnerable residents against rogue traders, actively support the low carbon sector, and bring history alive for local communities.

Building on the progress of last year, the Growth, Environment and Transport (GET) priorities for 2017-18 will be to:

- 1) Further develop and refine GET's approach to commissioning services
- 2) Deliver and embed our Customer Service Programme
- 3) Explore and develop multi-agency approaches to improve delivery of GET's services
- 4) Develop and deliver GET's county-wide strategies
- 5) Develop GET's offer of a preventative model to supporting the health and wellbeing of Kent's residents and related outcomes across KCC and our partners
- 6) Strengthen the county's resilience
- 7) Plan and deliver appropriate growth in the county and in so doing, explore and utilise smart technology to support delivery of better outcomes.

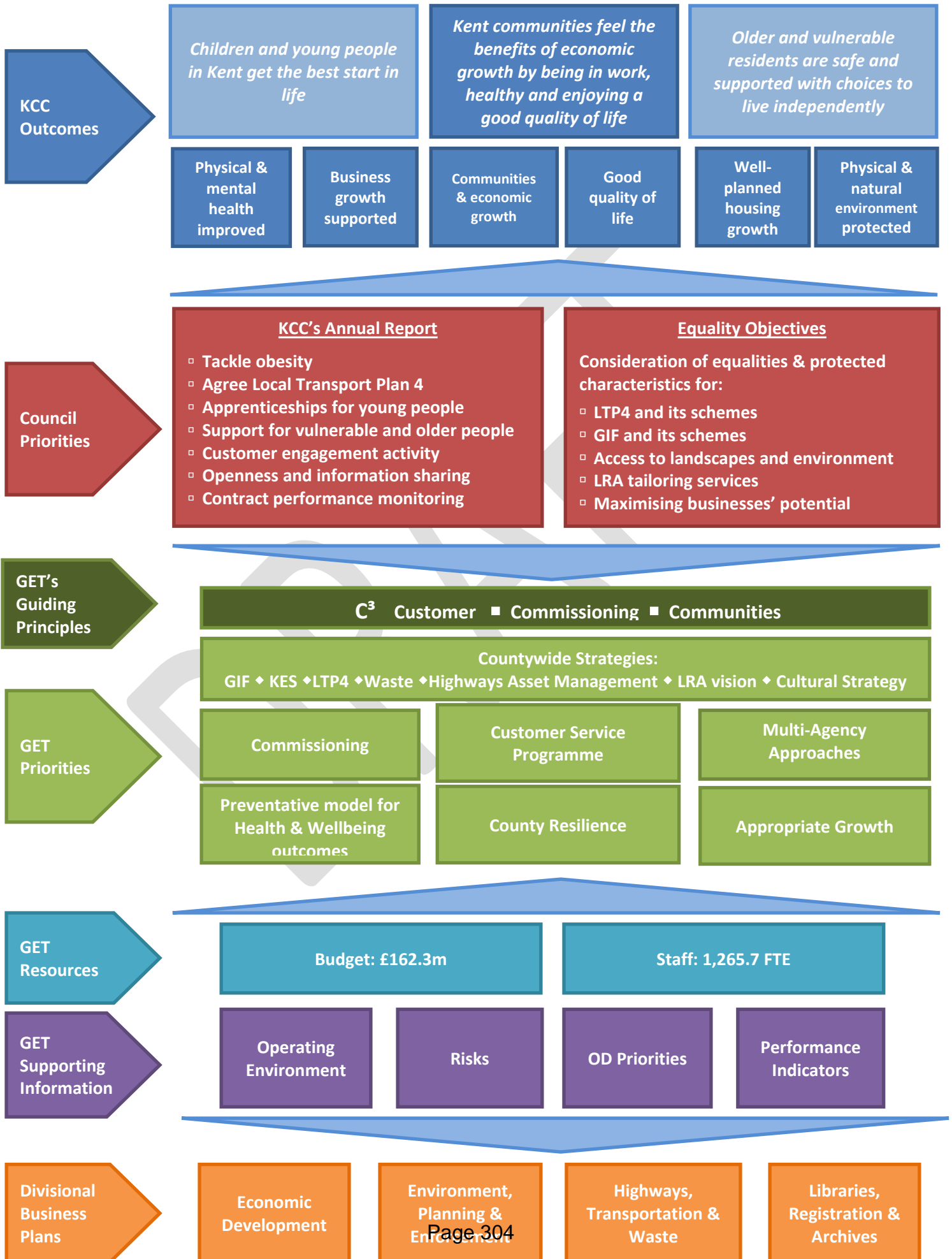
Our business plan also provides an update on progress against last year's priorities, sets out the context of challenges and opportunities of the operating environment that shapes GET's priorities, the major commissioning activity scheduled for the next three years and provides information on how our services are delivered.

A summary of our resources for 2017-18 is as follows:

Net Budget	£161.8m
Capital (part of £742.6m three year programme)	£103.6m
Staff Resource	1,264.6 FTE

As with last year, overleaf you will find our 'plan on a page' which draws together all of the key components that shape our work for this year: KCC's strategic outcomes and corporate priorities that are relevant to GET's services, our directorate's cross-cutting principles and priorities, and the resources and measures required to implement them.

# GET's Plan on a Page



## C. GET - Who we are and what we do

---

The Growth, Environment and Transport directorate (GET) covers a wide and diverse range of functions that deliver much valued services directly to residents and businesses as well as keeping the county moving. The directorate consists of four divisions:



### Economic Development

The Economic Development division (ED) supports business and housing growth. Following the recent redesign in 2016, it consists of four services:

**Infrastructure**, which negotiates and secures financial contributions including Section 106 and the Community Infrastructure Level (CIL) from property developers to fund the delivery of Council services such as schools, as well as managing regeneration projects such as the No Use Empty scheme to bring empty properties to residential use.

**Business and Enterprise**, which includes the business loan and grant schemes, local support for trade development, management of broadband infrastructure rollout across the county and support for inward investment and visitor economy services.

**Economic Strategy and Partnerships**, which includes European and international partnerships and funding, strategy development, strategic partnerships such as supporting the Kent & Medway Economic Partnership and Business Advisory Board, and the central project monitoring and support function.

**Cultural and Creative Economy**, which helps to maximise the contribution of the arts and creative sector to economic growth and community wellbeing, working directly with the sector to ensure both excellence in delivery and product, and widening participation.

## Environment, Planning and Enforcement

The Environment, Planning and Enforcement division (EPE) delivers a range of strategic and frontline services to create a quality and safe environment for sustainable economic and housing growth. From managing 4255 miles of Public Rights of Way to attracting and lobbying for millions of pounds in infrastructure investment, its services deliver against a host of wider Kent County Council (KCC) outcomes, including a healthier lifestyle for our residents and a safer environment for our younger, older and vulnerable residents across six teams:

**Strategic Planning and Policy (SPP)**, providing strategic planning and advice across a range of expertise from transport to flood risk to the natural and historic environment, identifying and delivering infrastructure necessary to support sustainable and quality growth.

**Public Protection (PP)**, providing a range of services for safer communities (often in close partnership with other agencies) from emergency planning and resilience to community safety and our Community Wardens service; regulatory services such as Trading Standards and Kent Scientific Services; the Coroners Service; the Public Rights of Way network and management of Gypsy and Traveller sites; all underpinned by a robust business development and intelligence team.

**Planning Applications and Minerals & Waste Policy Planning (PAG)**, which is responsible for the Council's statutory planning functions, determining planning applications for minerals and waste developments in Kent and for KCC's own developments such as schools and care facilities, and pre-application advice and planning enforcement.

**Countryside, Leisure and Sport (CLS)**, which provides a strategic coordinating role for sport and recreational activity, manages the Explore Kent brand to promote outdoor activities, manages nine country parks and oversees Kent's approach to volunteering.

**Sustainable Businesses and Communities (SBS)**, which develops, delivers and manages the Kent Environment Strategy and KCC's Environment Policy; works with businesses to support the development of the low carbon and resource efficient economy; delivers energy efficiency projects; and works with public sector partners to help residents and businesses be more resource efficient and protect and enhance the natural environment.

**Kent Downs Area of Outstanding Natural Beauty Unit (KDAONB)**, which conserves and enhances the nationally protected Kent Downs AONB; it is a partnership hosted by KCC to support the Council and 11 other local authorities.

## Highways, Transportation and Waste

The Highways, Transportation and Waste division (HTW) consists of four service groups that deliver two core purposes:

- The management, maintenance and improvement of the County's 5,400 miles of highway network and associated assets in a way that meets the needs of residents, communities and businesses now and in the future, provides viable alternatives to the car and supports growth by delivering major projects and managing development. Our highway network is the most valuable asset we own in Kent, valued at £19.8 billion, and plays a vital part in delivering KCC's strategic outcomes.
- The processing and disposal of the household waste and recycle collected by the twelve district and borough councils in Kent, to provide a Household Waste Recycling Centre (HWRC) service to residents, encourage the use of waste as a resource to reduce waste to landfill, manage closed landfill sites to prevent pollution and enforce against environmental crime relevant to KCC waste services.

**Highways Asset Management**, which inspects and maintains highways assets, balancing asset management principles and local needs to keep them safe, and coordinate all activities on the highway to minimise disruption to all road users. This includes planned highway maintenance,

cleaning highway drains, managing soft landscaping, winter gritting and other severe weather responses, resolving faults reported by customers, managing and coordinating all roadworks and keeping people informed of incidents that may affect their journey.

**Transportation**, which plans and improves Kent's highway network, including casualty reduction, delivery of major capital projects and local growth fund schemes, promoting walking and cycling as sustainable alternatives to the car for shorter journeys, cycling and driver training, freight and network improvement, parking, congestion relief and maintenance of traffic signals.

**Public Transport**, which enables access to education, health and community services through the planning, procurement and management of public transport services, including subsidised bus services, delivering KCC's statutory and discretionary transport, issuing the Young Person's Travel Pass, delivering free bus passes for older and disabled people and providing information about bus times and routes.

**Waste & Business Services**, which helps people to manage their waste through partnership working with the Districts, managing Household Waste Recycling Centres, managing closed landfill sites to prevent pollution and working with agencies to deter environmental crime. Also provides a robust commercial approach to contract management, performance and delivery throughout the HTW division.

## Libraries, Registration and Archives

Libraries, Registration and Archives (LRA) is an internally commissioned service which delivers services that support people throughout their lives. LRA's services are open to everyone, but also targeted to help those who most need them. Through these services, people improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties. The service also contributes to improved health and wellbeing, and tackling social isolation. LRA is committed to continually developing to ensure that it meets the ever-changing needs of the people of Kent. This offer is delivered through three services:

**Libraries:** The service is delivered through library buildings across the county, the mobile library service, our online offer, and for those unable to use these options, a range of outreach services such as the home library and postal loan services. As well as books, we also offer access to ICT, a place to meet others and a range of events and activities for all ages.

**Registration:** Through this service people can register a birth or death, get married at one of our KCC or licensed venues across the county, and get their passport or settlement application forms checked. We also offer a welcoming ceremony to new UK citizens in Kent.

**Archives:** With over 14 kilometres of unique and precious historical archive material, the service works to conserve, protect and provide access to this remarkable collection for current and future generations. Based at the Kent History and Library Centre in Maidstone, the service is working to make more material available to a wider audience and exploring the potential of digitisation to do so.

Information on which services are delivered internally and externally can be found in **Appendix 1**, and you can find out more about our services in our divisional business plans on KNet.

## D. Progress on 2016-17 Directorate Priorities

---

GET has made good progress on delivering its directorate priorities for 2016-17. This is what we have been doing:

### **1. Continuing GET's commissioning journey**

An **intelligence-led approach and attention to the Analyse phase** of the commissioning cycle has been a particular focus for GET services. Economic Development have applied an intelligence-led approach to commissioning the Kent & Medway Growth Hub, inward investment services and Regional Growth Fund programmes; Highways, Transportation & Waste has conducted in-depth Analyse phases for their commissioning of the LED Street Lighting project and Term Maintenance Contract. LRA completed an evidence-based redesign of its mobile library service which delivered a saving of £150k. In addition, the Cultural & Creative Economy team are working with HTW to deliver social value through a new recycling contract by developing an engagement programme to raise awareness about recycling and waste.

**Optimal value for money** is being achieved through commissioning services, for example Trading Standard's 'fair trader scheme' is now externally delivered to produce better outcomes, whereas the Kent & Medway Growth & Infrastructure Framework has been brought in-house after initially being externally commissioned. A new Dynamic Purchasing System is being introduced for the Public Rights of Way service's future maintenance contracts.

**Governance arrangements** are continuing to be developed and refined. HTW took part in KCC's maturity review of contract management performance and GET received positive and constructive feedback on the internal audit of its governance and commissioning procedures. LRA's internal commissioning model has moved forwards; activity included developing a reporting mechanism against LRA's Service Specification, which was endorsed by the Growth, Economic Development & Communities Cabinet Committee in December 2016. Successful engagement of Member task and finish groups helped shape activity including the Soft Landscaping procurement plan, a revised approach to Highways Asset Management, and development of Local Transport Plan 4 and the Waste strategy.

### **2. Implementing and embedding our Customer Service Programme**

The Programme was set up in response to a series of recommendations from a review report, to support a more streamlined and enhanced customer service offering to GET's customers. Good progress has been made during the past 12 months, increasing the customer focus of our business activity and creating a strong foundation for sustained growth across a number of themes:

#### **Voice of the customer:**

- Enhancing insight to consider our customers' equality and diversity needs when designing services - achieved through training, mentoring, improved tools and shared learning
- Services such as KDAONB, Community Safety and LRA are actively engaging customers and non-users through surveys, social media and face to face events to find effective ways to roll out or improve services and projects
- Improved complaints management, increasing consistency and quality of complaints handling, and more comprehensive reporting and analysis to identify trends and areas for improvement

#### **Managing for success:**

- Staff personal development plans now include customer service targets and there has been a specific focus on e-learning modules to underpin our learning and development
- Customer service actions are included in all divisional business plans
- Developing a culture where complaints are valued as rich learning to build improvements. HTW are using 100 callbacks per month on closed customer enquiries to see the service through the customers' eyes which is fed back to managers for review and learning action

**Customer first:**

- We have prioritised services for digital transformation and most urgent digital improvement, to improve the online customer experience and increase the opportunity for customers to self-serve
- Enhanced the highways reporting tool in response to customer feedback, and will be introducing changes to enable reporting via mobile devices
- Exploring opportunities to work with Agilisys as our corporate strategic digital partner
- Services such as PROW and Coroners are introducing IT systems and online portals to help customers and partners receive better information and interact with the service

**Staff culture and leadership:**

- Evidenced-based assessment of staff views and experiences (including a GET-wide staff survey) identified leadership, management and communication as areas of focus for further development, and provided a benchmark to measure progress of future activity.
- Sustained high profile communication and engagement with GET staff as a golden thread underpinning all programme activity, including regular calls to action through '10 Minute Challenges'
- Economic Development are fully embedding GET's customer service principles into their services to improve interaction with developers, districts, business loan recipients and public enquiries to the BDUK programme

**3. Devolution and District Deals**

Highways and community safety are two priorities in the West Kent cluster, to improve the services' outcomes and efficiency across the four authorities. The highways work seeks to improve coordination between officers, highways maintenance and street-scene, and collectively prioritise local highways improvement schemes. Work on community safety devolution issues has culminated in the proposal to develop a single West Kent Community Safety Partnership and better joint working between district Community Safety Units and KCC's Community Wardens in West Kent Authorities. In East Kent, initial meetings have analysed the potential for more collaborative working in the delivery of community safety, with a commitment to wider discussions on licensing and enforcement services.

**Ashford District Deal:** progress has included the coordination and sharing of resource on waste, street cleaning and cold weather salting; quick progression of the development of a key Ashford town centre site, the coordination of efforts between KCC and Ashford Borough Council (ABC) on Operation Kindle and the new Enforcement Protocol for lorry parking, resulting in increased usage of the Ashford lorry park. Rural parishes are rolling out the KCC Caretaker Scheme in conjunction with the new in-house ABC grounds maintenance contract.

**Other devolution activity:** EPE's Strategic Planning team worked with SE7, the group of South East local authorities, on establishing a shadow Sub-National Transport Body for the South East.

**4. Develop and implement GET's county-wide strategies**

During 2016-17, the following major county-wide frameworks and strategies were developed; together they helped identify and support the attraction of £102m in Local Growth Funding for capital infrastructure across Kent and Medway, and a further £25m in revenue projects to support Kent's natural and historic environment:

**The Kent and Medway Growth and Infrastructure Framework (GIF)** was the Winner for 'Excellence in the Planning to Deliver Infrastructure' category of the Royal Town Planning Institute (RTPI) Southeast Planning Awards 2016, recognised for its innovation and collaboration. Over 2016, it was used to provide robust evidence to articulate funding requirements and lobby for investment and engage with London, South East partners and key infrastructure providers including utilities. It has informed a prospectus compiled by KCC and partners on solutions to unlock housing growth, as well as providing a tool for collaboration with the Housing Finance Institute (HFI) on mapping utilities and formation of a Kent Utilities Engagement Sub-Committee to work with utilities companies in planning for the growth ambitions. A comprehensive refresh of the GIF for 2017 has now commenced, using up-to-date population and housing forecast figures.



#### **The new Local Transport Plan 4: Delivering Growth without Gridlock 2016-31 (LTP4)**

underwent a 12 week public consultation between August and October 2016; the consultation draft is currently being revised to take account of the responses and is expected to be adopted as KCC policy by summer 2017. Prior to the consultation, KCC engaged with all 12 district partners and Medway Council in the formation of the strategy and future priorities for inclusion in the draft plan. These priorities will be further refined and will support KCC and partners to work together in strategy and planning for future priorities. Once LTP4 is adopted, it will inform the priorities for future funding bids for transport schemes and therefore drive forward the delivery of the transport strategy.

**The Kent Environment Strategy (KES)** seeks to ensure that the county of Kent is benefitting from a competitive, innovative and resilient economy, with our natural and historical assets enhanced and protected for their unique value and positive impact on our society, economy, health and wellbeing. Major achievements this year included the completion of the KES Implementation Plan 2017 with partners, the KES Impact Report which highlights key activity delivered and the public Environmental Survey, findings from which fed into the first Annual Report for KCC's Strategic Statement. The Strategy was launched in December 2016 at Allington Castle, with key speakers including the Rt. Hon. Lord Deben (Chair of the Committee on Climate Change) and Emma Howard Boyd (Chair of the Environment Agency).

Other strategy development included adopting a new approach to **Highways Asset Management**, which seeks to maximise the lifespan of our assets, minimise their lifecycle costs and improve future maintenance to make best use of reducing resources while optimising the condition of our highway network. We also developed a **Kent Waste Disposal Strategy** which provides clear direction for our priorities set against financial, environmental and legal drivers, and was developed with engagement from stakeholders including the districts and a comprehensive public consultation.

#### **5. GET's role enabling KCC to be a Public Health Authority**

In addition to the Public Health Grant funded activities that Trading Standards delivers and the myriad of county and sub-county programmes that GET and Public Health proactively work together on to tackle health inequalities, progress in 2016-17 focused on the co-production and successful public consultation on a KCC Active Travel Strategy, the delivery of a Green Space and Health Needs Assessment covering the entire county, and joint work on developing a cross-authority Community Asset approach. Relationships are also being built with Public Health teams to explore ways in which cultural organisations can support commissioning managers to provide more creative solutions to the delivery of health outcomes relevant to Kent communities.

The Community Warden Service has been working closely with cross-directorate colleagues to provide case studies outlining the impact of Community Wardens on Adult Social Care and Public Health in order to demonstrate the value of extending the Community Warden Service to support the Adult Social Care Transformation Programme. The evidence was positively received and following the Programme's successful assessment phase, the Head of Community Safety is now working with the Programme's Design Team to look at the next steps of the strategy, specifically designing the role Community Wardens can play on the preventative, wellbeing side of the programme.

#### **6. Embed the Prevent Strategy within GET**

GET's divisions have been actively completing their Prevent training, including 15 GET officers who have undertaken Ideology training, which provided deeper understanding of the issues underpinning the need for Prevent. In addition to this, GET senior management has a standing member on the statutory Channel Panel. A good example of GET frontline services adopting Prevent is the LRA service, which introduced protocols as a result of the Prevent training, ran a safeguarding webinar for its frontline staff and produced a flowchart to guide staff in dealing with Prevent and safeguarding incidents. GET's Health & Safety Forum has also extended its remit to include safeguarding, and is commissioning training for Forum members to enable them to become safeguarding leads for their respective divisions.

## E. What's influencing GET's business?

---

There are a number of external factors that will shape GET's operating environment and impact upon its business over the next three years, including:

### **Brexit**

- Challenges include the end of European Union funding; implications for environmental tariffs and subsidies; access to European markets and cross-border trade for waste disposal and recycling; potential changes to customs checks with implications for Heavy Goods Vehicle (HGV) volumes at the Port of Dover and the Channel Tunnel; and potential regulatory and legislative changes
- Opportunities include increased tourism both from EU visitors and 'staycations'; favourable exchange rate for visitors to the UK

### **Devolution**

- Opportunities and impact of devolution from central government, and also between upper tier authorities and district and parish councils
- An opportunity to strengthen our relationship with London particularly regarding the shadow South East Sub National Transport Body
- The forthcoming refresh of the South East Local Enterprise Partnership's (SELEP) Strategic Economic Plan and an opportunity for the Kent & Medway Economic Partnership to strengthen its role and to continue to articulate our priorities

### **Economic factors**

- Further reductions in public spending leading to reduced budgets will affect both revenue and capital will put additional pressure on delivering KCC's Medium Term Financial Plan (MTFP), thereby increasing pressure on the balance between statutory and discretionary funding and pressures on addressing the maintenance backlog. The effect on Kent's capital programme will necessitate the need for alternative funding sources.
- Significant pressure on price increases is anticipated which will put pressure on contracts especially those commissioned in the past year. Price increases will not only impact KCC, but will also affect residents who will experience pressures on income
- Opportunity to deliver key infrastructure projects due to recent Local Growth Fund 3 announcement
- Additional resource pressures needed to successfully participate in increasingly competitive bid tendering for national funding
- Opportunities from the work and conclusions of the Thames Estuary Commission
- Upcoming removal of the ring fence for the public health grant
- The impact of business rate rises on businesses but also KCC: success of business rate appeals could lead to variability and vulnerability of local government finances
- The Apprenticeship Levy will present opportunities for KCC, not just as an employer but also in supporting businesses to navigate the Levy and its funding opportunities
- Regulation of the energy market is being consulted upon next year – this may put a stop to smaller local providers accessing subsidies, thereby creating additional costs to the market and increasing prices.

### **Demographic pressures and social factors**

- The county's population is projected to grow by at least 293,000 by 2031; a 17% increase, while housing demand is also growing: 158,500 houses are planned; 21% growth by 2031
- Increase in demand for services such as Coroners and Registration as populations and housing developments increase. Waste tonnage is predicted to increase by 20% by 2031, from 726,000 to 869,800 tonnes.

- Rising numbers of mainstream school pupils needing transport and rising costs for SEN transport; increased demand and pressure on Young People's Travel Pass
- An aging population, with 18% of the population aged 70+ by 2031: increase in demand pressures on concessionary fares' usage and costs and demand for suitable housing
- Impact of increasing obesity and an increase in the proportion of the population who are physically inactive
- The need to build sufficient and appropriate infrastructure to support new developments
- The need to better understand communities and their changing expectations of how they want to access services, and to continually assess the cumulative impact of savings' proposals on communities. This is coupled with the need to continue to focus on community cohesion by understanding and addressing issues such as an increase in social tensions (caused by factors such as Brexit and the refugee crisis), excluded communities and those who are 'just about managing'.
- The need to continue to work with districts, parishes, partners and communities to consider ways to better deliver services
- Opportunities to address housing pressures through the Housing White Paper's intention to speed up housebuilding by encouraging SME builders, custom builders and offsite manufacture of pre-constructed houses.

### **Technology**

- Opportunity to exploit technology and innovation to transform our digital platforms to deliver GET services more effectively. However, the pace of digital development coupled with diminishing funding presents a risk of insufficient resources to invest in new technology so that services get left behind and become less relevant. There is also pressure to enable wider access to superfast broadband and fast mobile networks.
- The risk of digital exclusion where individuals do not have easy access or an inequality of access to digital technology
- Opportunities presented by 'smart city' and smart highways technology to improve and future proof infrastructure
- Cyber security and maintaining customer trust in our ability to handle their data securely if they use our digital services
- Easier access to services through platforms such as mobile technology may lead to increased demand for services, such as highway fault reporting

### **Upcoming or potential legislative, regulatory and policy changes**

- Government's Industrial Strategy green paper, which sets out priorities for key sectors, as well as measures such as the upcoming emissions reduction plan
- Requirement to respond to legislative changes brought in by 'Well Managed Highways', the code of practice for maintaining highways
- Potential opportunities through the Bus Services Bill, for example, franchising powers
- The creation of the shadow Sub National Transport Body ('Transport for the South East') will provide an opportunity for greater influence over strategic transport planning across the region
- The Housing White Paper has introduced measures that will affect Local Authorities regarding planning and development
- The potential legislative change that will require the mother named on birth certificates will require the Registration service to retrospectively amend all birth certificates held
- Outcomes from upcoming continental elections, e.g. in Germany and France, which may lead to a revision of the Treaty of Le Touquet and uncertainty over the future EU border
- Expected Government announcements, including the National Infrastructure Commission and Thames Estuary Commission
- A new statutory responsibility upon KCC to provide Medical Examiners from April 2018; as yet its funding stream is unknown and potentially an additional spending demand on KCC, and is likely to increase referrals to the Coroners Service

### **Environmental factors**

- An increase in severe weather events such as flood, drought, heat and wind will put an additional demand on GET services' responses to them, such as Highways, Waste and Community Wardens; severe weather will also put pressure on the balance between investment and maintenance
- Pressure on water, energy, land resources and green infrastructure caused by population increases and housing growth
- The county is seeing increasing freight volumes and this growth is set to continue: the port of Calais Boulogne forecasts that cross-Channel traffic will grow by 40% by 2030. The Department for Transport forecasts that Heavy Goods Vehicles (HGV) volumes will grow by 43% and Light Goods Vehicles by 88% by 2035. This would equate to 3.8 million HGVs using Dover – increased from the current 2.5 million HGVs per annum, putting additional pressure on Kent's roads and communities.
- Less investment in both the natural and physical environment will impact on quality of life, health and also be detrimental to the heritage sector and tourism
- The importance of air quality is rising on the political agenda, with much stronger evidence coming forward linking poor air quality to health outcomes. This requires us to strongly influence planning and design of new infrastructure and deliver further partnership action to reduce energy and fuel use, in particular from transport, where overall emissions levels are increasing nationally in comparison to other sectors.
- Acceleration of Ash Dieback will impact both Kent's environment and increase service pressures to manage/mitigate the problem
- Food security may be increasingly put at risk due to factors such as major events, for example bird flu, or increasing pressure on land resources for farming and agriculture
- Increasing demand for minerals and waste provision to accommodate predicted growth in the county

## F. Directorate Risks

There are a number of strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment and Transport directorate. Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage a number of corporate risks, with all risks reviewed by the Directorate Management Team on a quarterly basis. Further details on these risks and their mitigations can be found in the corporate and directorate risk registers.

### Summary Risk Profile

Low = 1-6

Medium = 8-15

High =16-25

Risk Title	Current Risk Rating	Target Risk Rating
<b>Corporate level risks</b>		
Ability to access resources to aid economic growth and enabling infrastructure across the county	16	9
Civil contingencies and resilience - ensuring effective planning for, and the response to, incidents and emergencies	12	8
<b>Directorate level risks</b>		
Delivery of 2017-18 budget targets	12	6
Health & Safety considerations in the delivery of services, relating to KCC staff, contractors or the public	10	10
Partner organisations or commissioned providers not offering the required level of service to Kent residents	16	8
Ensuring the services across the directorate are resilient and respond effectively to severe weather incidents, minimising subsequent disruption to the people of Kent	12	6
Skills shortage and capacity issues to apply for funding and manage contracts and projects	9	6
Loss of, or disruption to, key ICT systems in the GET Directorate causing a detrimental effect to the services provided	12	9

## G. Directorate Priorities for 2017-18

---

Building on the progress towards last year's priorities and taking into account the external factors influencing our operating environment as highlighted in Section E, we have identified a number of cross-cutting priorities that the directorate will focus on this year. As with last year, 'C3' - Customers, Commissioning and Communities - remains central to GET's activity; our approach to customer service coupled with commissioning equips us to build sustainable services for the future, meeting the needs of our communities.

### 1. Further develop and refine GET's approach to commissioning services

Our directorate has made solid progress in embedding good approaches to commissioning, procurement and contract management, and as this continues, we plan to focus particularly on key elements of commissioning such as defining outcomes and developing and managing service specifications. Within this priority, we also want to focus on Social Value, including developing our corporate parenting role by exploring ways in which we can engage and involve Looked After Children in GET's service design activity. We will also work with KCC's new Strategic Commissioner and their team to help strengthen the Council's commissioning function, and work with the Strategic and Corporate Services directorate to ensure we are mutually supporting each other and working in partnership regarding those contracts that have an impact on GET services, such maintenance, asset utilisation, customer services, ICT and legal.

### 2. Deliver and embed our Customer Service Programme

The cross-directorate priority and commitment to customer service continues in 2017-18, by reviewing and learning from the progress made so far to help shape the next phase of activity. Digital transformation and inclusion is at the heart of our programme, improving the experience for customers and their ability to self-serve. Fundamental to this is understanding our customers' needs to determine the right offer and guard against a 'one size fits all' approach.

We will also continue to improve the consistency and quality of customer service across the diverse touch points GET provides, by building on our collaborative approach between GET staff, partners, providers and stakeholders. This will have a particular focus on:

- Developing an approach to more **integrated frontline service delivery** – working collaboratively with Adult Social Care to develop the Community Agent model, our Community Warden Service will explore and seek to improve the interface between frontline staff across different services to provide a more seamless approach to supporting our residents and communities
- For our business customers, ED and EPE will work together to develop a clearer and more integrated suite of services that businesses can access more easily
- Develop a single communications channel for engaging developers and districts on strategic planning and infrastructure

### 3. Explore and develop multi-agency approaches to improve delivery of GET's services

As the devolution agenda continues to take shape across the country, we want to embrace and explore further opportunities to ensure Kent benefits from this multi-agency working. In doing so, we will be building on the success of multi-agency working already in place with the integrated Community Safety Team and the Kent Resilience Team, and we will consider appropriate options for our services, for example, exploring the potential for co-delivery of library services, where local opportunities exist. We will also work with our colleagues and partners to implement the West Kent model at pace, and work with other clusters as appropriate.

#### **4. Develop and deliver GET's county-wide strategies**

We will deliver the county-wide strategies and frameworks we developed in 2016-17. We will refresh the Kent and Medway Growth and Infrastructure Framework (GIF) so that it continues to offer a refined and flexible tool for providing valuable information to enable us to plan and fund the county's infrastructure needs and put us on the front foot for the increasingly competitive bidding processes for national funding. This GIF refresh will include a specific piece of work to forecast the commercial space requirements of existing businesses in Kent as well as businesses that will be operating in the sectors of the future in Kent; against this requirement we will assess the current and forecast supply of such commercial space and land, and identify opportunities for investment whether by public or private sector.

We will produce an Enterprise and Productivity strategy which will include a focus on sectors including rural, skills, business support and commercial land and buildings. We will also ensure that the SELEP Strategic Economic Plan reflects the needs and priorities of Kent and Medway.

We will also begin to implement the Kent Environment Strategy's action plan, publish the Local Transport Plan 4 and prepare an implementation plan for the Kent Waste Disposal Strategy. In terms of work on new strategies, we will be developing the Highways Asset Management Strategy, the Cultural Strategy and a new vision for Libraries, Registration and Archives.

#### **5. Develop GET's offer of a preventative model to supporting the health and wellbeing of Kent's residents and related outcomes across KCC and our partners**

Building on our work with Public Health, we will promote and develop the potential for GET's services to provide a preventative approach to health and wellbeing. From our parks, Public Rights of Way and our physical activity offer through to the work we do to support employment and activities offered by our libraries such as the outreach service, books on prescription and reminiscence sessions for dementia sufferers, GET provides a range of services that fundamentally support the ability of residents to sustain physical and mental health and wellbeing, as well as independence for older and vulnerable residents. This, in turn, can help other KCC services and partners to deliver their outcomes and prevent extra demand on the health and social care sector.

Supporting this, we will work to articulate our offer to KCC services and start to develop the concept of an 'internal market' through which GET services can be commissioned by other parts of the Council. Through doing this, we will articulate GET's value in supporting broader KCC objectives through social value.

#### **6. Strengthen the County's resilience**

We will enhance KCC's preparedness and capacity for responding to emergency situations, particularly in relation to new threats such as a potential move to 'critical' threat level. At the heart of our own resource, we will be rolling out the restructure of emergency planning, including plans to bring the Council's resource in the Kent Resilience Team more closely together with the Council's own Resilience and Emergencies Unit. We will also be putting in place an on-call tactical officer rota and refreshing our emergency reservist system. Building on the work of 2016-17, we will also continue our work to embed the Prevent Strategy and safeguarding within GET. Finally, we will continue to work with partners through the multi-agency Kent Resilience Forum to promote community resilience, empowering them to prepare for and respond to emergencies more effectively.

**7. Plan and deliver appropriate growth in the County and in doing so, explore and utilise smart technology to support delivery of better outcomes**

We will continue to work to provide the environment in which the right kind of growth can take place in Kent, developing a 'smart place-shaping' approach to our activities to support growth. Using the GIF, **KCC will take a leading role in Kent and more widely to understand and promote quality future-proofed infrastructure**. We will proactively engage with opportunities nationally to change policy and promote new ways of working, whether that is with the National Infrastructure Commission, the Housing Finance Institute (with which we are working to pilot new approaches to infrastructure) or Government to promote fresh thinking and policy change where needed.

In addition, we will continue to use our strategic frameworks and expertise to **develop and promote investment in infrastructure to support quality place-making**, working closely with districts, developers and wider stakeholders to maximise the value of investments into new places. We will build on the work of 2016-17 to establish a Utilities Engagement sub-Committee, which will enable us to engage with water, electric, gas and telecoms infrastructure providers as we see to unlock and accelerate sustainable growth. Furthermore, as local plans and individual large site applications come forward, we will work hard to ensure that appropriate levels of funding are identified and provided for core services such as highways, transport and education.

**Good quality, sustainable design** is an inherent part of this approach to secure low carbon developments, which reduce reliance on fossil fuels and take advantage of emerging and renewable technologies. This will create healthier and more resilient communities. As part of good quality design, we will also look to facilitate the role of culture in place-shaping, particularly within the built environment.

Our **support for businesses** also plays a key role in delivering appropriate growth, and we will build on our work which includes helping companies to build their business through our recycled loan scheme, attracting inward investment into the county and facilitating exporting opportunities for local businesses.

As part of this priority, we will also **explore both smart technology and smart ways of working** to support appropriate growth and delivery of better outcomes. In doing so, we will explore how we can best futureproof our services, utilising new technologies and learning from the 'smart cities' approach to improving infrastructure and quality of life. We will also investigate technology that allow customers to access services at times that fit around the busy lives they lead, for example emerging technology that enables customers to access services in our libraries outside of opening hours.



## **Continuing to support KCC's Strategic Statement**

GET continues to work towards delivering KCC's strategic outcomes, as set out in the [Strategic Statement](#) (see Appendix 2), and in supporting this, we will particularly focus on contributing to the Council's priorities below, as identified in the first Annual Report of progress against the Strategic Statement:

- Agree our Local Transport Plan 4: Delivering Growth without Gridlock for 2016-2031 and develop an effective delivery plan
- Tackle obesity, particularly in Kent's deprived areas, through engagement in sport and physical activity
- Make it easier for vulnerable and older individuals, their families and carers to access advice, information and support
- Continue to increase the number of apprenticeships for young people
- Improve customer engagement activity, including consultations, surveys and focus groups, so that learning can enhance customer insight and service delivery across the authority
- Collectively work with all partners to improve openness and share information to support successful delivery of our outcomes
- Improve the effectiveness of our contract performance monitoring and work with providers to develop a more open dialogue to tackle issues early

The full list of Council priorities can be found in Appendix 3 and in KCC's [Annual Report](#).

## **Embedding Equalities in everything we do**

GET has made great strides in its work to improve and embed consideration of equalities and diversity into its commissioning, service planning and delivery, and is an integral strand of our Customer Service Programme, supported by a committed directorate Equalities Group. As part of this activity, the directorate will work toward the following equalities objectives, as set out in KCC's [Equality and Human Rights Policy 2016-20](#).

- Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4, as well as the schemes' potential to advance equality of opportunity
- The protected characteristics of all members of a community will be considered when investing in road, facilities and utilities that are identified through the Growth and Infrastructure Framework and delivered to meet the needs of Kent's population changes
- Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county's high quality landscapes and environment
- The Libraries, Registration and Archives service in Kent will continue to understand its local communities' needs and tailor its services accordingly
- The Equality Duty will inform all services' efforts to maximise businesses' potential

Information on actions that each division will take to support these priorities can be found in the divisional business plans.

## H. Significant Commissioning and Service Activity

The table below summarises the Directorate's expected major commissioning activity over the next three years. Further information on specific contracts can be found in KCC's [contract register](#).

Name	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
<b>Economic Development</b>					
Inward Investment service	Delivery of inward investment services in Kent and Medway	Locate in Kent	£3.3 million	N/A	N
Kent & Medway Growth Hub (funding for 2 years from November 2016)	Service to signpost business support services in Kent and Medway	Kent Invicta Chamber of Commerce	£500,000	N/A	N
Visitor Economy contract extension	Delivery of visitor economy services in Kent	Visit Kent	£280,000	January 2017	N
No Use Empty Specialist Advice – rolling contract	Advisor for loan scheme to owners of empty properties to bring them back in to occupied use	Connect2Kent	£99,000	N/A	N
Appraisal of applications financial schemes RGF Recycled and Innovation Investment Funds	Loan programme to Kent Businesses to support business and jobs growth	Kreston Reeves	tbc, dependent on application volumes (up to £50K)	N/A	N
No Use Empty PR – rolling contract	Marketing of loan scheme to owners of empty properties to bring them back in to occupied use	FTI Consulting	£20,500	N/A	N
South East Business Boost	Business support and grant funding to micro businesses in Kent and Medway	Business & Enterprise	£1.1 million	N/A	N
<b>Environment, Planning and Enforcement</b>					
Thanet Parkway Railway Station	<ul style="list-style-type: none"> <li>- Delivery of railway station</li> <li>- Commissioned GEN2 for project management</li> </ul>	Strategic Planning & Policy (SPP)	Overall: £24.1m GEN2: £98k	Q1 17/18	Y (scheduled Q4 16/17)

Name	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
Darent Valley Landscape Partnership Scheme	Delivery of first year of a 5 year externally funded (principally HLF and Interreg) scheme to conserve, enhance, celebrate and manage access to the Darent Valley from Westerham to Dartford. Total value in region of £3.6m over 5 years	KDAONB	£3.6 million	N/A	Completed
Kent Environment Strategy: LOCASE	Successful tenders from Giraffe Innovation Ltd (Lot 1), Kent Invicta CoC (Lots 2&3) for field-based support	Sustainable Business & Communities (SBC)	£156,000 (combined value of 3x£52K lots)	Q3 16/17 (Awarded Nov 2016)	N
Adoption of the new Local Transport Plan 4 (LTP4): Delivering Growth without Gridlock (2016-31)	Complete the commission with Amey on the Strategic Environmental Assessment (SEA) once LTP4 is finalised.	SPP	£40,000	Q1/2 17/18	Completed
Steps to Environmental Management (STEM) Workshop Delivery Provision	Commissioning of Steps to Environmental Management (STEM) Framework Providers to achieve successful delivery of LOCASE	SBC	£38,000	Q4 16/17 (Feb 2017)	N
Establishing Explore Kent as a fully commissioned service	Explore Kent has moved from being an Interreg funded service to a commissioned service since October 2014	Countryside, Leisure & Sport (CLS)	Multiple commissions - none larger than £25,000	N/A	N
Mortuary contracts – Kent Coroner Service	Retendering of mortuary contracts 1/4/18	Public Protection (PP)	£1.15 million	Q4 17/18	N
Kent Fair Trader Scheme	Commission delivery of a scheme to protect consumers and help legitimate businesses grow	PP	£90,000	N/A	N
Kent Environment Strategy: Kent Warm Homes	Commissioning of retrofitting expertise and installers through the Kent and Medway Sustainable Energy Partnership for delivery of the Warm Homes programme	SBC	£15 million	Q3 17/18	N

Name	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
Triple A	Project to encourage Kent & Medway residents to install low carbon technologies in their homes; test new technologies, consultancy & advice, develop sustainable & affordable financial models for installation	SBC	€140,000+	N	N
Inn2POWER	Project to improve innovation capacity and access to off-shore wind sector for SMEs	SBC	€126,000	N	N
FRAMES Health and Social Care Evidence Report	Project to prepare for severe weather in health & social care sector	SBC/Health & Social Care	€91,500	N	N
<b>Highways, Transportation and Waste<sup>1</sup></b>					
Soft Landscaping contracts	Urban Grass, Hedges and shrubs Dartford, Maidstone, Canterbury and Thanet	Highways Asset Management	£3 million	Q1 18/19	N
A28 Chart Road, Ashford	Dualling between Tank and Matalan roundabouts including new bridge over the railway	Transportation	£20 million	Q2 17/18	N
Sturry Link Road	New link road avoid bottleneck at Sturry Crossing to reduce congestion and support housing growth	Transportation	£20 million	Q3 18/19	Y
Thames Way dualling * (subject to future developer funding)	Highway Improvement	Transportation	£20 million	Q4 19/20	Y
Dartford Town Centre Improvements (SLGF3)	Junction/highway improvements	Transportation	£12 million	Q3 17/18	N
St Clements Way, Greenhithe	Junction Improvement	Transportation	£6 million	Q3 17/18	N

<sup>1</sup> Where contract values are shown as per annum, these are activity-based contracts and spending may be lower or higher depending on need

Name	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
Maidstone Integrated Transport	Junction/highway improvements	Transportation	£6 million	Q3 17/18	N
A2 Wincheap, Canterbury (LGF)	New slip road	Transportation	£4 million	Q3 18/19	Y
Arboriculture Works Term Contract	Tree works	Transportation	£3 million	Q1 17/18	N
Faversham Swing Bridge	New bridge	ED/Transportation	£1.3 million tbc	Q2 17/18	Y
A2500 Lower Road (LGF)	Junction/highway improvements	Transportation	£1.8 million	Q4 17/18	N
Soft Landscaping contracts	Urban Grass, Hedges and Shrubs (Sevenoaks, Tonbridge & Malling, Tunbridge Wells)	Highways Asset Management	£910,000	Q1 18/19	N
Coring & Materials Testing Contract	Coring and material testing of materials in the highway	Highways Asset Management	£800,000	Q4 16/17	N
Rural Swathe Cutting and Visibility Splays: 2015 Contract	Rural grass cutting and visibility splays	Highways Asset Management	£561,000	Q4 16/17	N
Weed Control	Weed killing	Highways Asset Management	£200,000	Q2 17/18	N
Highway Term Maintenance	Routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance, surface dressing etc across Kent. Ends Aug'18 with extension	Highways Asset Management	£35m to £40m per annum	Q2 17/18	N
Technical and Environmental Services	Specialist consultancy services such as highway design, surveys, investigations and transportation modelling	Transportation	£4m to £5m per annum	Q1 17/18	N
Road Resurfacing Ends	A contract to deliver larger road reconstruction and resurfacing schemes	Highways Asset Management	£4 million per annum	Q4 17/18	N
Surface Treatments; linked to TMC review	Surface dressing, micro-surfacing and slurry seal	Highways Asset Management	Possible £4m per annum	Q2 17/18	N

Name	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
Management of 12 Household Waste Recycling Centres and 3 Transfer Stations (TS) Lots 2 and 3	The management and running of New Romney, Ashford, Church Marshes, Sheerness & Faversham HWRCs & TS and Folkestone, Dover, Deal Richborough, Margate, Herne Bay, Canterbury HWRCs & TS	Waste & Business Services	£2.3m and £2.9m per annum	Q2 19/20	N
North Farm and Dunbrik Household Waste and Transfer Stations	The management and running of North Farm and Dunbrik HWRCs and Transfer Stations	Waste & Business Services	£2.3 million per annum	Q4 18/19	N
Dry Recyclate Processing Lots 1 and 2	Dry recyclate and co-mingled glass processing from Ashford, Allington and Sittingbourne and North Farm, Dunbrik and Pepperhill	Waste & Business Services	£1.32m and £356k per annum	Q3 19/20	N
Dartford Heath, Swanley and Tovil Household Waste and Recycling Centre and Transfer Station	(Lot P1) The management and running of Dartford Heath, Swanley and Tovil HWRCs	Waste & Business Services	£1 million per annum	Q1 18/19	N
Processing and Recycling of Wood Waste	Recycling of wood waste	Waste & Business Services	£775,000 per annum	Q3 19/20	N
Provision of Organic Waste processing for KCC Lots 4 and 5 for Mid and West Kent	Waste processing of organic waste collected from kerbside	Waste & Business Services	£620,000 and £341,000 per annum	Q3 19/20	N
Reception Bulking & Transport of Residual Waste Thanet Area to Allington Waste to Energy Facility or other nominated facilities Lot 2	Haulage of waste from Thanet to Allington Waste to Energy plant	Waste & Business Services	£471,000 per annum	Q1 17/18 for extension to Nov 2019	N
Provision of Organic Waste processing for KCC Lot 3 East Kent at Ridham Docks	Waste processing of organic waste collected from kerbside	Waste & Business Services	£440,000 per annum	Q3 19/20	N
Reception Bulking & Transport of Residual Waste Canterbury	Haulage of waste from Canterbury to Allington Waste to Energy plant	Waste & Business Services	£413,000 per annum	Q1 17/18 for extension to	N

Name	Brief description of activity (inc. partners if co-commissioning)	Lead service	Expected Value (£)	Date for Key Decision (if required)	Is public consultation required? Y/N
Area to Allington Waste to Energy Facility or other nominated facilities Lot 1				Nov 2019	
Highway Condition Survey	Provision of specialist survey and data interpretation services to determine condition of highway	Highways Asset Management	£400,000 per annum	Q2 17/18	N
Customer enquiry, job and asset management software	Computer software that facilitates customer enquiries, allows the placing of orders and contains highway asset information	Waste & Business Services	£200,000 per annum	Q1 17/18	N
West Kent HWRC Textiles and Shoes Collection and Processing	Collection and processing of Textiles from Dartford Heath, Swanley, Tovil, Pepperhill, Dunbrik & North Farm HWRCs	Waste & Business Services	£185,000 per annum	Q4 16/17	N
Collection and/or Processing & Disposal of Clinical waste 2016-2018	Collection and Disposal of Clinical waste in Kent	Waste & Business Services	£131,000 per annum	Q2 18/19	N
SEN Home to School Transport	Arrangement of transport services on behalf of EYP to enable students to access their learning provision. We currently transport approximately 4000 SEN clients around Kent consisting of more than 1200 different contracts	Public Transport	Various	Various	N
Mainstream Home to School Transport	Arrangement of transport for mainstream students on behalf of EYP, enabling access to their learning provision. We currently transport in excess of 9000 students travelling on various public networks and on over 400 hired contracts	Public Transport	Various	Various	N

Libraries, Registration & Archives					
Tunbridge Wells cultural hub	A major project to incorporate the library, adult education, museum, tourist information centre etc into one public hub	Tunbridge Wells District Council	£12.3 million	tba	Y
Southborough Community hub	Re-location of Southborough Library to a brand new community hub that will be built including a GP surgery, café, Southborough Town council office and a theatre/hall	Southborough Town Council & Tunbridge Wells Borough Council	£1.54 million	tba	Completed
Meopham library	Relocation of public library to new building on school site due to school redevelopment	LRA	tbc	n/a	N (but customers will be informed and involved in design)
Self-Service +	A pilot to extend library opening hours without incurring additional staff costs using innovative technology	LRA	£143,000 project costs	n/a	Y
Registration Management System	Working with Corporate Services regarding the Agilisys/Zipporah offer	LRA	£200,000 per annum	n/a	N
CALM	Archives Management System	LRA	£15,000	n/a	N
Spydus	Library Management System	LRA	£1.2 million	February 2017	N
Modern Records	External storage for KCC's modern records	LRA/Information , Resilience & Transparency (KCC)	£2.1 million (subject to tender)	March 2017	N



## I. Directorate Resources

### Our Financial Resources for 2017-18

The total net 2017-18 revenue budget for GET is £161.8million

Division	Staffing	Non Staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management & Directorate Budgets	124.4	470.3	594.7	0.0	-68.0	0.0	526.7
Economic Development	3,022.8	4,199.2	7,222.0	-48.6	-1,996.7	-828.7	4,348.0
Highways, Transportation & Waste	17,524.7	134,197.5	151,722.2	-545.0	-17,314.2	-1,195.2	132,667.8
Environment, Planning & Enforcement	14,788.3	9,691.2	24,479.5	-848.0	-7,210.3	-1,934.5	14,486.7
Libraries, Registration & Archives	11,328.1	4,750.0	16,078.1	-463.7	-5,836.3	0.0	9,778.1
<b>DIRECTORATE TOTAL</b>	<b>46,788.3</b>	<b>153,308.2</b>	<b>200,096.5</b>	<b>-1,905.3</b>	<b>-32,425.5</b>	<b>-3,958.4</b>	<b>161,807.3</b>
<b>CAPITAL 2017-18</b>	£103.6m (part of £742.6m three year programme to 2019-20)						

*NB. Figures are based on the draft Budget Book (January 2017), and will be updated to reflect the final Budget Book, March 2017.*

### Meeting the Financial Challenge

The net budget of **£161.8million** is reduction of £1.98million from the previous year and is a culmination of anticipated additional spending pressures upon GET's services balanced against savings and income opportunities. As identified in Section D, there are a number of pressures upon GET services, which amount to **an additional spending requirement of £5.5million** for 2017-18. This includes rising costs due to demography, anticipated price and inflationary increases on contracts, and new or additional legislative duties.

In response to these pressures and also to contribute towards the KCC savings requirements following a reduction in government funding, GET has identified **£7.5million of savings and income** for 2017-8, which will cover a range of actions such as reviews of contracts, marketing and staff, multi-agency working with partners and efficiencies through re-designing and commissioning services.

In order to meet the challenges of increased spending pressures and required savings, GET has been working hard to deliver efficiencies and to drive better value out of our contracts. We are also becoming increasingly successful at attracting external funding and investment and increasingly commercially minded in developing new income streams in order to meet the ever-present challenge of diminishing budgets. For instance, over the past eight years Country Parks have reduced their core budget by 58% primarily due to an increase in income and are now 74% self-funded. In other parts of the business, we are looking to transform how we deliver our services and work collaboratively with other KCC services to deliver more than one outcome at a time and thereby create better value for the taxpayer. Therefore the imperative to manage increasing spending and demand pressures, coupled with achieving the required savings and income informs and underpins our directorate's priorities as described in Section F.

## Our Staff Resource for 2017-18

Our workforce comprises highly skilled teams across a diverse range of specialisms working in an increasingly challenging climate. The number of staff in GET has slowly decreased to the current level of 1,265.7 FTE. As a result, our staff have to manage growing demands with reduced resources, and increasingly think creatively to deliver our outcomes with less core budget.

Over the year ahead, GET will focus on making that staff resource as effective as possible, evolving over the short to medium term to respond to the need for a more flexible and commercial approach to the way we deliver our services. To this end, our Organisational Development priorities are outlined in the following section.

Division	FTE <sup>2</sup>	Headcount <sup>3</sup>
Economic Development	46.4	50
Environment, Planning & Enforcement	382.9	480
Growth, Environment & Transport	6.0	6
Highways, Transportation & Waste	408.5	626
Libraries, Registration & Archives	420.8	845
<b>Total</b>	<b>1,264.6</b>	<b>2,007</b>

GET By Grade Band <sup>4</sup>	FTE	%
KR6 & below	581.5	46.0%
KR7-9	416.6	32.9%
KR10-13	247.5	19.6%
KR14-15	12	0.9%
KR16+	7	0.6%
<b>Total</b>	<b>1264.6</b>	<b>100%</b>

*NB. The draft staffing numbers are as at December 2016 and will be updated with February 2017 figures at the end of March, prior to publication of final business plan.*

<sup>2</sup> The draft FTE numbers reflect actual numbers in post and exclude agency staff and vacancies, as these are not recorded in the HR system.

<sup>3</sup> The Headcount includes casual relief and sessional staff, and if a member of staff works in more than one division they will be counted in each.

<sup>4</sup> Staff paid on Non KR Grades have been grouped according to full time salary.

## J. Directorate Organisational Development Priorities

---

Our Organisational Development priorities are ambitious and will be delivered over a three year programme until 2019/20. For 2017-18, an action plan will be developed to identify specific, measurable outcomes for the year which will be monitored and reported on to DMT throughout the year. Our five priorities are:

- **A workforce strategy for the future** – Recognising that our talent is our greatest asset and resource, we will look to the future and identify the workforce we need in five years' time, and ensure that our Organisational Development (OD) programme supports delivering the skills and talent that our future workforce requires. The resulting GET Workforce Strategy will provide a vision and objectives that challenge the Directorate to step up in delivering a more effective workforce for meeting the challenges we face in the future. This strategy will include emerging work on the benefit of emotional intelligence to the workforce, and also pick up on the specific skills gaps that we have identified around project management, commissioning, demand management, commercial acumen and new approaches to asset management.
- **Empowering leadership across GET** - It is recognised that there is strong management talent and potential across GET, but that increasingly we need to empower a wider range of staff to be leaders in their own right. As such, GET's OD group will work with DMT to commission appropriate solutions to support effective leadership across GET - not just at DMT level but across senior management teams and throughout. Building on this, we will work with the Corporate OD team on the development of KCC's Leadership and Management Strategy.
- **Effective recruitment and retention of talent** – GET will build on the success of 2016-17 in getting workforce development plans in place across the Directorate by developing specific tools with which to recruit and retain talent. We will be using our recent Employee Value Proposition Survey results to help inform our understanding of the 'offer' we have for our employees and how we need to develop this to effectively retain talent and manage performance. In doing so, GET will develop a coherent offer for recruitment of new talent - from the delivery of a range of new apprenticeship opportunities, to building on the success of the Directorate's cross-division graduate planning officer programme.
- **Building two way accountabilities** – Building on the work of the GET OD Group in 2016-17 to clarify what is expected of our staff and what they can expect of their managers, the Group will be looking at how to enable managers and their line reports to take more effective responsibility for their accountabilities.
- **Effective OD communications** - Whilst there has been progress over the past year in defining the most critical OD issues and opportunities for GET in progressing its priorities, it is clear that one of the biggest barriers in overcoming the issues is effective communications - whether that is about our priorities, tools or new ways of working. The GET OD group will work with DMT on a communications plan for OD which will use the OD group members as ambassadors within the Divisions but also deliver effective channels and messages for progressing KCC's and GET's OD priorities.

Our focus on these priorities will contribute to KCC's corporate vision for OD, which is detailed in the Organisational Development Medium-Term Plan 2017-22. In summary, KCC's OD priorities are:

- |  |   |
|--|---|
| ▫ Apprenticeships for all                            | ▫ Partnership working and integration                           |
| ▫ Leadership and management capabilities and culture | ▫ Sustains transformation and new operating model               |
| ▫ Staff engagement for resilience                    | ▫ Workforce planning, succession planning and talent management |
| ▫ Digitally enabled workforce                        | ▫ Workforce development   |

## K. Directorate Performance Indicators

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

The targets for Key Performance Indicators and Activity Thresholds for 2017-18 for the Growth, Environment & Transport Directorate are outlined below.

### Performance Indicators relating to Customer Service

All of the following Indicators relate to our Customer Service Priority 2, details of which are on page 15.

Ref	Indicator Description	2016/17 Target	2016/17 Actual <sup>5</sup>	2017/18 Floor <sup>6</sup>	2017/18 Target
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	90%	89%	80%	90%
HT04	Customer satisfaction with routine Highways service delivery (100 Call back survey)	75%	91%	60%	75%
HT08	Customer satisfaction with completed local 'schemes'	75%	81%	60%	75%
WM04	Customer satisfaction with Household Waste Recycling Centre Services (on-line and face to face)	96%	98%	85%	96%
LRA06	Customer satisfaction with Birth and Death Registration	95%	96%	90%	95%
LRA07	Customer satisfaction with Ceremonies	95%	97%	90%	95%
LRA12	Customer satisfaction with Libraries	95%	96%	90%	95%
LRA13	Customer satisfaction with Archives	90%	tbc	82%	90%
LRA14	Customer satisfaction with Citizenship Ceremonies <i>NEW</i>	95%	98%	90%	95%
EPE16	Median number of days to resolve priority Public Right of Way faults (Rolling 12 months)	25	21	35	25
EPE17	Customer satisfaction with planning application service <i>NEW</i>	-	-	50%	60%

<sup>5</sup> Estimate based on trend or latest result

<sup>6</sup> 'Floor standard' is the minimum level of acceptable performance

Ref	Indicator Description	2016/17 Target	2016/17 Actual <sup>5</sup>	2017/18 Floor <sup>6</sup>	2017/18 Target
DT01	Report a Highways fault online	40%	34%	25%	40%
DT02	Apply for a Young Person's Travel Pass online	70%	73%	60%	75%
DT03	Apply for a Concessionary Bus Pass online	10%	12%	5%	15%
DT04	Book a Speed Awareness Course online	75%	79%	65%	75%
DT05	Apply for a HWRC recycling voucher online	90%	96%	80%	90%
DT06	Highways Licence applications online	60%	56%	50%	60%
DT07	Blue Badge applications successfully completed online	30%	38%	35%	40%
DT11	Number of automated book renewals (online, self-service, automated phone)	75%	72%	71%	75%
DT12	Birth Registration appointment booked online	75%	70%	69%	75%
DT14	PROW faults reported by the public online	65%	62%	56%	66%

## Activity Indicators relating to Customer Service

All of the following Indicators relate to our Customer Service Priority 2, details of which are on page 15.

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2017/18 Expected
HT05	Total number of contacts received from the public for HTW services	Upper	65,000	65,000	65,000	65,000	240,000
		Lower	55,000	55,000	55,000	55,000	
HT06	Number of enquiries raised for action by HTW	Upper	28,000	28,000	28,000	33,000	107,000
		Lower	23,000	23,000	23,000	28,000	
HT07a	Work in Progress at any point in time (open routine enquiries) for Highways & Transport services	Upper	2,000	2,000	2,200	2,900	N/a
		Lower	1,500	1,500	1,700	2,400	
HT07b	Work in Progress at any point in time (non-routine enquiries) for Highways & Transport services	Upper	4,900	4,900	4,700	5,500	N/a
		Lower	3,900	3,900	3,700	4,500	

<sup>5</sup> Estimate based on trend or latest result

<sup>6</sup> 'Floor standard' is the minimum level of acceptable performance

## Performance Indicators Relating to Business Activity

Where applicable, we have indicated where the Performance Indicators relate to our directorate priorities for 17-18, which are set out on pages 15 to 17; all other indicators relate to 'business as usual' (BAU).

KPI Ref	Priority Ref	Indicator Description	2016/17 Target	2016/17 Actual	2017/18 Floor	2017/18 Target
HT01	BAU	Potholes repaired in 28 calendar days	90%	96%	80%	90%
HT03	BAU	Street lights repaired in 28 calendar days	90%	87%	80%	90%
HT11	BAU	Number of actual LED streetlight conversions against programme conversions (cumulative; completion by March 2019)	71,500	81,000	90,500	100,000
ED04a	BAU	<b>Jobs:</b> Jobs created/safeguarded through RGF jobs committed numbers	1,208	903	683	757
ED04b	BAU	<b>Jobs:</b> Jobs created through inward investment services contract <i>NEW</i>	-	-	600	1,600
ED05	4,7	<b>Homes:</b> units brought back to market (through No Use Empty)	400	420	350	400
ED07	BAU	<b>Investment:</b> External investment secured (overall target £70m from 2014-2020)	£6.5m	£14.8m	£8.5m	£10.5m
ED08	7	Infrastructure: developer contributions secured against total contributions sought	85%	98%	80%	90%
ED09	7	Successful projects achieved through inward investment services contract <i>NEW</i>	-	-	15	40
ED10	7	Businesses assisted via Kent and Medway Growth Hub contract <i>NEW</i>	-	-	2,000	4,000
ED11	7	Businesses assisted through intensive support provided via Growth Hub contract <i>NEW</i>	-	-	200	400
EPE02	BAU	Value of Criminal Activity investigated by Trading Standards <i>Revised</i>	-	-	£225k	£250k
EPE03	BAU	Value of items prevented from entering or removed from the market by Trading Standards <i>Revised</i>	-	-	£180k	£200k
EPE04	BAU	Total number of businesses supported (Trading Standards & Sustainable Business Team) <i>Revised</i>	-	-	315	350

KPI Ref	Priority Ref	Indicator Description	2016/17 Target	2016/17 Actual	2017/18 Floor	2017/18 Target
EPE14	4	Total Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	41,900	43,900	41,900	38,800
EPE15	BAU	Income generated by EPE services (charged services) – <i>this data is also captured within the wider ED07 indicator</i>	£4.52m	£3.98m	tbc	tbc
EPE18	BAU	Investment secured by EPE services (Grants/EU funding) <b>NEW</b>	-	-	£820k	£750k
EPE19	BAU	Number of volunteer hours contributing to delivery of EPE services <b>NEW</b>	-	-	26,400	29,340
EPE20	7	Percentage of planning applications which meet DCLG standards and requirements <b>NEW</b>	-	-	80%	100%
EPE21a	7	Percentage of planning decisions challenged <b>NEW</b>	-	-	20%	10%
EPE21b	7	Percentage of planning decisions appeals that KCC has won <b>NEW</b>	-	-	80%	90%
EPE22	BAU	Percentage of adults aged 16+ who are physically active weekly (multi-agency) <b>NEW</b>	-	tbc	tbc	tbc
LRA14	5	Number of customers using outreach services (Home Library Service, Touch a New World)	1,600	1,460	1,450	1,500
LRA15	BAU	Total number of customers attending events in Libraries and Archives – 000s	210	203	200	210
LRA16	BAU	Number of archival documents utilised by the public - physical and digital	42,500	27,500	27,500	35,000
LRA17	BAU	Number of volunteer hours adding extra value to the LRA service <b>NEW</b>	-	44,000	43,500	45,000

KPI Ref	Priority Ref	Indicator Description	Floor	Target			
				Q1	Q2	Q3	Q4
WM01	BAU	All municipal waste (HWRC & District collections) recycled and composted	5% Under Target	50.6%	47.7%	45.2%	42.9%
WM02	BAU	All municipal waste (HWRC & District collections) converted to energy		44.4%	47.0%	49.4%	51.5%
WM03	BAU	Percentage of waste recycled and composted at Household Waste Recycling Centres	2% Under Target	72.6%	71.3%	67.6%	63.3%

## Activity Indicators Relating to Business Activity

All of the following indicators relate to 'business as usual' activity.

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2017/18 Expected
WM05	Tonnage collected by districts (rolling 12 months) (WM05)	Upper	560,000				550,000
		Lower	540,000				
WM06	Tonnage managed through HWRC (rolling 12 months) (WM06)	Upper	190,000				180,000
		Lower	180,000				
WM05 + WM06	Total Waste Tonnage	Upper	750,000				730,000
		Lower	710,000				
LRA01	Number of visits to static buildings (excluding mobiles due to current redesign of service) - 000s	Upper	1,270	1,380	1,210	1,210	4,850
		Lower	1,160	1,270	1,100	1,100	
LRA02	Number of books issued (includes eBooks and audio books) - 000s	Upper	1,155	1,310	1,120	1,100	4,485
		Lower	1,055	1,210	1,020	1,000	
LRA04	Number of digital contacts to Libraries, Registration and Archives (000s)	Upper	350	340	340	350	1,320
		Lower	320	310	310	320	
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	Upper	1,900	2,800	1,300	800	6,500
		Lower	1,700	2,600	1,100	600	



## L. Monitoring and Review

---

The GET directorate has the following processes in place to monitor work towards achieving its business plan priorities and targets:

1. GET's Directorate Management Team (DMT), consisting of the Corporate Director and Directors undertakes regular/quarterly monitoring of progress against the business plan priorities and quarterly reviews of the risks through the Risk Register and Performance Indicators through the Performance Dashboard. It also regularly considers updates on delivery of the Medium Term Financial Plan (MTFP) and reviews the budgets monthly.
2. GET's Portfolio Board monitors progress for all major transformation and commissioning activity on a monthly basis.
3. GET's Divisions regularly monitor progress against their divisional business plans through their Divisional Management Teams (DivMTs).
4. Key projects, contracts and commissioning activity receive oversight from the Environment and Transport Cabinet Committee and Growth, Economic Development and Communities Cabinet Committee.
5. The Infrastructure Funding Group (IFG) receives regular updates on the progress of major sites, developer contributions and Local Plans.

## M. Appendices

---

### Appendix 1 - Who delivers our services?

The following services are internally delivered in GET

<p><b>Economic Development</b></p> <p>Business and Enterprise</p> <p>Infrastructure</p> <p>Strategy and Partnerships</p>	<p><b>Highways, Transportation and Waste</b></p> <p>School Crossing Patrols</p> <p>Closed landfill monitoring</p> <p>Highway Development Planning</p> <p>LEP programme management</p> <p>Major Project Management</p> <p>Cycle proficiency training</p> <p>Driver Diversion Schemes</p>	<p><b>Libraries, Registration and Archives</b></p> <p>Libraries</p> <p>Registration</p> <p>Archives</p>						
<p><b>Environment, Planning and Enforcement</b></p> <table border="0"> <tbody> <tr> <td data-bbox="134 1029 761 1141"> <p><b>Countryside, Leisure &amp; Sport</b> services, including Country Parks, Sport &amp; Physical Activity, Explore Kent and Volunteering</p> </td> <td data-bbox="795 1029 1422 1204"> <p><b>Public Protection</b> services, including Trading Standards, Coroners, Public Rights of Way, Kent Scientific Services, Gypsy &amp; Traveller Unit, Emergency Planning &amp; Intelligence and Community Safety</p> </td> <td data-bbox="1456 1029 2080 1204"> <p><b>Strategic Planning &amp; Policy</b>, including Transport Strategy, Strategic Planning &amp; Infrastructure, Heritage Conservation, Flood &amp; Water Management and Natural Environment &amp; Coast</p> </td> </tr> <tr> <td data-bbox="134 1236 761 1316"> <p><b>Planning Applications and Minerals &amp; Waste Local Plan</b></p> </td> <td colspan="2" data-bbox="795 1236 2080 1316"> <p><b>Sustainable Business &amp; Communities</b></p> </td> </tr> </tbody> </table>			<p><b>Countryside, Leisure &amp; Sport</b> services, including Country Parks, Sport &amp; Physical Activity, Explore Kent and Volunteering</p>	<p><b>Public Protection</b> services, including Trading Standards, Coroners, Public Rights of Way, Kent Scientific Services, Gypsy &amp; Traveller Unit, Emergency Planning &amp; Intelligence and Community Safety</p>	<p><b>Strategic Planning &amp; Policy</b>, including Transport Strategy, Strategic Planning &amp; Infrastructure, Heritage Conservation, Flood &amp; Water Management and Natural Environment &amp; Coast</p>	<p><b>Planning Applications and Minerals &amp; Waste Local Plan</b></p>	<p><b>Sustainable Business &amp; Communities</b></p>	
<p><b>Countryside, Leisure &amp; Sport</b> services, including Country Parks, Sport &amp; Physical Activity, Explore Kent and Volunteering</p>	<p><b>Public Protection</b> services, including Trading Standards, Coroners, Public Rights of Way, Kent Scientific Services, Gypsy &amp; Traveller Unit, Emergency Planning &amp; Intelligence and Community Safety</p>	<p><b>Strategic Planning &amp; Policy</b>, including Transport Strategy, Strategic Planning &amp; Infrastructure, Heritage Conservation, Flood &amp; Water Management and Natural Environment &amp; Coast</p>						
<p><b>Planning Applications and Minerals &amp; Waste Local Plan</b></p>	<p><b>Sustainable Business &amp; Communities</b></p>							

The following services are delivered externally for GET

Service Name	Contract end date
<b>Economic Development</b>	
Inward investment service	July 2019
Appraisal of applications financial schemes RGF Recycled and Innovation Investment Funds	February 2018
No Use Empty Specialist Advice	Rolling one year contract
Visitor economy	March 2018
Kent & Medway Growth Hub	October 2018
Kent Foundation (grant based)	Ongoing
Produced in Kent (grant based)	Ongoing
No Use Empty PR – rolling contract	Rolling one year contract
<b>Environment, Planning and Enforcement</b>	
CLS: Countryside Management Partnerships	Annual SLA: March 2018
KDAONB: Kent Downs AONB Unit	Annual SLA: March 2018
PP: Kent Resilience Team (Partnership)	Annual SLA: March 2018
SBC: Kent Warm Homes (Government-funded grants)	Insulation March 2017 Heating June 2017 (Ongoing as contracts are renewed)

<b>Highways, Transportation and Waste</b>	
Highway Term Maintenance: routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance, surface dressing etc across Kent	Current: Aug 2018 Max <sup>7</sup> : Aug 2021
Surface Treatments; linked to Term Maintenance Contracts review	Current; August 2018 Maximum: August 2021
Streetlight LED conversion and maintenance: a contract over 15 years to convert all 120,000 streetlights to LED and maintain the whole of the streetlighting asset	Current: March 2031 Max: March 2041
Allington Waste to energy: managing approximately 325,000 tonnes of waste	Max: July 2030
Road Resurfacing: a contract to deliver larger road reconstruction and resurfacing schemes	June 2018
SEN Home to School Transport: the arrangement of transport services on behalf of EYP to enable students to access their learning provision. We currently transport approximately 4000 SEN clients around Kent consisting of more than 1200 different contracts	Various - % of contracts to be retendered in following years: 27% of contracts in 2017 17% of contracts in 2018 35% of contracts in 2019
Mainstream Home to School Transport: the arrangement of transport for mainstream students on behalf of EYP, enabling access to their learning provision. We currently transport in excess of 9000 students travelling on various public networks and on over 400 hired contracts	Various - % of contracts to be retendered in following years: 36% of contracts in 2017 29% of contracts in 2018 28% of contracts in 2019
Management of 12 Household recycling centres and 3 transfer stations	Current: Oct 2020 Max: Oct 2026
Technical and Environmental Services: specialist consultancy services such as highway design, surveys, investigations and transportation modelling	Current: March 2018 Max: March 2023
Provision of Organic Waste processing for KCC Lots 4 and 5 for mid and west Kent	Current: Mar 2020 Max: Mar 2026
Provision of Organic Waste processing for KCC Lot 3 East Kent at Ridham Docks	Current: Mar 2020 Max: Mar 2026

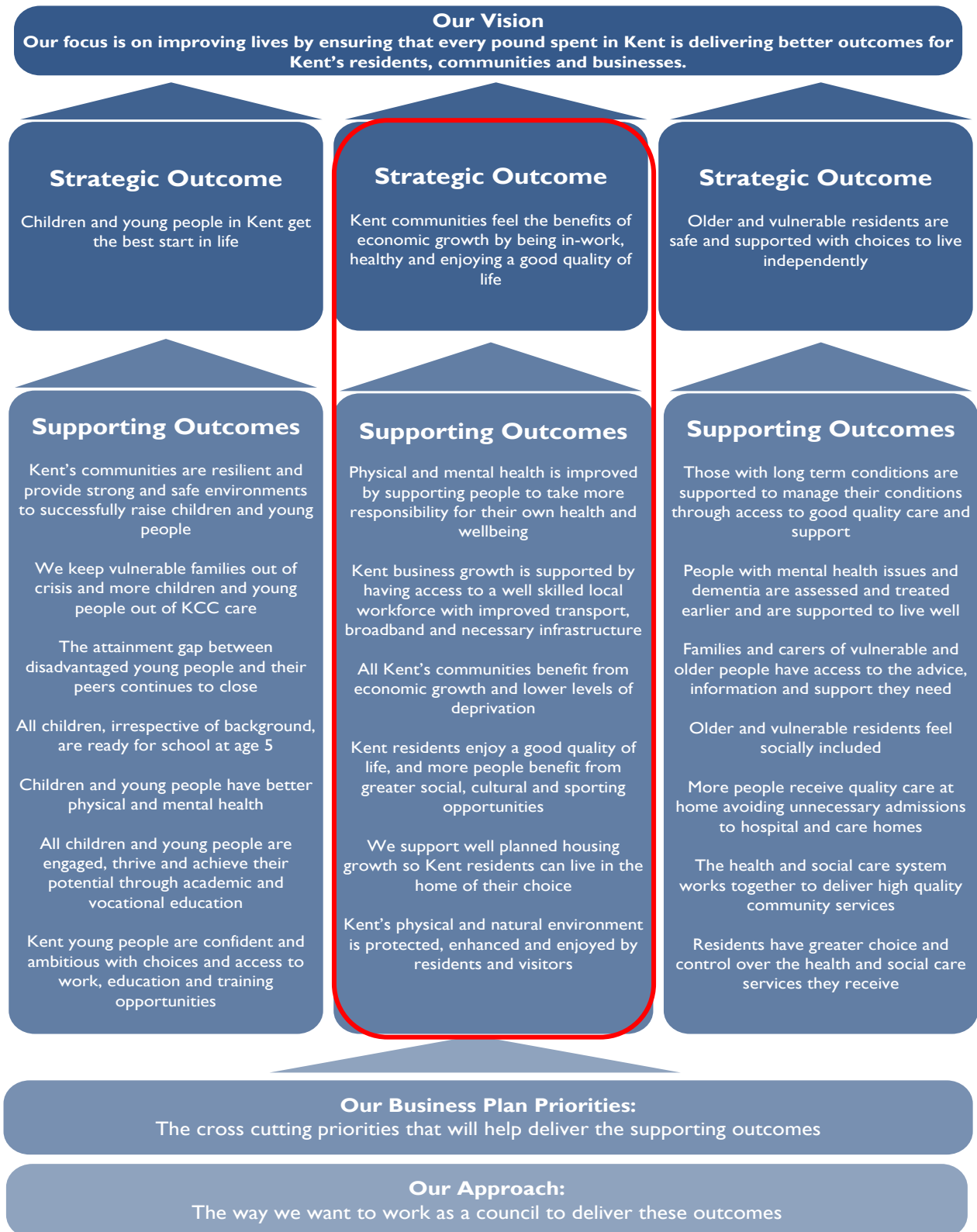
<sup>7</sup> 'Max' refers to the 'maximum possible extension' that the contract can allow, over and above the current contract end date.

Pepperhill: Household Waste Recycling Centre and Transfer Station Built by FCC and awarded a 25 yr. contract	February 2035
Highway Condition Survey Contract: to survey the condition of roads and footways and prioritise sites for repair	Current March 2018 Max: March 2019
Traffic Signal & Systems: maintenance of all traffic signals, variable message signs etc in Kent	Current: March 2021 Max: March 2026
Reception Bulking & Transport of Residual Waste Canterbury Area to Allington Waste to Energy Facility or other nominated facilities Lot 1	Current: Nov 2017 Max: Nov 2019
Reception Bulking & Transport of Residual Waste Thanet Area to Allington Waste to Energy Facility or other nominated facilities Lot 2	Current: Nov 2017 Max: Nov 2019
Soft landscaping: Urban Grass, Hedges and Shrubs (Sevenoaks, Tonbridge & Malling, Tunbridge Wells)	Current: December 2017 Max: December 2019
Soft landscaping: Urban Grass, Hedges and Shrubs (Dartford, Maidstone, Canterbury and Thanet)	Current: December 2017 Max: December 2019
Coring and materials testing	Current: August 2017 Max: August 2019
Ridham Docks: Processing and Recycling of Wood Waste	October 2020
Smartcard back-office systems and Smartcard provision	March 2017
Customer enquiry, job and asset management software	Current: August 2017 Awaiting approval to extend for a maximum of a further 3 years
Collection & or Processing & Disposal of Clinical waste 2016-2018	Current December 2017 Maximum: December 2019
West Kent HWRC Textiles and Shoes Collection and Processing	June 2017
Rural Swathe Cutting and Visibility Splays	Out to tender – to be confirmed

Arboriculture Works Term Contract	Current: August 2017 Maximum: August 2019
Highway weed control	Current: March 2018 Maximum: March 2020
Dartford Heath, Swanley and Tovil Household Waste and Recycling Centre and Transfer Stations	June 2019
North Farm and Dunbrik Household Waste and Transfer Stations	March 2020
Dry Recyclate Processing Lots 1 and 2	July 2020
Waste Treatment and/or Final Disposal Lot 1 and 2	Current April 2021 Maximum: April 2023
Waste Treatment and/or Final Disposal Lot 3a	Current July 2021 Maximum: July 2023
Waste Treatment and/or Final Disposal Lot 3b	Current July 2021 Maximum: July 2023
<b>Libraries, Registration and Archives</b>	
Volunteer Programme	October 2018

## Appendix 2 - KCC's Outcome Framework from the Strategic Statement

GET supports and delivers primarily to the middle Strategic Outcome of KCC's [Strategic Statement 'Increasing Opportunities, Improving Outcomes'](#), as highlighted, but our services are also increasingly working to deliver to the other Strategic Outcomes.



## Appendix 3 - KCC Annual Report's Priorities for 2017-18

By reflecting on the issues raised in the [Annual Report](#), our Cabinet Members have identified a series of priorities for the year ahead, which will drive our business plans. In 2017-18, KCC will:

### Strategic Outcome 1:

Children and young people in Kent get the best start in life

Ensure the attainment gap for disadvantaged children continues to close

Effectively manage the new contract for children and young people's emotional health and wellbeing services and reduce waiting times for CAMHS services

Continue to increase the number of apprenticeships for young people

### Strategic Outcome 2:

Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

Tackle obesity, particularly in Kent's deprived areas, through engagement in sport and physical activity

Agree our Local Transport Plan 4: Delivering Growth without Gridlock for 2016-2031 and develop an effective delivery plan

Increase the percentage of Kent's working-aged population with level 3 NVQ equivalent qualifications

### Strategic Outcome 3:

Older and vulnerable residents are safe and supported with choices to live independently

Continue to work with our partners to reduce delayed hospital discharge by ensuring people have the right support at the right time

Reduce the number of hospital and care home re-admissions following enablement support

Make it easier for vulnerable and older individuals, their families and carers to access advice, information and support

### Working better together – changing how we work

Improve customer engagement activity, including consultations, surveys and focus groups, so that learning can enhance customer insight and service delivery across the authority

Collectively work with all partners to improve openness and share information to support successful delivery of our outcomes

Improve the effectiveness of our contract performance monitoring and work with providers to develop a more open dialogue to tackle any issues early



## Appendix 4 – Glossary

AONB	Area of Outstanding Natural Beauty
BAU	Business As Usual
BDUK	Broadband Delivery UK
CIL	Community Infrastructure Levy
CLS	Countryside, Leisure and Sport
DCLG	Department of Communities and Local Government
ED	Economic Development
EPE	Environment, Planning and Enforcement
FRAMES	Flood Resilient Areas by Multi-layered Safety
GIF	Growth and Infrastructure Framework
HLF	Heritage Lottery Fund
HTW	Highways, Transportation and Waste
HWRC	Household Waste Recycling Station
KDAONB	Kent Downs Area of Outstanding Natural Beauty Unit (EPE)
KES	Kent Environment Strategy
KMEP	Kent and Medway Economic Partnership
KMSEP	Kent and Medway Sustainable Energy Partnership
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LOCASE	Low Carbon across the South East
LRA	Libraries, Registration and Archives
LTP4	Local Transport Plan 4
MTFP	Medium Term Financial Plan
OD	Organisational Development
PAG	Planning Applications Group (EPE)
PP	Public Protection (EPE)
PROW	Public Rights of Way (EPE)
RGF	Regional Growth Fund
SBC	Sustainable Businesses and Community (EPE)
SBDI	Strategic Business Development and Intelligence
SELEP	South East Local Enterprise Partnership
SEN	Special Educational Needs
SME	Small or Medium Enterprise
SPP	Strategic Planning and Policy (EPE)
TMC	Term Maintenance Contract (Highways)
TS	Transfer Station (Waste)

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

To: Environment & Transport Cabinet Committee – 13 March 2017

Subject: **Risk Management: Growth, Environment and Transport Directorate**

Classification: **Unrestricted**

**Past Pathway of Paper:** None

**Future Pathway of Paper:** None

**Electoral Division:** All

**Summary:**

This paper presents the strategic risks relating to the Environment & Transport Cabinet Committee, in addition to two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team. The paper also explains the management process for review of key risks.

**Recommendation(s):**

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

**1. Introduction**

- 1.1 Directorate business plans are reported to Cabinet Committees each March / April as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.
- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions across the

Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.

- 1.4 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Corporate Director for Growth, Environment & Transport Directorate is designated 'Risk Owner' on behalf of CMT for several corporate risks, two of which (CRR 3 – access to resources to aid economic growth and enabling infrastructure; and CRR 4 – civil contingencies and resilience) are of relevance to this Committee and are presented for comment in appendix 1. CRR 3 – access to resources to aid economic growth and enabling infrastructure, has been assessed as being "High" (Red). Mitigation controls and actions are outlined within the detail of the risk in appendix 1.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the KNet intranet site.

## **2. Financial Implications**

- 2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

## **3. Policy Framework**

- 3.1 Risks highlighted in the risk registers relate to strategic priorities and outcomes featured in KCC's Strategic Statement 2015-2020, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

#### **4. Risks relating to the Growth, Environment & Transport directorate**

- 4.1 There are currently five directorate risks featured on the Growth, Environment & Transport directorate risk register (appendix 2), one of which is rated as 'High'. (GET 03 – Partner Organisations not offering the required level of service). Many of the risks highlighted on the register are discussed as part of regular items to Cabinet Committees.
- 4.2 Since last reported to Cabinet Committee in March 2016, one risk has been assessed as increasing in severity (GET 03 – Partner organisations/contractors not offering the required level of service), and one risk has been assessed as reducing in severity (GET 08 – Skills shortage and capacity issues to apply for funding and manage contracts and projects). One risk has been closed (GET 10 Delivery of budget targets 2016/17), as this has been managed. A new risk of this nature is being developed for 2017/18. In addition, a divisional risk relating to workforce succession planning is being escalated to the directorate register as it is deemed to be relevant to all divisions.
- 4.3 Mitigations for risks are highlighted and implemented on a regular basis as required. For example, in relation to GET 03 (Partner organisations/contractors not offering the required level of service) various contract boards are in place across Highways, Transportation and Waste services to monitor services where providers have quality metrics that they must adhere to, and issues are being raised as necessary with commissioned services. Furthermore, the approach to contract management of Waste services contracts has been through an internal audit process and has received a substantial assurance opinion.
- 4.4 The Libraries, Registration & Archives service is currently conducting a comprehensive review of risks and opportunities to achievement of service objectives to ensure its approach is robust and current.
- 4.5 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.
- 4.6 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:
- Are the key risks still relevant?
  - Have some risks become issues?
  - Has anything occurred which could impact upon them?

- Has the risk appetite or tolerance levels changed?
- Are related performance / early warning indicators appropriate?
- Are the controls in place effective?
- Has the current risk level changed and if so is it decreasing or increasing?
- Has the “target” level of risk been achieved?
- If risk profiles are increasing what further actions might be needed?
- If risk profiles are decreasing can controls be relaxed?
- Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

## 5. Recommendation

### **Recommendation:**

The Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risk outlined in appendices 1 and 2.

## 6. Background Documents

6.1 KCC Risk Management Policy on KNet intranet site.

## 7. Contact details

### Report Author

- Mark Scrivener, Corporate Risk Manager
- Tel: 03000 416660
- [Mark.scrivener@kent.gov.uk](mailto:Mark.scrivener@kent.gov.uk)

### Relevant Corporate Director:

- Barbara Cooper, Corporate Director, Growth, Environment and Transport
- Tel: 03000 415981
- [Barbara.cooper@kent.gov.uk](mailto:Barbara.cooper@kent.gov.uk)

## APPENDIX 1

### Corporate Risks of particular relevance to the Growth Environment & Transport Directorate Summary Risk Profile

Low = 1-6
Medium = 8-15
High = 16-25

Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since March 2016
CRR 3	Access to resources to aid economic growth and enabling infrastructure	16	9	↑
CRR 4	Civil Contingencies and Resilience	12	8	↔

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

<b>Risk ID</b>	<b>CRR3</b>	<b>Risk Title</b>	<b>Access to resources to aid economic growth and enabling infrastructure</b>				
<b>Source / Cause of Risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>
<p>The Council seeks access to resources to develop the enabling infrastructure for economic growth, regeneration and health.</p> <p>However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through 'Section 106' contributions, Community Infrastructure Levy (CIL) and other growth levers to pay for it.</p> <p>At the same time, Government funding for infrastructure (for example via the Local Growth Fund) is limited and competitive and increasingly linked with the delivery of housing and employment outputs. Several local transport schemes proposed will require preparatory work without knowledge of funding allocation in order to deliver on time.</p> <p>The European Union (EU) referendum result has created uncertainty over levels of EU funding available for projects in the longer term.</p>	<p>Inability to secure sufficient contributions from development to support growth.</p> <p>Failure to attract sufficient funding via the Local Growth Fund (LGF) and other public funds to both support the cost of infrastructure and aid economic growth and regeneration.</p> <p>Insufficient return on investment from Regional Growth Fund (RGF) schemes or significant level of default on loans.</p>	<p>Key opportunities for growth missed.</p> <p>The Council finds it increasingly difficult to fund KCC services across Kent (e.g. schools, waste services) and deal with the impact of growth on communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p> <p>Reputational risk.</p>	<p>Barbara Cooper, Corporate Director Growth, Environment and Transport</p> <p><b>Responsible Cabinet Member(s):</b></p> <p>Mark Dance, Economic Development</p> <p>Matthew Balfour, Environment &amp; Transport</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact Significant (3)</p>		

<b>Control Title</b>	<b>Control Owner</b>
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth.	Katie Stewart, Director Environment Planning & Enforcement
Environment Planning & Enforcement and Economic Development teams working with each individual District on composition of infrastructure plans including priorities for the CIL and Section 106 contributions, from which gaps can be identified	David Smith, Director Economic Development / Katie Stewart, Director Environment Planning & Enforcement
Coordinated approach in place between Development Investment Team and service directorates	David Smith, Director Economic Development
Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent.	David Smith, Director Economic Development
Economic Development SMT review of “critical” programmes/projects and review of KPIs to ensure continued appropriateness and relevance	David Smith, Director Economic Development
Infrastructure Funding Group established and receives regular performance reports, potential issues for resolution and highlights funding gaps etc.	Barbara Cooper, Corporate Director, Growth, Environment and Transport
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer’ Group	David Smith, Director Economic Development
Strong engagement with South East LEP and with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	David Hughes, Head of Business and Enterprise
Monitoring framework in place for Regional Growth Fund (RGF) programmes covering the issuing and management of contract agreements with regular reports reviewed by Growth, Economic Development & Communities Cabinet Committee.	Jacqui Ward, Regional Growth Fund Programme Manager
KCC Internal Audit and external Auditor commissioned on an annual basis to conduct audits on the compliance of the RGF process and administration of the schemes, including governance, decision making and outcomes	Jacqui Ward, Regional Growth Fund Programme Manager
Continued coordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith, Head of Development
KCC is actively engaged in preparation of local plans across Kent and Medway, responding to all consultations	Tom Marchant, Head of Strategic Planning and Policy



Action Title	Action Owner	Planned Completion Date
Produce Kent's Local Transport Plan 4 – the next iteration of 'Growth without Gridlock'	Tom Marchant, Head of Strategic Planning & Policy	July 2017
Growth & Infrastructure Framework – interim refresh being conducted including reviewing key actions arising from the framework.	Tom Marchant, Head of Strategic Planning & Policy	December 2017 (review)
Progress proposals for a more consistent and comprehensive approach to early engagement and provision of advice for developers on major development proposals, involving a single point of contact at senior County Council officer level.	Nigel Smith, Head of Development	November 2017

<b>Risk ID</b>	<b>CRR4</b>	<b>Risk Title</b>	<b>Civil Contingencies and Resilience</b>					
			<b>Source / Cause of Risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>
			The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood, and impact, of high impact incidents and emergencies. This includes responses associated with the Counter-terrorism and Security Act 2015 (CONTEST).	Failure to deliver suitable planning measures, respond to and manage these events when they occur.	Potential increased harm or loss of life if response is not effective.	On behalf of CMT:	Possible (3)	Serious (4)
			The Director of Public Health has a legal duty to gain assurance from the National Health Service and Public Health England that plans are in place to mitigate risks to the health of the public including outbreaks of communicable diseases e.g. Pandemic Influenza.	Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.	Serious threat to delivery of critical services.	Barbara Cooper, Corporate Director Growth, Environment & Transport	<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Serious (4)
			Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents and the increasing threat of "cyber-attacks".	Lack of preparedness for new or emerging threats.	Increased financial cost in terms of damage control and insurance costs.	<b>Responsible Cabinet Member(s):</b>  Mike Hill, Community Services		
				Lack of resilience in the supply chain hampers effective response to incidents.	Adverse effect on local businesses and the Kent economy.			
					Possible public unrest and significant reputational damage.			
					Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.			

Control Title	Control Owner
<p>Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Key roles of group include:</p> <ul style="list-style-type: none"> <li>• Intelligence gathering and forecasting;</li> <li>• Regular training exercises and tests;</li> <li>• Task &amp; Finish groups addressing key issues.</li> <li>• Plan writing</li> <li>• Capability building</li> </ul>	Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)
Kent Resilience Forum has a Health sub-group to ensure coordinated health services and Public Health England planning and response is in place	Andrew Scott-Clark, Director of Public Health
Kent Resilience Forum Severe Weather Advisory Group established to convene in the event of a severe weather incident.	Mike Overbeke, Head of Public Protection
Critical functions identified across KCC as a basis for effective Business Continuity Management (BCM).	Tony Harwood, Resilience and Emergencies Manager
The Director of Public Health works through local resilience fora to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health.	Andy Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Dave Shipton, Head of Financial Strategy
Maintenance & delivery of emergency procedures, plans and capabilities in place to respond to a broad range of challenges.	Tony Harwood, Resilience and Emergencies Manager
System in place for ongoing monitoring of severe weather events (SWIMS)	Carolyn McKenzie, Head of Sustainable Business and Communities
Implementation of Kent's Climate Adaptation Action Plan	Carolyn McKenzie, Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Mike Overbeke, Head of Public Protection
Winter Resilience Planning Group & action plan in place.	Mike Overbeke, Head of Public Protection
ICT resilience improvements made to underlying data storage, data centre capability and network resilience.	Michael Lloyd, Head of Technology Commissioning & Strategy
On-going programme of review relating to ICT Disaster Recovery and Business Continuity	Michael Lloyd, Head of

	Technology Commissioning & Strategy
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively.	Katie Stewart, Director Environment Planning & Enforcement
KCC Community Wardens trained as Incident Liaison Officers	Mike Overbeke, Head of Public Protection
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements. The Director of Public Health has additionally sought and gained assurance from the local Public Health England office and the NHS on preparedness and maintaining business continuity.	Andrew Scott-Clark, Director Public Health
KCC jointly with Medway Council Public Health dept maintain an on-call rota on behalf and with Public Health England to ensure preparedness for implementing the Scientific, Technical Advisory Cell (STAC) in the event of a major incident with implications for the health of the public	Andrew Scott-Clark, Director of Public Health
'Introduction to Emergency Planning' e-learning package available to all staff	Tony Harwood, Resilience and Emergencies Manager
Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities.	Katie Stewart, Director Environment Planning & Enforcement
Exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners (e.g. Exercise 'Loki' and exercise 'Surge').	Tony Harwood, Resilience & Emergencies Manager
Senior Management on-call rota devised and agreed	Katie Stewart, Director Environment Planning & Enforcement
Emergency Reservists have been recruited to aid emergency responses	Katie Stewart, Director Environment Planning & Enforcement
Learning and potential improvements to business continuity plans in light of recent loss of ICT systems captured	Katie Stewart, Director Environment Planning & Enforcement
KCC Business Continuity Plan in place	Katie Stewart, Director Environment Planning &

		Enforcement
Kent Channel Panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism), established at district and borough level.		Nick Wilkinson, KCC Prevent Lead Officer
Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county.		Andrew Ireland, Corporate Director, Social Care, Health and Well-Being.
Reporting arrangements have been reviewed to include appropriate elected Member oversight of KCC Business Continuity arrangements.		Katie Stewart, Director Environment Planning & Enforcement
IT security incidents are logged and reviewed from an IT and wider Information Governance perspective		Kathy Stevens, ICT Risk and Compliance Manager
Cabinet Office resilience training delivered		Katie Stewart, Director EPE
Steering Group established and work done to understand local implications of any potential increase in national security threat level in future		Katie Stewart, Director EPE.
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Review sufficiency of KCC and Kent Resilience Team emergency and resilience resource	Katie Stewart, Director of Environment, Planning & Enforcement; Mike Overbeke, Head of Public Protection	April 2017 – Phase 2
Establish local procedures to prepare should national security threat level increase to ‘critical’, including an update of the Corporate Business Continuity Plan and the piloting of a lead accountable role for such a move in threat levels.	Katie Stewart, Director EPE	April 2017
Exercise the procedures for a move in national threat level should it occur.	Katie Stewart, Director EPE	July 2017
Review of Corporate Business Continuity Plan to reflect new threats and risks, including Climate Change Risk Assessment	Katie Stewart, Director EPE	May 2017



## **APPENDIX 2**

### **GROWTH, ENVIRONMENT AND TRANSPORT DIRECTORATE RISK REGISTER FEBRUARY 2017**

## Summary Risk Profile

Low = 1-6
Medium = 8-15
High =16-25

Risk No.*	Risk Title	Current Risk Rating	Change since Spring 2016	Target Risk Rating
GET 02	Health & Safety considerations	10	↔	10
GET 03	Partner organisations/contractors not offering the required level of service	16	↑	8
GET 05	Directorate response and resilience to severe weather incidents	12	↔	6
GET 08	Skills shortage and capacity issues to apply for funding and manage contracts and projects	9	↓	6
GET 09	Loss of ICT systems	12	↔	9
GET 10	Delivery of budget targets 2016/17	Risk Closed		

\*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
<b>Likelihood</b>	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
<b>Impact</b>	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

<b>Risk ID:</b>	<b>GET 02</b>	<b>Risk Title:</b>	<b>Health &amp; Safety considerations</b>			
<b>Source / Cause of risk</b> Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake.	<b>Risk Event</b> There is a risk of death, or serious injury to the public, KCC staff or contractors, where KCC fails to take all reasonable steps to prevent such an incident.	<b>Consequence</b> Distress to families concerned, possible legal action against the authority and reputational damage.	<b>Risk Owner</b> GET Directorate Management Team	<b>Current Likelihood</b> Unlikely (2)	<b>Current Impact</b> Major (5)	
				<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Major (5)	
<b>Control Title</b>				<b>Control Owner</b>		
Maintain sound Health and Safety systems at waste sites including reviewing accidents and near-misses.				Roger Wilkin, Director Highways, Transportation and Waste		
Staff to follow Health and Safety legislation and guidance				GET Directorate Management Team		
Regular reporting of accident data and Health & Safety updates to senior managers.				GET Directorate Management Team		
Regular risk assessments of all Directorate sites and hazards				GET Directorate Management Team		
Environment Planning and Enforcement (EPE) divisional Health and Safety group in place and meets quarterly and reports to Divisional Management Team.				EPE Divisional Management Team		
Highways - Crash remedial sites are identified and rectified.				Tim Read, Head of Transportation		
Regular testing for hazards e.g. tree surveys.				GET Directorate Management Team		
Health and Safety audit on Waste Management now completed and we received a good / substantial level of improvement.				Roger Wilkin, Director Highways, Transportation and Waste		
420 library staff have taken personal safety e-learning module.				Barbara Bragg, Strategic Manager – Specialist and Support Services		
Ensuring recommendations of the independent Health & Safety review are monitored and improved as required				Roger Wilkin, Director Highways, Transportation and Waste		



<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Liaise with Facilities Management Contractors to ensure appropriate levels of Fire Wardens and First Aiders	Total Facilities Management Contract Managers / Gen 2 Business Process Improvement and Supply Chain Manager	April 2017
Conflict resolution training organised, beginning in November 2015, to run over an 18 month period.	Barbara Bragg, Strategic Manager Specialist and Support Services Libraries	May 2017

<b>Risk ID:</b>	<b>GET 03</b>	<b>Risk Title: Partner Organisations/contractors not offering the required level of service.</b>				
<b>Source / Cause of risk</b> KCC - including services across the GET directorate, work closely with partners and contractors to provide its services to the people of Kent, however issues are being experienced with Contact Point systems and Facilities Management providers.	<b>Risk Event</b> Partner organisations or contractors do not provide the required level of service to the public.	<b>Consequence</b> Efficient / good value for money / high quality services are not provided.	<b>Risk Owner</b> GET Directorate Management Team	<b>Current Likelihood</b> Likely (4)	<b>Current Impact</b> Serious (4)	
				<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Serious (4)	
<b>Control Title</b>				<b>Control Owner</b>		
Robust contract management and client function.				Roger Wilkin, Director Highways, Transportation and Waste		
Rigorous programme of pre-qualification checks on potential contractors to assure ability to deliver.				Roger Wilkin, Director Highways, Transportation and Waste		
Service Level Agreements are put in place where services are provided by a third party.				David Beaver, Head of Waste Management and Business Services		
Monthly performance report showing QPM results produced by Highways Term Maintenance contractor				Roger Wilkin, Director Highways, Transportation and Waste		
Partners have business continuity plans, risk registers, performance management and governance arrangements in place				Roger Wilkin, Director Highways, Transportation and Waste		
Monitoring of outcomes from Regional Growth Fund loans.				David Smith, Director Economic Development		
Transport integration – risk analysis conducted as part of individual contract arrangements with third parties.				Stephen Pay, Transport Integration Manager		
Various service specific contract boards are in place across Highways, Transportation and Waste service contracts and these monitor “services” where providers have quality metrics that they must adhere to and are defined within contract documentation				David Beaver, Head of Waste Management and Business Services		
Issues with Contact Point provider being raised through the Customer Service Board				GET Directorate Management Team		

To work with Infrastructure commissioners to raise issues with Total Facilities Management (TFM) providers	GET Directorate Management Team	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Performance monitoring of Highways contractor being conducted through regular Contract Boards. Contractor to provide an annual performance report to cover all contract areas. 'Working better together' groups for street lighting and drainage formed to promote the sharing of best work practices and improved ways of working.	David Beaver, Head of Waste Management and Business Services / Andrew Loosemore, Deputy Director Highways, Transportation and Waste / Roger Wilkin, Director Highways, Transportation and Waste	Dec 2017 (review)

<b>Risk ID:</b>	<b>GET 05</b>	<b>Risk Title:</b>	<b>Directorate response and resilience to severe weather incidents</b>				
<b>Source / Cause of risk</b> The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. A number of services within the directorate play an important role in planning for, and responding to, these events.	<b>Risk Event</b> Failure by key services in GET to deliver suitable planning measures, respond to and manage these events when they occur.	<b>Consequence</b> Excessive damage/congestion/ closed roads following severe weather leading to disruption to the public of Kent including KCC staff. This in turn would impact on key services being delivered by the directorate and reputational damage for KCC if responses are judged to be inadequate.	<b>Risk Owner</b> Katie Stewart Director Environment, Planning & Enforcement/ Roger Wilkin, Director Highways, Transportation and Waste	<b>Current Likelihood</b> Possible (3)	<b>Current Impact</b> Serious (4)	<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Significant (3)
<b>Control Title</b>			<b>Control Owner</b>				
Support gained from the local community who undertake snow ploughing			Andrew Loosemore, Head of Highways Operations				
Priority salting routes agreed and published and plan to ensure salt bins are provided and filled			Andrew Loosemore, Head of Highways Operations				
Local Emergency Plans agreed and published with districts/borough councils.			Andrew Loosemore, Head of Highways Operations				
Carry out a lessons learnt review after each winter			Andrew Loosemore, Head of Highways Operations				
Senior Management on-call rota devised and now in place			Katie Stewart Director Environment, Planning & Enforcement				
Business Continuity Plans are kept under constant review			Tony Harwood, Resilience and Emergencies Manager				
Training is available and being rolled out at strategic, tactical and operational level			Tony Harwood, Resilience and Emergencies Manager				
Local Flood Risk Strategy delivered and Flood Risk Management Plan in place			Tony Harwood, Resilience and Emergencies Manager				

Severe Weather Impacts Monitoring System now in use to support the Authority with its response to extreme events	Carolyn McKenzie, Head of Sustainable Business and Communities	
Exercises regularly conducted to test different elements of emergency and business continuity arrangements with partners (e.g. Exercise 'Surge').	Tony Harwood, Resilience and Emergencies Manager	
Recommendations from the Winter Flooding Plan are being delivered	Carolyn McKenzie, Group Head – Sustainable Business and Communities / Mike Overbeke, Group Head – Public Protection	
Post Winter Plan completed	Andrew Loosemore, Head of Highways Operations	
Contractual issues have been raised with Agilysis commissioners regarding Out of Hours response in severe weather incidents	GET Directorate Management Team	
Kent Resilience Forum (KRF) Severe Weather Advisory Group established to convene in the event of a severe weather incident	Tony Harwood, Resilience and Emergencies Manager	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Building on the learning from Exercise Surge, continue to train and exercise against the Surge scenario and expand on the Recovery table-top exercise. Deliver a Recovery Exercise based on "Surge + 6 months" to test partners' abilities to support the community in the return to normality in the longer term	Katie Stewart, Director EPE	July 2017
Continue to train and exercise against the Exercise Surge scenario and test the Kent Resilience Forum Media and Communications Plan elements that were not covered by the exercise including the management of real media and the use of real media to warn and inform the community. Test the cell's capacity to work 'virtually'.	Katie Stewart, Director EPE	September 2017
Review, update and circulate the Kent Resilience Forum Evacuation and Shelter Plan to reflect learning from Exercise Surge	Katie Stewart, Director EPE	December 2017
Complete a Training Needs Analysis for Welfare Centre Managers and Staff required to staff two welfare centres for a period of 24 hours and ensure that the KRF Welfare Centre training is internally promoted. Amend welfare centre training to take into account any issues around documentation, information provision, luggage, translating. Ensure that it is promoted effectively in organisations.	Katie Stewart, Director EPE	May 2017

<b>Risk ID: GET 08 Risk Title: Skills shortage and capacity issues to apply for funding and manage contracts and projects</b>						
<b>Source / Cause of risk</b> Funding has been received to deliver major infrastructure projects. The funding is being administered by Essex CC (on behalf of the South East Local Enterprise Partnership), and detailed business cases are required to be completed to obtain the funding through Essex CC.	<b>Risk Event</b> There is a risk that KCC will be unable to satisfactorily submit suitable business cases and manage the projects due to a shortage of staff with the appropriate skill set within KCC. In addition it is possible that the Authority will be unable to attract suitably trained project managers as the private sector remains competitive in this area.	<b>Consequence</b> Funding may not be forthcoming if suitable business cases are not presented, however, even when the funding has been received, the major projects may not be managed appropriately leading to possible delays or difficulties with the funding arrangements. This could impact on the Authority's reputation and even lead to the Authority having to return some of the funding to Central Government.	<b>Risk Owner</b> GET Directorate Management Team	<b>Current Likelihood</b> Possible (3)	<b>Current Impact</b> Significant (3)	
				<b>Target Residual Likelihood</b> Unlikely (2)	<b>Target Residual Impact</b> Significant (3)	
<b>Control Title</b>			<b>Control Owner</b>			
An Organisational Development (OD) Plan has been prepared in order to develop talents within the Authority and to deliver suitable training to staff			GET Directorate Management Team			
Growth Environment and Transport Portfolio Board established to monitor risks and key issues			Barbara Cooper, Corporate Director Growth, Environment and Transport			
Local Growth Fund Project and Steering Group established			Lee Burchill, Local Growth Fund Programme Manager			
Workforce Planning exercise conducted with Highways, Transportation and Waste Division to identify gaps in relation to critical roles and recommendations to action and next steps			Roger Wilkin, Director Highways, Transportation and Waste			
Highways contractor has funded Microsoft Project Training for its Managers to improve their skills base.			Roger Wilkin, Director Highways, Transportation and Waste			

Workforce Planning now takes place across the Environment, Planning and Enforcement division at different times in order that services plan ahead for retirements and identifying experience opportunities to being in new talent	Katie Stewart, Director Environment, Planning & Enforcement.	
KCC staff are helped to access external funding programmes including form completion and bid writing	David Smith, Director Economic Development	
Ensure relevant KCC staff are helped to access EU funding programmes including form completion and bid writing and help them to understand implications of any future changes	David Smith, Director Economic Development	
Resources are being allocated and prioritised according to need. Reconciling information relating to Local Transport Plan and Growth & Infrastructure Framework	David Smith, Director Economic Development/ Katie Stewart, Director Environment, Planning & Enforcement.	
<b>Action Title</b>	<b>Action Owner</b>	<b>Planned Completion Date</b>
Environment Planning and Enforcement (EPE) division is undertaking a transformation programme that will respond to issues raised in workforce planning	Katie Stewart, Director Environment, Planning & Enforcement.	April 2017
GET Organisation Development (OD) Group are exploring opportunities for horizontal progression and talent management	Katie Stewart, Director Environment, Planning & Enforcement	March 2017
GET OD Group are developing a forward-looking workforce strategy for GET which will identify skills needs for the next five to ten years for GET, from which an action plan can be drawn.	Katie Stewart, Director Environment, Planning & Enforcement	May 2017

<b>Risk ID:</b>	<b>GET 09</b>	<b>Risk Title:</b>	<b>Loss of Information Communication and Technology (ICT) systems</b>			
<b>Source / Cause of risk</b>	<b>Risk Event</b>	<b>Consequence</b>	<b>Risk Owner</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	
In order to improve the efficiency of the services within the Directorate a number of ICT systems have been developed that in time have become critical to the delivery of the services. These systems rely on KCC or external partners. In addition the telephone system is reliant upon having a working internet system in order to operate.	There is a risk that an incident may take place that will impact on the operation of one or more of our critical systems causing a disruption or suspension of the services affected.	Depending upon the nature of the disruption it is possible that the public of Kent will be affected and it would result in a delay in our service delivery. This would have an impact on the reputation of the Authority and in an extreme example could impact on the safety of the public. Prolonged interruption could also lead to loss of income from payment systems	GET Directorate Management Team	Possible (3)	Serious (4)	
				<b>Target Residual Likelihood</b>	<b>Target Residual Impact</b>	
				Possible (3)	Significant (3)	
<b>Control Title</b>			<b>Control Owner</b>			
Business Continuity Plans are in place and highlight critical systems			GET Directorate Management Team			
Information backed up daily by ICT and back-ups held off-site			GET Directorate Management Team			
Revisions made to Business Continuity Plans in EPE division reflect changes to Divisional Management Team			Katie Stewart, Director Environment, Planning & Enforcement			
Contract in place to ensure continuity of existing Atrium planning system until summer 2018			Sharon Thompson, Head of Planning Applications			
<b>Action Title</b>		<b>Action Owner</b>	<b>Planned Completion Date</b>			
All GET Divisions to review resilience of ICT systems and to commission solutions for disaster recovery where needed and not already in place		GET Directorate Management Team/Kathy Stevens, ICT Compliance and Risk Manager	May 2017			
Investigate options for use of SharePoint in HTW division		Roger Wilkin, Director Highways, Transportation and Waste	June 2017			
Procure and implement new ICT system for planning applications to replace 'Atrium planning'		Sharon Thompson, Head of Planning Applications	June 2018			



This page is intentionally left blank

From: **Matthew Balfour, Cabinet Member for Environment and Transport**

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

To: **Environment and Transport Cabinet Committee – 13 March 2017**

Subject: **Department for Transport consultation: Night Flight Restrictions at Heathrow, Gatwick and Stansted.**

Classification: **Unrestricted**

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

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

**Electoral Division:** All divisions in Tonbridge and Malling, Tunbridge Wells and Sevenoaks

**Summary:**

The Department for Transport (DfT) launched a consultation on the next regime of night flight restrictions at Heathrow, Gatwick and Stansted on 12<sup>th</sup> January, closing on 28<sup>th</sup> February. All local Members in the affected districts of Tonbridge and Malling, Tunbridge Wells and Sevenoaks were asked for their views to feed into Kent County Council's (KCC) response, which was based on the *Policy on Gatwick Airport*, adopted by Cabinet in December 2014. KCC's response focuses on Gatwick Airport only.

The DfT's proposals set a new environmental objective to "*encourage the use of quieter aircraft to limit or reduce the number of people significantly affected by aircraft noise at night, while maintaining the existing benefits of night flights.*" For Gatwick, the DfT propose to retain the existing movement limit (the number of flights that can arrive/depart between 2330 and 0600 in a winter or summer season) and reduce the noise quota limit (the amount of noise energy that can be produced over the same period).

KCC's response argues for a reduction in the number of night flights allowed at Gatwick in accordance with our *Policy on Gatwick Airport*. The current number of permitted night flights is unacceptable and the DfT should reduce the night movement limit at Gatwick to at least a level that is comparable with Heathrow.

**Recommendation:**

Members are asked to note the KCC response to the consultation on night flight restrictions at Heathrow, Gatwick and Stansted.

## **1. Background**

- 1.1 Night flight restrictions of some form have been in place at Gatwick since 1971, with the night flight regime limiting the number of movements between 2330 and 0600 since 1993. Aircraft noise is particularly disturbing at night time and can cause next day tiredness and fatigue. There is also growing research into the effects of night-time aircraft noise on the educational attainment of children, cardiovascular health and psychological well-being.
- 1.2 However, the Government recognises the economic benefits of night flights, particularly in terms of passenger air fares and time-sensitive freight distribution. It is difficult to balance the interests of the communities near airports with the interests of the passengers and wider economy.
- 1.3 The current regime began in October 2014 and expires in October 2017. Therefore, the Department for Transport (DfT) has consulted on the details of the next regime. The consultation began on 12<sup>th</sup> January and closed on 28<sup>th</sup> February 2017.

## **2. The current regime**

- 2.1 The night period in which restrictions apply is 2300 to 0700, being subdivided into the shoulder periods of 2300 to 2330 and 0600 to 0700 and the “night quota period” defined as 2330 to 0600.
- 2.2 All aircraft arriving and departing during the night period (2300 to 0700) are classified into one of seven bands based on how noisy they are (“quota count (QC) classifications” – QC/16 (the noisiest), 8, 4, 2, 1, 0.5 and 0.25 (the quietest)) or as ‘exempt’ (QC/0).
- 2.3 During the night quota period (2330 to 0600) flights are restricted by two measures:
  - 1) the total number of aircraft movements and;
  - 2) amount of noise emitted (the cumulative QC of all aircraft movements, i.e. a noise quota).

In addition, during the whole night period (2300 to 0700) the noisiest aircraft (QC/16 and 8) are banned entirely and in the night quota period (2330 to 0600) QC/4 aircraft cannot be scheduled, but can fly if they are delayed.

There are different limits for both the total number of aircraft movements and the noise quota for the summer and winter (seasons are defined by the BST changes). Every aircraft counts towards both limits except QC/0 aircraft, which are exempt from both. There are some special dispensations that allow some aircraft to fly without counting towards the movement or noise quota limits, for example humanitarian aid flights. At Gatwick this represented 474 flights in summer 2016.

2.4 Winter 2015/16 and summer 2016 limits and actual usage is shown in table 1.

	Limits	Actual usage	Proportion
Summer night movements	11,200	11,303*	101%*
Winter night movements	3,250	1,872	58%
Summer noise quota	6,200	4,915.75	79%
Winter noise quota	2,000	953	48%

\* Due to the ability to carryover unused allowance, this is permissible usage.

### 3 Department for Transport proposals for the new regime

3.1 The consultation sets out a range of proposals for the next regime, which are explained below in A-G. Table 2 compares the proposed movement and noise quota limits for the three controlled London airports.

- A. The proposed environmental objective is to “*encourage the use of quieter aircraft to limit or reduce the number of people significantly affected by aircraft noise at night, while maintaining the existing benefits of night flights.*” This would be measured by (a) the area and number of people in the 48dB <sub>LAeq 6.5hr night</sub> contour (the area that is on average exposed to an equivalent continuous sound level of 48dB during the night quota period (2330 to 0600)); (b) the average QC per movement; and (c) the number of movements in the night quota period. Note: 48dB is lower than the previously used 55dB contour reflecting new evidence of the effects of noise on sleep disturbance and health.
- B. The next regime should be set for 5 years. This does not preclude bespoke local arrangements being set, either through the planning process or by other means, during the next regime.
- C. A new QC/0.125 category will be introduced to reflect the forthcoming introduction of quieter aircraft. If QC/0.125 is not introduced then the Airbus A320neo, which is expected to comprise a third of easyJet’s fleet at Gatwick, would be able to operate at an unlimited number all night as it would have an ‘exempt’ QC classification.
- D. All aircraft, including QC/0, will count towards the airport movement limit but QC/0 will remain exempt from the noise quota limit. This is intended to incentivise the use of quieter aircraft and give communities certainty on number of flights.
- E. The current aircraft movement limits for Gatwick are proposed to remain the same for the next regime, i.e. 3,250 in winter and 11,200 in summer.

- F. Gatwick’s noise quota is proposed to be reduced to reflect the current noise quota usage. It would be reduced by 17% in winter (to 1,655) and 21% in summer (to 4,870). This has been calculated based on the most recent summer and winter seasons’ average QC per movement so that the airport will not use more quota than at present if it uses all its movement limit.
- G. The consultation says that it will consider whether to gradually reduce the noise quota amount over the regime, starting at 100% and ending at 80% in year 5 if this will incentivise the use of quieter aircraft without presenting an unachievable target.

	<b>Gatwick</b>	<b>Heathrow</b>	<b>Stansted*</b>
<b>Summer night movements</b>	11,200	3,250	8,100
<b>Winter night movements</b>	3,250	2,550	5,600
<b>Summer noise quota</b>	4,870	2,540	4,650
<b>Winter noise quota</b>	1,655	2,340	3,310

\* The proposals increase the movement limit at Stansted to account for the significant number of existing exempt aircraft movements that will now count towards the limit.

#### **4 Summary of KCC’s response**

- 4.1 The full KCC response is appended to this report.
- 4.2 The consultation response has been formulated in line with the adopted *Policy on Gatwick Airport* (Cabinet, December 2014, also appended). All Members in the districts of Tonbridge and Malling, Tunbridge Wells and Sevenoaks were sent notification of the proposals and asked for their input to KCC’s consultation response.
- 4.3 The consultation response agrees with the general objective to reduce the number of people significantly affected by aircraft noise but we strongly urge the DfT to go further in their ambitions so that a true reduction is felt by the affected communities rather than a continuation of the intolerable situation at present.
- 4.4 The response agrees with the proposed length of the next regime and welcomes the possibility of local bespoke arrangements being put in place. However, this method of setting controls requires agreement and representation from all appropriate bodies without unfairly disadvantaging anyone.
- 4.5 KCC agrees with the introduction of the QC/0.125 category and for QC/0 aircraft to count towards the movement limits. The total number of QC/0 aircraft in summer 2016 was 53 so this equates to a small reduction in the movement limit, and prevents all-night operation of the new generation of quieter aircraft. This will provide increased certainty for residents on the expected number of flights each night.

- 4.6 However, KCC strongly disagrees with the proposals to retain the existing movement limit at Gatwick. Gatwick is permitted 11,200 aircraft movements in the summer and 3,250 in the winter compared to Heathrow's 3,250 and 2,550 respectively. Our response argues for a reduction in the number of night flights allowed at Gatwick in accordance with our *Policy on Gatwick Airport*, which states that the current number of permitted night flights is unacceptable and the DfT should reduce the night movement limit at Gatwick to at least a level that is comparable with Heathrow.
- 4.7 Additionally, KCC disagrees with the proposed noise quota limit at Gatwick, arguing that it should go further. The reduction in the limit will prevent noisier aircraft being used on existing routes but will not further encourage the use of quieter aircraft because Gatwick's current operations are compliant. In the winter, in particular, the proposed movement and noise quota limits will allow growth compared to the present operations, which would worsen the situation for West Kent's residents. The possibility in the consultation of staggering a decrease in the noise quota over the 5 year period would achieve a reduction in noise and afford the airport and airlines time for their operations to change.

## **5 Financial Implications**

- 5.1 None.

## **6 Legal Implications**

- 6.1 None.

## **7 Equalities Implications**

- 7.1 None. An Equalities Impact Assessment was completed for the KCC *Policy on Gatwick Airport*.

## **8 Other Corporate Implications**

- 8.1 None.

## **9 Governance**

- 9.1 The consultation response was approved by the Cabinet Member for Environment and Transport.

## **10 Recommendation**

- 10.1 Members are asked to note the KCC response to the consultation on night flight restrictions at Heathrow, Gatwick and Stansted.

## **11 Background Documents**

- Appendix A: Draft response to night flights consultation
- Appendix B: KCC Policy on Gatwick Airport

## 12 Contact details

Report Author: Katie Pettitt, Principal Transport Planner – Strategy 03000 413759 <a href="mailto:Katie.Pettitt@kent.gov.uk">Katie.Pettitt@kent.gov.uk</a>	Relevant Director: Katie Stewart, Director of Environment, Planning and Enforcement 03000 418827 <a href="mailto:Katie.Stewart@kent.gov.uk">Katie.Stewart@kent.gov.uk</a>
--	---



By email:  
[night.flights@dft.gsi.gov.uk](mailto:night.flights@dft.gsi.gov.uk)

Sessions House  
County Hall  
Maidstone  
ME14 1XQ

28<sup>th</sup> February 2017

---

Dear Sir/Madam,

**Department for Transport Consultation: Night Flight Restrictions at Heathrow, Gatwick and Stansted**

This is Kent County Council's (KCC) response to the consultation by the Department for Transport (DfT) on proposals for revised night flight restrictions up to 2022. KCC has 84 elected Members representing approximately 1.5 million residents in Kent, and has substantial experience with aviation issues affecting our communities. In this regard, KCC regularly attends the Gatwick Airport Consultative Committee (GATCOM), and also responds to consultations from London Gatwick and London Southend as well as the Civil Aviation Authority.

In formulating this response, notification of the consultation was sent to all local Members in the areas affected by overflight from Gatwick asking for their views. KCC has an existing *Policy on Gatwick Airport* that was adopted by Cabinet in December 2014. This has also formed the basis of our response.

Turning to UK aviation policy more widely, we were very pleased with the long-awaited announcement of Heathrow as the preferred location for an additional runway. If additional runway capacity is not provided then London's connectivity will worsen compared to other global cities, which will in turn restrict the UK's economic prosperity. Further, with the current economic situation and uncertainty surrounding Brexit, it is increasingly important that London has links to emerging markets globally.

Building on the success of Heathrow will provide substantial benefits to businesses by connecting the UK with these world markets as well as increasing the choice of airlines and destinations for all passengers. Our airports discussion paper, *Facing the Aviation Challenge* (2014), extolled the benefits of better utilising our existing regional airports and this is something expansion at Heathrow will facilitate, distributing the economic benefits across the country.

As many of our residents in West Kent are adversely affected by aircraft noise from Gatwick Airport, I have great sympathy for those affected by the proposed



expansion at Heathrow. However, the compensation package is generous, including 125% of full market value for homes (plus costs) and £700 million of noise insulation for homes and £40 million for schools and community buildings. In addition to this, the six-and-a-half hour ban on scheduled night flights will ensure that residents close to the airport, or overflowed by aircraft using it, will experience a significant period of respite. Studies have shown respite to have substantial health benefits.

Currently, and in the proposals for the next regime, the night flight movement limit is much greater at Gatwick than at Heathrow, especially in the summer months. Heathrow is permitted 5,800 night-time take-offs and landings a year whereas at Gatwick it is 14,450. On a per night basis, this equates to approximately only 16 scheduled departures at Heathrow compared to 45 – 50 per night at Gatwick in the summer (18 – 20 in the winter owing to the seasonality of the airport). Further, the relatively recent changes associated with precision navigation at Gatwick resulted in a concentration of flight paths so that some residents get no respite. The impact of continuous overflight is unacceptable, especially at night, and communities cannot continue to suffer.

In the interim period before an additional runway is built, I am conscious that there is likely to be increased demand for night flights at Gatwick – either scheduled or owing to delays because of the airport operating at capacity. In the future, the proposed ban on night flights at Heathrow will put additional pressure on Gatwick and other London airports to accommodate those that can no longer use Heathrow.

Although this consultation on the night flight regime to 2022 will not see an increase in the permitted number of night movements at Gatwick, I strongly disagree with the fact that the proposals will not bring Gatwick's numbers in line with levels at Heathrow. Further, whilst it is proposed that the noise quota limits will be reduced at Gatwick, it will not be reduced by the same extent or to the same levels as Heathrow. In fact it will have a greater proportion of the total night flights in the London airport system with nearly double the noise quota limit of Heathrow in the summer. As a result, the surrounding communities will continue to suffer from this intolerable situation.

Moreover, once the third runway at Heathrow is operational, I can see no reason why the ban on night flights should not be extended to other London airports so that communities across the South East can benefit from the additional capacity at Heathrow.

With the above points in mind, the consultation questions are set out and answered below.

Yours faithfully,

Matthew Balfour

Cabinet Member for Environment and Transport

**Q1a. How strongly do you agree or disagree with our proposed environmental objective for the next regime?**

Tend to disagree.

The proposed objective to “*encourage the use of quieter aircraft to limit or reduce the number of people significantly affected by aircraft noise at night, while maintaining the existing benefits of night flights*” only targets the noise levels on average and not the frequency of individual incidents. Research shows that noise events leading to sleep disturbance causes health issues such as fatigue in adults and can affect children’s educational attainment. Whilst we support the aim to encourage the use of quieter aircraft we would also argue most strongly that there should be greater restrictions on the number of night flights.

**Q1b. Do you have any additional comments on our proposed environmental objective for the next regime?**

Whilst it is wholly desirable to reduce the noise disturbance from night flights it is nevertheless the case that in rural and semi-urban areas (such as around Gatwick and Stansted) that any single incident of noise from aircraft may be substantially above background noise levels (even from those aircraft in the exempt category) and therefore disturbing to the communities that are affected. Further, the objective requires a definition of “significantly affected” as noise disturbance is a subjective matter.

We welcome the use of the 48dB  $L_{Aeq, 6.5hr\ night}$  contour instead of 55dB as this recognises new evidence about the impact of noise on sleep disturbance and health at a level below which was previously considered detrimental. Despite Gatwick’s 48dB contour for the summer 2015 and winter 2015/16 season not extending into Kent, we know from the volume of complaints and communication we receive from residents that night flights still affect them as far east as Royal Tunbridge Wells.

The summer 2015 noise exposure contours published in January 2017 show that for the whole night period the 48dB contour extends to Chiddingstone – showing the impact that flights in the shoulder periods have on communities. The consultation document states that the Government recognises the economic benefits of night flights in terms of time-sensitive freight distribution. This does not apply to Gatwick. Figures from 2010 showed that Heathrow carries 86%<sup>1</sup> of UK belly-hold freight whereas Gatwick predominantly caters to low cost short haul carriers who do not transport freight. We argue that the volume of night flights is reduced as far as possible to a level comparable with Heathrow.

It is vital that the Department for Transport (DfT) recognises that measuring noise contours only assesses the average impact, which disguises the true variance of

---

<sup>1</sup> [http://www.fta.co.uk/export/sites/fta/\\_galleries/downloads/air\\_freight/Skyhighweb.pdf](http://www.fta.co.uk/export/sites/fta/_galleries/downloads/air_freight/Skyhighweb.pdf)

noise from Gatwick Airport. It only takes one event to disturb someone's sleep. Consideration should be given to this fact when setting the new regime. We support the QC/0 category aircraft counting towards the movement limit in the night period because this will ensure that there is transparency for communities in the total number of night flights they should expect.

As research into noise is furthered then the night flight restrictions should be reviewed, for example taking into account contours of annoyance or effects on educational attainment. Further research is particularly needed into the effect of individual noise events.

**Q2a. How strongly do you agree or disagree with our proposal for the length of the next regime?**

Agree.

**Q2b. Do you have any additional comments on our proposal for the length of the regime?**

We consider it appropriate to set the regime to 2022 at which point the work towards the proposed third runway at Heathrow would be substantially progressed. Additionally, we very much support the opportunity to agree bespoke arrangements with the airport locally – including outside of the planning process. This, however, needs to be carefully monitored so that any local agreement involves representation from all appropriate bodies so that the situation for individual communities is not any worse than would be the case under Government controls. Therefore, we will await the proposals for this method of setting controls in the forthcoming airspace policy consultation.

**Q3a. How strongly do you agree or disagree with our proposal to introduce a new QC/0.125 category for aircraft between 81 and 83.9 EPNdB?**

Agree.

These aircraft will still disturb people so it is sensible to capture them within the quota limit. Further consideration should be given to other new categories as research and technology improve.

**Q3b. How strongly do you agree or disagree with our proposal for all aircraft quieter than this to remain QC/0 but count towards the airports movement limit?**

Agree.

With regards to Gatwick Airport, airlines have orders for new aircraft (such as the Airbus A320neo) that will be quieter than the current QC/0.25 category. If these were to remain exempt from the movement limits as well as the noise quota limit then theoretically they could operate throughout the night period without restriction. Counting them towards the movement limit but not the noise quota (in combination with lowering the noise quota limit – see Q8a. and Q8b.) will incentivise the use of quieter aircraft but not increase the overall number of flights in the night period

beyond what is currently permissible. This will improve transparency for communities affected.

However, although we agree with this principle, we would argue that the movement limit at Gatwick Airport should be substantially lower than as proposed – see Q5a. and Q5b.

**Q3c. Do you have any additional comments on proposals for the Quota Count System?**

We believe that with the commencement of the new regime the opportunity should be taken to ban QC/4 aircraft from the night period entirely, as is currently the case for QC/8 and QC/16 aircraft. Although at Gatwick there have been very few QC/4 aircraft used in recent years, those that are used generate a lot of unrest in the communities affected. In line with this approach, consideration should be given to a scheduling ban on QC/2 aircraft during the night quota period. These measures would encourage the use of quieter aircraft.

We also believe that the ability to carry over a proportion of unused noise quota and movement quota should be removed in the next regime. The current system results in uncertainty for communities and, because of the seasonality at Gatwick, effectively amounts to a higher summer limit.

**Q4a. How strongly do you agree or disagree with the proposal for movement limits to remain unchanged at Heathrow?**

As the Kent County Council area is unaffected by noise from night flights at Heathrow we defer to the relevant Local Authorities on this matter.

**Q4b. Do you have any additional comments on our proposal for Heathrow's movement limit?**

As the Kent County Council area is unaffected by noise from night flights at Heathrow we defer to the relevant Local Authorities on this matter.

**Q5a. How strongly do you agree or disagree with the proposal for movement limits to remain unchanged at Gatwick?**

Strongly disagree.

**Q5b. Do you have any additional comments on our proposal for Gatwick's movement limit?**

KCC's *Policy on Gatwick Airport* strongly opposes the current movement limits. In the summer months Heathrow is permitted 3,250 movements whereas Gatwick is permitted 11,200, or more than three times as many. Whilst we acknowledge that the two airports have different operating models, it is still unreasonable to expect the communities surrounding Gatwick to have an unfair burden on night flights compared to the remainder of the London airports system. This is particularly true

in West Kent where the disadvantages of the proximity of the airport are felt but none on the economic benefits are received.

We note that the proposed inclusion of QC/0 aircraft in the movement limit is in effect a small reduction in the total allowance (in summer 2016 there were 53 movements by exempt aircraft) but also that the number of people affected by night noise has in fact increased since the last regime. This, in combination with the negative health impacts of night flights, presents a strong case for lowering the movement limit. Again, our policy states that numbers of night flights at Gatwick should be at least a level that is comparable with Heathrow and we ask the DfT to revise the proposed Gatwick movement limits downwards to begin to achieve this aim.

As stated above (Q3c.), we believe that the ability to carry over unused movements between seasons should be removed.

**Q6a. How strongly do you agree or disagree with the proposal to raise Stansted's movement limits to reflect the current number of exempt aircraft in operation?**

As the Kent County Council area is unaffected by noise from night flights at Stansted we defer to the relevant Local Authorities on this matter.

**Q6b. Do you have any additional comments on our proposal for Stansted's movement limit?**

As the Kent County Council area is unaffected by noise from night flights at Stansted we defer to the relevant Local Authorities on this matter.

**Q7a. How strongly do you agree or disagree with our proposals to encourage the use of quieter aircraft at Heathrow?**

As the Kent County Council area is unaffected by noise from night flights at Heathrow we defer to the relevant Local Authorities on this matter. However, we believe that quieter aircraft should be encouraged at all airports and so our comments in relation to Gatwick will also be relevant to Heathrow and Stansted.

**Q7b. Do you have any additional comments on how you feel noise quotas can best be set in order to encourage the use of quieter aircraft at Heathrow?**

As the Kent County Council area is unaffected by noise from night flights at Heathrow we defer to the relevant Local Authorities on this matter. However, we believe that quieter aircraft should be encouraged at all airports and so our comments in relation to Gatwick will also be relevant to Heathrow and Stansted.

**Q8a. How strongly do you agree or disagree with our proposals to encourage the use of quieter aircraft at Gatwick?**

Disagree – proposals should go further (see Q8b.).

**Q8b. Do you have any additional comments on how you feel noise quotas can best be set in order to encourage the use of quieter aircraft at Gatwick?**

The proposed noise quota has been set to ensure that the airport will not use more noise than at present if it uses its full movement quota (as Gatwick does in the summer). Whilst it is positive that this will prevent routes using noisier aircraft, the proposals in effect mean that the airport need not improve on its current performance. We believe that the proposals should go further and actively incentivise the use of quieter aircraft in the future. The suggestion in the consultation document of staggering a decrease in the noise quota over the years of the regime would achieve this and afford the airport and airlines time to change their operations and for new aircraft to come online.

We also ask that Government has taken into account the effect of the quota freeze on the noise performance of airlines so that the new regime accurately reflects what should have been achieved in the interim.

Even with the proposed reduction in noise quota in the winter, this still leaves substantial unused quota. In the winter 2015/16 season the total quota use was 953 and the proposal will make 1,655 the new limit. This leaves substantial room for growth considering that in the same period 1,872 movements counted against the limit of 3,250 and that will remain unchanged. Therefore, the current proposals for reducing the noise quota in the winter will have little, if any, effect and they should be revised downwards (as should the summer limits).

**Q9a. How strongly do you agree or disagree with our proposals to encourage the use of quieter aircraft at Stansted?**

As the Kent County Council area is unaffected by noise from night flights at Stansted we defer to the relevant Local Authorities on this matter. However, we believe that quieter aircraft should be encouraged at all airports and so our comments aircraft in relation to Gatwick will also be relevant to Heathrow and Stansted.

**Q9b. Do you have any additional comments on how you feel noise quotas can best be set in order to encourage the use of quieter aircraft at Stansted?**

As the Kent County Council area is unaffected by noise from night flights at Stansted we defer to the relevant Local Authorities on this matter. However, we believe that quieter aircraft should be encouraged at all airports and so our comments on in relation to Gatwick will also be relevant to Heathrow and Stansted.

**Q10. Do you have any further views on our proposals, or their potential impact on the Government's ability to fulfil the requirements of the Public Sector Equality Duty?**

No comments.

**Impact Assessment Questions**

We consider these questions more suitable for the aviation industry and cannot provide further evidence for your impact assessment.

From: **David Brazier, Cabinet Member for Environment and Transport**

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

To: **Cabinet**

Subject: **Policy on Gatwick Airport**

Classification: **Unrestricted**

Non-Key decision

**Past Pathway of Paper:** None

**Future Pathway of Paper:** Information item for Environment and Transport Cabinet Committee, 5 December 2014

**Electoral Division:** Countywide

**Summary:**

Gatwick Airport Ltd has proposed a second runway which is now subject to a national public consultation by the Airports Commission. A recommendation will then be made by the Airports Commission to Government in summer 2015 on whether Heathrow or Gatwick should have approval for additional runway capacity.

The proposal for a second runway along with proposals for changes to airspace resulting in a concentration of flight paths; a high level of permitted night flights; and an increase in over-flight and noise currently experienced in West Kent; has resulted in Kent County Council **opposing a second runway at Gatwick Airport.**

The increase in over-flight across West Kent, the proposed airspace changes and night flights at Gatwick are also **opposed.**

The policy on Gatwick is stated in section 4.16 of this report and this will be added to '*Facing the Aviation Challenge*' which states Kent County Council's views on aviation.

**Recommendation:**

The Cabinet agrees that Kent County Council opposes a second runway at Gatwick Airport, opposes the increase in overflights across West Kent as a result of airspace changes, and supports a reduction in the number of night flights.



## **1. Introduction**

- 1.1 The Airports Commission's interim report (December 2013) stated that it would take forward through the appraisal process; Gatwick Airport Ltd's proposal for one new runway to the south of the existing runway, over 3,000m in length and sufficiently spaced from the existing runway to permit fully independent operation. This option (a southern wide spaced parallel runway with independent mixed mode operation) provides the maximum amount of additional capacity in terms of aircraft movements and passengers; however, it also has the most detrimental environmental and noise impacts.
- 1.2 The Airports Commission is now undertaking a national public consultation until 3 February 2015, on this option for a second runway at Gatwick; alongside two options for additional runway capacity at Heathrow. The Airports Commission will then make a recommendation to Government in summer 2015 on where to add one net additional runway in the South East by 2030. The option of a Thames Estuary Airport was ruled out by the Airports Commission in September 2014.
- 1.3 Independent of the Airports Commission's work on airport capacity, the UK's air traffic service provider (NATS), working with all London airports, including Gatwick Airport Ltd, as part of the London Airspace Management Programme (LAMP) is implementing the Civil Aviation Authority's (CAA) Future Airspace Strategy (FAS). Airspace changes have been proposed that meet the requirements of the FAS to deal with airspace congestion and increase capacity; improve safety; use technological developments to improve efficiency and reduce environmental impact; and implement the EU Single European Sky initiatives. Airspace changes must be implemented by 2020 and are based on Gatwick as a single runway airport.
- 1.4 These two major developments in UK aviation policy, in addition the Department for Transport's (DfT) decision to maintain the existing level of permitted night flights at the noise designated airports of Heathrow, Gatwick and Stansted; could have significant impacts across West Kent.
- 1.5 In 2014, there has already been an increase in over-flight and aviation noise across West Kent. Along with the proposed second runway; airspace change proposals; and national policy on night flights described in sections 1.1 to 1.4 of this report; this has resulted in the need for a Kent County Council (KCC) policy on Gatwick Airport.
- 1.6 Therefore it is recommended that Cabinet adopts a policy on Gatwick Airport which opposes a second runway; increased over-flight of West Kent; the proposed airspace changes; and night flights.

## **2. Financial Implications**

- 2.1 N/A

### 3. Policy Framework

3.1 The decision relates to the Local Transport Plan (LTP) as set out in the Council's Policy Framework (see Appendix 3 of the Constitution).

### 4. Policy on Gatwick Airport

4.1 Gatwick Airport Ltd's proposal for a new runway with fully independent operation, i.e. independent mixed mode (both runways used for departures and arrivals); provides the maximum amount of additional capacity in terms of aircraft movements and passengers. However, it also has the most detrimental environmental and noise impacts with no opportunity for respite from runway alternation (one runway used for arrivals while the other runway is used for departures).

4.2 The proposed operational configuration for the two runway airport, while providing the greatest increase in annual passenger throughput for a doubling of the runway capacity, could also potentially double the number of aircraft movements (from a maximum of 55 to a peak capacity of 95 movements per hour). This would result in an unacceptable increase in aviation noise from the high frequency of over-flights.

4.3 Table 1 shows the potential future capacity at Gatwick with a second runway taken from Gatwick Airport Ltd's consultation document (April 2014) compared with its current usage in 2013 (CAA annual statistics). It shows that by 2050 Gatwick could more than double its current air traffic movements and passenger numbers. Passenger numbers are 'million passengers per annum' (mppa).

**Table 1 – Planning Capacity with a second runway compared with current single runway usage**

Planning Capacity (with second runway)	2013 (existing single runway)	2030	2040	2050
Annual Movements	251,000	377,000	468,000	513,000
Annual Passengers	35 mppa	60 mppa	78 mppa	87 mppa

4.4 For comparison, Heathrow currently (2013) handles 472,000 annual movements (within its planning cap of 480,000 movements) and 72mppa; therefore Gatwick Airport Ltd is proposing an airport that by between 2040 and 2050 will be busier than Heathrow's current level of air traffic and passenger volumes.

4.5 In terms of surface access, Gatwick Airport Ltd claim to be "road and rail ready for a second runway by 2021" regardless of whether a second runway is delivered or not in the post 2025 period. Gatwick's surface access strategy for a second runway is heavily reliant on already planned, committed and delivered schemes for strategic road and rail access. These highway and rail schemes are already being implemented to help alleviate current levels of congestion and delay; and to meet background growth, without taking account of the demand generated by more than a doubling of Gatwick's size.

4.6 In terms of economic impacts, the West Kent districts of Sevenoaks, Tunbridge Wells and Tonbridge and Malling did not even feature in the study area for the economic effects of a second runway in Gatwick Airport Ltd's consultation on

the runway options (April 2014); as less than 1% of Gatwick's workforce are from these Kent districts. Small towns and villages in West Kent feel the negative impacts of being under Gatwick's flight paths but are not benefiting as well as they should from the employment and business opportunities that come from being near to the UK's second largest airport.

- 4.7 Within its current single runway operation, Gatwick Airport Ltd should be engaging with schools and colleges in West Kent to make young people more aware of the jobs and careers that are available to them through working at the airport. Local transport improvements to the airport are also needed so that these opportunities can be accessed by West Kent's communities. Local businesses need to be made aware of the opportunities, both through the supply chain and the benefit of access to global markets from being located near to a major international airport. Gatwick could also do more to promote the attractions of West Kent to overseas visitors passing through the airport so as to encourage visitor spend in the local area.
- 4.8 The prospect of a second runway at Gatwick has caused widespread distress in the communities of West Kent. This has been coupled with an increase in over-flight and aircraft noise in 2014. CAA statistics show that Gatwick has experienced an annual increase in air transport movements (ATMs) over the last decade from 243,000 in 2003 to 251,000 in 2013. The busiest year was pre-recession in 2007 with 267,000 ATMs and after a period of decline, air traffic is now growing again. July 2014 was the second busiest July at Gatwick; and there has been 3% growth year on year during the peak summer month of July since 2011, with the exception of July 2012, which displayed no growth compared to the previous year's month.
- 4.9 Arriving aircraft into Gatwick fly over the Tunbridge Wells area generally at around 4,000ft or less and are descending so that they can join the instrument landing system (ILS) final approach path (a straight line of descent to the runway) by 10 nautical miles from the airport at an altitude of not lower than 3,000ft. Departing aircraft that head east are generally at around 5,000ft to 6,000ft by the time they pass into Kent and have climbed to around 10,000ft when flying over the top of the arrivals across the Tonbridge area. It is generally the low flying arriving aircraft that causes a problem for West Kent. Respite is only provided when there is an easterly wind because arriving aircraft then approach the airport and descend on the western side of the airport (easterly operations). When on westerly operations, which are the majority of the time due to the prevailing westerly winds, the frequency of arrivals over-flight is generally an aircraft every two minutes in the peak flying over West Kent. Aviation noise events of 50 to 70 decibels are experienced in the Tunbridge Wells area before aircraft have even turned and joined the ILS final approach at lower altitude.
- 4.10 Residents in West Kent have been very vocal with their complaints about the increase in over-flight and noise experienced in 2014. Table 2 shows analysis of the increase in number of movements in the peak summer month of July 2014 compared with July of the previous year (2013). This increase in flights coupled with the more average occurrence of prevailing westerly winds (69% in July 2014, compared with only 51% in July 2013), and an assumed 50/50 split of arrivals and departures; shows that there has been a 39% increase in the

number of arriving aircraft flying over West Kent in July 2014, compared with July of the previous year. This equates to an average of 12 to 16 arrivals flights per hour in July 2014, an average increase of 4 or 5 more arriving aircraft per hour than the previous year's summer month. At peak times of the day and peak days of the week, the frequency of arriving aircraft over-flight is even higher.

**Table 2 – Air Transport Movements in July 2014 compared to the previous July 2013**

July 2014 compared to previous July 2013	2013	2014
Air Transport Movements in July	24,663	25,406
Assuming 50/50 split of arrivals and departures - number of arrivals in July	12,332	12,703
Attributed number of arrivals over West Kent in July (2013 51% westerly, 2014 69% westerly)	6,289	8,765
Increase (decrease) of attributed arrivals in July from previous year		2,476
Percentage Change from previous year		39
Assuming 50/50 split of arrivals and departures - average number of daily arrivals in July	398	410
Attributed average number of daily arrivals over West Kent in July (2013 51% westerly, 2014 69% westerly)	203	283
Increase (decrease) of attributed daily arrivals from previous year		80
Percentage Change from previous year		39
Average number of hourly attributed arrivals (24 hour operations) over West Kent	8	12
Increase (decrease) in average number of attributed hourly arrivals from previous year		4
Average number of hourly attributed arrivals (18 hour operations) over West Kent	11	16
Increase (decrease) in average number of attributed hourly arrivals from previous year		5

4.11 The continuous over-flight of arriving aircraft into Gatwick causes significant detrimental impact for residents of West Kent and impacts on the tranquillity of the countryside, including Areas of Outstanding Natural Beauty (AONB); where the CAA discourages over-flight, if practical, below 7,000ft. There needs to be better adherence to this DfT guidance to the CAA to avoid over-flight of AONB, where practical; and aircraft should also avoid flying over the major tourist attractions that are of significant national heritage value in West Kent.

4.12 The current level of over-flight and resulting noise impact on West Kent is unacceptable and measures should be taken by Gatwick Airport Ltd to reduce the number of arriving aircraft flying over this area; and provide mitigation measures for the noise impacts. The number of flights into Gatwick is likely to continue to increase until the airport reaches its capacity limit for a single runway airport. The likely noise impact from the increased frequency of over-flight that would result from the proposed second runway would be intolerable for the communities in West Kent, further degrading the rural tranquillity of the area, the AONB and major heritage tourist attractions; as well as impacting on the urban areas of Tunbridge Wells and Tonbridge.

4.13 Furthermore, in 2013/14 there have also been two consultations by NATS and Gatwick Airport Ltd on proposed airspace changes for Gatwick as a single runway airport that need to be implemented by 2020, as described in section 1.3 of this report. If implemented, this would result in the concentration of flight paths into a single precision arrivals route for the daytime and one alternative arrivals route for the night time before aircraft join the final approach to land. The consequence of this is that every single aircraft will fly directly over-head of the communities below the proposed new flight paths. KCC has responded to these consultations opposing these proposals. As an alternative, KCC has proposed the use of precision navigation technology to devise multiple arrival and departure routes; which if alternated would provide the opportunity for

predictable rotating respite so that the burden of over-flight is spread more equitably between communities.

4.14 In terms of the number of flights at night, these are very frequent at Gatwick due to a lower quota set by the DfT compared to Heathrow. Gatwick's night time air transport movement limits (between 23:30 and 06:00) remains set until 2017, at 3,250 in winter and 11,200 in summer. This contrasts with far tighter night time movement controls at Heathrow (2,550 in winter and 3,250 in summer); therefore Gatwick's air traffic movement limit exceeds Heathrow by 27% in winter and is almost 3.5 times greater than Heathrow in summer.

4.15 Sleep disturbance has detrimental effects on the health of people living under flight paths, therefore in order for the situation for local residents to improve, there needs to be a reduction in the number of permitted movements at night. KCC has made the case to Government, in response to the DfT consultation (November 2013), for a reduction in night flights at Gatwick so that the number of permitted night movements is more comparable with the quota set by the DfT for Heathrow.

4.16 In summary, KCC's policy on Gatwick:

- KCC is opposed to a second runway at Gatwick Airport.
- Gatwick Airport Ltd's proposal for a second runway with independent mixed mode operation will double the number of aircraft movements with arrivals and departures on both runways and offers no opportunity for respite from runway alternation. The noise impacts on West Kent from Gatwick's current single runway configuration are already unacceptable and a potential doubling of these impacts with a second runway would be intolerable. Along with a lack of adequate surface transport infrastructure enhancements to cope with the additional demand and little obvious direct economic benefit to Kent; KCC is opposed to Gatwick Airport Ltd's proposal for a second runway.
- The increase in over-flight and noise currently experienced in West Kent is unacceptable and there needs to be an immediate reduction in aviation noise across West Kent. Operational procedures must be put in place by Gatwick Airport Ltd to provide respite for the communities that experience continuous over-flight day and night.
- Furthermore, the proposed airspace changes due to be implemented by 2020 with the concentration of flight paths and lack of suitable respite provision for arrival routes is unacceptable and is opposed by KCC. Gatwick Airport Ltd and NATS must re-design the airspace change proposal to include the use of multiple arrival and departure routes to provide predictable rotating respite and spread the burden of over-flight more equitably between communities.
- The current number of permitted night flights is unacceptable and is opposed by KCC. The DfT should reduce the night movement limit at Gatwick to at least a level that is comparable with Heathrow.

- In addition to the need for an immediate reduction in aviation noise across West Kent, action needs to be taken to ensure that West Kent's communities benefit from the business and job opportunities at Gatwick as a single runway airport.

4.17 The policy on Gatwick, stated above in section 4.16, will be added to '*Facing the Aviation Challenge*' which states KCC's views on aviation.

## 5. Conclusions

5.1 The proposal for a second runway at Gatwick Airport which is the subject of a national public consultation by the Airports Commission; along with the separate proposals for changes to airspace, the continuation of high numbers of permitted night flights, and the current unacceptable increase in over-flight and aircraft noise in West Kent; has resulted in the need for a KCC policy on Gatwick Airport.

5.2 The policy stated in section 4.16 of this report, which will be added to '*Facing the Aviation Challenge*', makes it unequivocally clear that KCC is opposed to a second runway at Gatwick; and that the increase in over-flight currently experienced in West Kent is unacceptable and an immediate reduction in noise through changes to operational procedures must be implemented by Gatwick Airport Ltd. The number of permitted night flights is unacceptable and the DfT should reduce the night movement limit at Gatwick to at least a level that is comparable with Heathrow. The proposed airspace changes for Gatwick as a single runway airport, due to be implemented by 2020, also need to be revised so that predictable rotating respite is provided to help spread the burden of over-flight more equitably between communities. The business and job opportunities that Gatwick currently offers also need to spread to West Kent.

## 6. Recommendation:

The Cabinet agrees that Kent County Council opposes a second runway at Gatwick Airport, opposes the increase in overflights across West Kent as a result of airspace changes, and supports a reduction in the number of night flights.

## 7. Background Documents

- 7.1 Facing the Aviation Challenge, Kent County Council, August 2014  
[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0016/15433/Facing-the-Aviation-Challenge.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0016/15433/Facing-the-Aviation-Challenge.pdf)
- 7.2 Airports Commission, Discussion Paper 05: Aviation Noise, Response from Kent County Council, 6 September 2013  
[http://www.kent.gov.uk/\\_data/assets/pdf\\_file/0016/15541/KCC-response-to-Airports-Commission-discussion-paper-on-noise.pdf](http://www.kent.gov.uk/_data/assets/pdf_file/0016/15541/KCC-response-to-Airports-Commission-discussion-paper-on-noise.pdf)
- 7.3 London Airspace Consultation – NATS (National Air Traffic Services) and Gatwick Airport Ltd, Response from Kent County Council, 20 January 2014

[http://www.kent.gov.uk/data/assets/pdf\\_file/0018/15543/KCC-response-to-Phase-1-of-the-London-Airspace-Consultation.pdf](http://www.kent.gov.uk/data/assets/pdf_file/0018/15543/KCC-response-to-Phase-1-of-the-London-Airspace-Consultation.pdf)

- 7.4 Department for Transport (DfT) Consultation – Night Flying Restrictions at Heathrow, Gatwick and Stansted Stage 2 Consultation, Response from Kent County Council, 31 January 2014  
[http://www.kent.gov.uk/data/assets/pdf\\_file/0017/15542/KCC-submission-to-Department-for-Transport-consultation-on-night-flights.pdf](http://www.kent.gov.uk/data/assets/pdf_file/0017/15542/KCC-submission-to-Department-for-Transport-consultation-on-night-flights.pdf)
- 7.5 London Airspace Change – Gatwick Local Area Consultation, Response from Kent County Council, 14 August 2014  
[http://www.kent.gov.uk/data/assets/pdf\\_file/0019/15544/KCC-response-to-Phase-2-of-the-London-Airspace-Consultation.pdf](http://www.kent.gov.uk/data/assets/pdf_file/0019/15544/KCC-response-to-Phase-2-of-the-London-Airspace-Consultation.pdf)

## **8. Contact details**

Report Author:

Joseph Ratcliffe, Principal Transport Planner – Strategy  
03000 413445

[Joseph.Ratcliffe@kent.gov.uk](mailto:Joseph.Ratcliffe@kent.gov.uk)

Relevant Director:

Paul Crick, Director of Environment, Planning and Enforcement  
03000 413356

[Paul.Crick@kent.gov.uk](mailto:Paul.Crick@kent.gov.uk)

From: **Matthew Balfour, Cabinet Member for Environment and Transport**

**Roger Wilkin, Director Highways, Transportation and Waste**

To: **Environment and Transport Cabinet Committee – 13 March 2017**

Subject: **Find & Fix Pothole Blitz Update and 2017/18 Campaign**

Classification: **Unrestricted**

Past Pathway of Paper: n/a

Future Pathway of Paper:n/a

Electoral Division: Whole of Kent

**Summary:**

KCC has been allocated £2.196 million for 2017/18 from the DfT Pothole Grant and together with an additional £300K of KCC funding will enable the delivery of a £2.5 million Pothole Blitz through the summer months. A network of local suppliers was procured in 2016/17 and the pothole blitz successfully delivered. It is intended to deliver a similar programme for 2017/18.

**Recommendation:**

Cabinet Committee is asked to note this report, and to make comments to the Cabinet Member for Environment and Transport concerning future Find and Fix (Pothole Blitz) campaigns and to delegate authority to the Director of Highways Transportation and Waste to procure and award contracts and allocate funding as it becomes available to deliver a programme of works for 2017/18 and for future years DfT funding.

**1. Introduction**

- 1.1 In January 2017 the Department for Transport (DfT) announced that KCC is to be awarded £2.196m from a Pothole Action Fund for the the financial year 2017/18 with a view to enabling the permanent repair of potholes and the prevention of potholes forming.
- 1.2 In 2016/17 in order to deliver the Pothole Blitz programme of highway repairs six local companies were awarded contracts through a procurement process with Commercial Services Kent Limited (CSKL) each to deliver a Pothole Blitz in two districts each. This programme of works enabled the repairing of over 1200 potholes and over 50,000 m<sup>2</sup> of patching repairs, all additional to that which would have normally been undertaken. Much praise was received from Parish Councils and members of the public for undertaking this work and addressing repairs to the highway.
- 1.3 KCC's Highways retained overall control of the scheme and this was delivered through the District Managers teams with the Highway Engineers and Stewards identifying works and raising works orders. The Highways teams were then able to have direct contact and control over the supply chain ensuring timely repairs that complied with requirements and with direct control over quality of



workmanship. This proved to be a very effective method of delivery which was welcomed by the teams involved.

- 1.4 During the delivery phase of the programme a number of telephone conference calls were made with the supply chain by senior managers to ensure that the works were proceeding as intended. This was in addition to the day to day management of the programme by the Highways teams.
- 1.5 The telephone conference calls were of benefit and provided first hand information and will be included in the next phase of programme delivery in 2017/18.

## **2. Financial Implications**

- 2.1 Costs associated with the Pothole Blitz for 2017/18 will be funded through the government's Pothole Action Fund which totals £2.196 million and currently a further additional £300k of KCC budget.
- 2.2 These works will be procured in line with KCC procurement guidelines and "spending the councils money" to achieve the most efficient, cost effective and improved outcome.
- 2.3 Following the procurement process each Highway District manager will be assigned funding, initially on the basis of carriageway length, although this can be amended as the project progresses should particular districts demonstrably require a greater proportion of resource.

## **3. Project delivery**

- 3.1 The Pothole Blitz 2017/18 will be delivered between June and September 2017 making best use of the summertime weather.
- 3.2 In order to deliver the 2016/17 programme in the extremely short lead in time engaging with CSKL proved beneficial. The cross support of both Highways Teams and those at CSKL demonstrated collaborative working and the ability to deliver expediently to start work on the ground in a matter of weeks. There is now however a greater lead in time for the 2017/18 programme. Due to the success of delivery last year and to ensure these levels of delivery continue it is again intended to engage directly with the local supply chain for 2017/18 programme.
- 3.3 A proposal has been received from CSKL to deliver the 2017/18 programme and this will be considered alongside other options to ensure the best possible outcome.
- 3.4 Again it is anticipated that six local providers will operate in two districts, and will dedicate two pothole gangs per district to ensure that work is very locally responsive. This will of course depend on the type of work in each district and the level of funding each team receives.
- 3.5 Works will be identified and ordered by KCC Highways on the basis of the local knowledge of our local Highway Stewards, as well as information from our customers.

#### **4 Legal Implications**

- 4.1 All procurement carried out as part of this project is entirely in line with public sector procurement regulations.

#### **5 Equalities Implications**

- 5.1 Equality Impact Assessment (EqIA) has previously been completed for type of work to ensure consideration is given to the impact of the project. This assessment indicates no impact upon users could be reasonably anticipated.

#### **6. Recommendation:**

Cabinet Committee is asked to note this report, and to make comments to the Cabinet Member for Environment and Transport concerning future Find and Fix (Pothole Blitz) campaigns and to delegate authority to the Director of Highways Transportation and Waste to procure and award contracts and allocate funding as it becomes available to deliver a programme of works for 2017/18 and for future years DfT funding.

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

Decision Number 16/00025

<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5059&ID=5059&RPID=12592733>

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

##### **Report Author**

Andrew Loosemore  
Head of Highways Asset Management  
03000 411652  
Andrew.loosemore@kent.gov.uk

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

Roger Wilkin  
Director of Highways, Transportation and Waste  
03000 413479  
roger.wilkin@kent.gov.uk

This page is intentionally left blank

From: John Lynch, Head of Democratic Services

To: Environment and Transport Cabinet Committee – 13 March 2017

Subject: Work Programme 2017

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 2017 as set out in Appendix 1 of this report.

## 1. Introduction

(1) The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution by the Chairman, Mr Harrison, 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 2017**

(1) An agenda setting meeting was held on 13 January 2017 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, 25 April 2017.

### **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 2017 as set out in Appendix A to this report.

**6. Background Documents**

None

**7. Appendix**

Work Programme – Appendix A

**8. Contact details**

Lead Officer:  
John Lynch  
Head of Democratic Services

[john.lynch@kent.gov.uk](mailto:john.lynch@kent.gov.uk)

Report Author:  
Ann Hunter  
Principal Democratic Services Officer  
03000 416287  
[ann.hunter@kent.gov.uk](mailto:ann.hunter@kent.gov.uk)

This page is intentionally left blank

**Environment and Transport Cabinet Committee  
WORK PROGRAMME 2017**

Agenda Section	Items
<b>Thursday 15 June 2017</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 - Performance Monitoring</b>	<ul style="list-style-type: none"> <li>• Performance Dashboard</li> </ul>
<b>C - Key or Significant Decisions for Recommendation or Endorsement</b>	<ul style="list-style-type: none"> <li>• GET Fees and Charges</li> <li>• Technical and Environmental Services Contract (provisional)</li> <li>• Country Parks Strategy (email from TW 24 02 17)</li> <li>• Public Rights of Way Improvement Plan (email from TW 24 02 17)</li> </ul>
<b>D – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• LGF incl Coastal Communities</li> <li>• Work Programme 2017</li> </ul>
<b>E- FOR INFORMATION ONLY</b>	
<b>Thursday 21 September 2017</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 - Performance Monitoring</b>	<ul style="list-style-type: none"> <li>• Performance Dashboard</li> </ul>
<b>C - Key or Significant Decisions for Recommendation or Endorsement</b>	
<b>D – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Annual Equalities and Diversity Report</li> <li>• Work Programme 2017</li> </ul>
<b>E- For Information Only</b>	
<b>Thursday 30 November 2017</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 - Performance Monitoring</b>	<ul style="list-style-type: none"> <li>• Performance Dashboard</li> </ul>
<b>C - Key or Significant Decisions for Recommendation or Endorsement</b>	
<b>D – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Work Programme 2017/18</li> </ul>



<b>E- For Information Only</b>	
<b>Items for Consideration that have not yet been allocated to a meeting</b>	
<b>B - Performance Monitoring</b>	
<b>C - 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>• Country Parks</li> <li>• Dimming of Street lights</li> </ul>
<b>D – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• SLGF2 Folkestone Seafront</li> <li>• Lower Thames Crossing</li> <li>• Tunbridge Wells – Local Transport Plan Principles</li> <li>• Planning Application Fees and Charges</li> </ul>
<b>E- For Information Only</b>	