ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 20th March, 2018

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Kent
County
Council
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AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 20 March 2018 at 10.00 am
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Georgina Little**
Telephone: **03000 414043**

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

Membership (16)

Conservative (12): Mr P J Homewood (Chairman), Mr M D Payne (Vice-Chairman), Mrs C Bell, Mr A Booth, Mr T Bond, Mr A Cook, Mr N J Collor, Mr S Holden, Mr A R Hills, Mr R C Love, Mr P J Messenger and Mr J M Ozog

Liberal Democrat (2): Mr I S Chittenden and Mr A J Hook

Labour (1) Mr B H Lewis

Independents (1) Mr M E Whybrow

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

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.

note that the final Directorate Business Plan will be published online in April 2018.

13   Rural Bus Services - "Big Conversation" Programme (Pages 281 - 284)

To endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste for the proposed programme for the "Big Conversation", its aims and proposed approach.

14   Subsidised Bus Service - Proposed Delivery of Budget Reduction (Pages 285 - 290)

To endorse progressing to consultation on the proposed network changes.

15   Work Programme 2018 (Pages 291 - 300)

To consider and agree the Work Programme for 2018.

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)

Benjamin Watts
General Counsel
03000 416814

Monday, 12 March 2018

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

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KENT COUNTY COUNCIL

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, 31 January 2018.

PRESENT: Mr P J Homewood (Chairman), Mr M D Payne (Vice-Chairman), Mr M Whiting, Mr A Booth, Mr T Bond, Mr A Cook, Mr N J Collor, Mr S Holden, Mr A R Hills, Mr P J Messenger, Mr J M Ozog, Mr I S Chittenden, Mr A J Hook, Mr B H Lewis, Mr M E Whybrow, Mrs S Prendergast and Mr M A C Balfour

ALSO PRESENT: Mr P M Hill, OBE and Mr M Whiting

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Roger Wilkin (Director of Highways, Transportation and Waste), Katie Stewart (Director of Environment, Planning and Enforcement), Carolyn McKenzie (Head of Sustainable Business and Communities, Envrionment, Planning and Transport) , Lucy Breeze (KES Programme Manager), Stephanie Holt (Head of Countryside, Leisure and Sport), Ruth Tyson (Head of Country Parks and Countryside Partnerships), Joseph Ratcliffe (Transport Startegy Manager), Alan Casson (Senior Asset Manager – Highways, Transportation and Waste), Andrew Loosemore (Head of Highways Asset Management), David Beaver (Head of Waste and Business Services), Kirstie Williams (Highways Asset Management – Mid Kent Highway Manager), Kevin Tilson (Finance Business Partner for Growth, Environment and Transport) and Georgina Little (Democrartic Service Officer).

UNRESTRICTED ITEMS

57.   Apologies and Substitutes
(Item 2)

Apologies for absence were received from Mrs C Bell and Mr R Love. Mrs S Prendergast and Mr M Balfour attended as substitutes.

58.   Declarations of Interest by Members in items on the Agenda
(Item 3)

None were declared.

59.   Minutes of the meeting held on 30 November 2017
(Item 4)

1.   RESOLVED that the minutes of the meeting held on 30 November 2017 are a correct record and that they be signed by the Chairman subject to the following changes:

a.   Minute 49. Formatting corrected.

b. Minute 51. Votes for the resolution amended to 12 (from 13) [Total 16 voting member present and four votes against recorded]

c. Minute 52. 8. Votes against the amendment amended to 13. and recorded votes amended to read 'votes for' from votes against.

d. Minute 52. 9. Ida Linfield deleted and replaced by Mr A Hook

e. Minute 51. (Bus Consultation) to include a note, that the Cabinet Member, Mr Balfour confirmed that a Cross-party Working Group would be established. Members agreed to include this within the minutes.

f. Minute 46.8. Amend Mr Payne's title to read 'Member for Tonbridge.' Mr M Payne also requested that it be noted that he fully supported the procedure however he was unable to support the M12 being included as an allocation of the site as its geographic proximity was close to Medway. Mr Payne also requested that it be noted, in advance of any consultation, that he had raised an objection as a Tonbridge Member to the site allocation.

60. Verbal updates
(Item 5)

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) provided and written report to Members of the Environment and Transport Cabinet Committee on the:

   - Major Roads programme,
   - M2 Junction 5 improvements; and
   - Kent County Councils response to the National Infrastructure Commission's consultation, '*Congestion, Capacity and Carbon: Priorities for National Infrastructure*'

2. Mr M Whiting informed Members that there was a draft response to the Department for Transport (DFT) consultation on the Strategic Road Network and a consultation on the Heavy Good Vehicles (HGV) levy, the closing date of which was Friday 26 January 2018. Due to the timing of the Environment and Transport Cabinet Committee there was not sufficient time to circulate the draft response ahead of the meeting however Mr Whiting assured Members that due to Kent's Strategic position, KCC should receive a share of the revenue from the levy to improve the road network in Kent and in addition, provide money to lorry parks to combat the issues around illegal lorry parking across the county.

3. Mr M Whiting updated Members on the Major Road Network (MRN) consultation, the deadline date for the response was 19 March 2018 and this

was due to be shared with the Environment and Transport Cabinet Committee on 20 March 2018. The DFT had advised that all responses from Members would be considered after the official deadline date.

4. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) provided an update to Members on the cultural commissioning work that was undertaken in conjunction with the waste industry. Closing the Loop was an innovative programme established by Future Foundry that offered young people from deprived communities a chance to explore circular economy in creative ways. The programme has engaged with over 600 people through community and school events and young people from Dover and Shepway have taken part in the workshops. Mr M Hill had planned to meet the leading officer from the Arts Council in the coming week and would provide an update to Members following his visit.

61. Kent Environment Strategy Progress, Energy and Air Quality
(Item 6)

Katie Stewart (Director of Environment, Planning and Enforcement) and Carolyn McKenzie (Head of sustainable Business and Communities) was in attendance for this item.

During this item Mr Payne declared that he was a member of the Country Land owners Association (CLA) and the National Farmers Union (NFU).

1. Katie Stewart (Director of Environment, Planning and Enforcement) introduced the report which set out the Kent Environment Strategy (KES) that had been adopted by Kent County Council (KCC) in 2016. The report highlighted the current state of the environment, the impact that KES activities were having on the environment, the progress made against KES targets and identified actions needed to combat the challenges ahead.

2. Carolyn McKenzie (Head of sustainable Business and Communities) presented a series of slides that set out the 2017 State of the Environment report. The report considered a broad range of environmental, social, economic and health issues that had been impacted by the environment and the activities that could be taken in partnership to maximise resources and achieve the best outcome.

3. In response to questions the officers provided further information:

   a. Carolyn McKenzie said that as part of the Low Emissions Strategy work, the Highways, Transportation and Waste (HT&W) team was reviewing what policies could be adopted as part of this. The current position of the National Planning Policy was that air quality damage could be resolved through charging points however there was no direction as to the model or infrastructure required. Carolyn McKenzie said that policies were being developed that could be adopted by all districts within Kent and that the HT&W team were working in conjunction with Kent design and UK Power Network to ensure that new housing developments could accommodate this. There would be a Design Workshop held on 6 March 2018 to address some of the issues.

b. In response to start/stop technology, the Council applied the ISO 14001:2004 specification to its procurement of vehicles to help minimise the impact of carbon emissions. The HT&W team would continue to work with external providers to enhance environmental performance.

c. In response to funding for charging points, many Local Authorities opted against applying for the Electric Vehicle Homecharge Scheme grant as it did not cover the entire cost of instalment. Carolyn McKenzie informed Members that Kent County Council had to establish its role before delivering such a project.

d. Carolyn McKenzie informed Members that the Low Emission Strategy aimed to be completed in the summer however the work would be on-going as strategies were developed.

e. In response to Members concerns regarding bus services, Carolyn McKenzie confirmed that the issue around idle vehicles was being addressed and that an anti-idling policy was being developed across sectors. Businesses, including Volvo, supported the transition to a low carbon economy and worked with the Council to retrospectively fit diesel buses with electric. The pilot of electric buses would be launched in March 2018 and Members would receive an update at future committees.

f. Carolyn McKenzie said that environment regeneration had to be looked at from a planting perspective and that biodiversity was a fundamental component in sustaining the bee population. She welcomed the prospect of working with the Plan Bee project and welcomed Members suggestions on measures that could be taken to raise awareness.

g. In response to issues around climate change, Carolyn McKenzie said that the Met Office would be launching its upgraded Climate Projection that could provide information on high impact events at a higher resolution of 2.2km and this in turn would provide the HT&W team with a detailed projection of how climate change would affect different areas in the county. Carolyn McKenzie informed Members that improved technology increased opportunities to deal with climate change at an early stage, this however would require a risk exposed approach.

h. In regard to renewable energy, Carolyn McKenzie said that solar panels had been installed on a number of schools and that those on Invicta House had generated a greater income than initially anticipated. Work had also been carried out to install solar panels within Cycler Park which was a non-profit organisation. Kent County Council had also worked in coalition with Salix Finance Ltd. to provide funding for energy efficiency projects within the public sector. Carolyn McKenzie said that the Council had to ensure it reduced it carbon levels first before starting to look at renewable energy.

i. Carolyn McKenzie said that there were two projects:

    - A battery storage pilot across several sites

- A European funded project for battery storage in a domestic setting linked to PV panels.

j. In terms of quantifying the benefits, Carolyn McKenzie said that the complexity of work combined with the minimal resources meant that KCC did not have the infrastructure in place to provide a detailed analysis of the environmental impact.

4. Members commended the work undertaken in relation to the Kent Environment Strategy and praised the officers for the well written report and captivating presentation.

5. RESOLVED that the committee endorsed the recommendations to the Cabinet Member for Planning. Highways, Transport and Waste on the challenges outlined, progress made against KES targets and identification of significant new areas of work.

62. 18/00002 - Country Parks Strategy 2017-21 Consultation Report
(Item 7)

Stephanie Holt (Head of Countryside, Leisure and Sport) and Ruth Tyson (Head of Country Parks and Countryside Partnerships) were in attendance for this item.

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the Country Parks Strategy 2017-2021 Consultation report that provided an overview of the findings, as well as the proposed changes to the implementation of the Strategy. Mr Hill referred to paragraph 1.2 that provided a summary of achievements within the service.

2. Stephanie Holt *(Head of Countryside, Leisure and Sport)* added that the first draft Consultation Strategy was presented by Tim Woodhouse to the Environment and Transport Cabinet Committee in June 2017. She welcomed Ruth Tyson as the new (Job Share) Head of Country Parks and Countryside Partnerships to present to the committee the public's response to the Kent Country Parks Strategy Consultation Questionnaire (Appendix 2, page 66 of the agenda pack).

3. Ruth Tyson *(Head of Country Parks and Countryside Partnerships)* presented a series of slides that set out; the Consultation Report, the continuous improvements and the visions, aims and objectives of the Kent Country Parks Strategy 2017-2021, and the public's response to these.

4. Ruth Tyson advised Members that Appendix 1 contained further detail on the findings and the proposed changes that would help guide a well informed decision in allowing the service to adopt and deliver against the new Country Parks Strategy.

5. In response to questions the officers provided further information:

a. Stephanie Holt addressed Members' concerns regarding the response figures for the questionnaire. She confirmed that the Kent Consultation Team advised that the response rate was representative of a non-controversial Kent County Council consultation and owing to the high customer satisfaction level, the consultation was proposing a continual improvement of the Strategy rather than a radical change which led to a neutral response.

b. In regard to the financial targets, in particular to the 77% self-generated income of the Country Parks budget, Stephanie Holt Informed Members that this was reflective of the performance figures for 2016-2017. Since the figure was produced, the Country Parks budget received a c. 20% cut but assurance was given to Members that the service was currently overperforming on income. Stephanie Holt reminded Members that the service was weather dependant and illustrated this with an observation that the majority of income targets were not met throughout December 2017, owing to the particularly inclement weather. This highlighted the importance of the out-of-season offers available to encourage visitors to the parks.

6. RESOLVED that:

a.) the information set out in the presentation and given in response to comments and questions be noted; and

b.) the Cabinet Committee endorse or make recommendations to the Cabinet Member for Community and Regulatory Services on the proposed decision to adopt and deliver against the Country Parks Strategy 2017-2021 as shown in Appendix A.

63. KCC response to the Department for Transport's 'Shaping the Future of England's Strategic Roads' consultation on Highways England's 'Strategic Road Network Initial Report'
(Item 8)

Joseph Ratcliffe (Transport strategy Manager) was in attendance for this item.

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that outlined Kent County Council's draft response to the Department for Transport's (DFT) '*Shaping the future of England's Strategic Roads'* consultation on Highways England's *'Strategic Network Initial Report.'* The draft response set out KCC's position on the proposals and outlined Kent specific projects on the Strategic Road Network needed to support growth, including the new Lower Thames Crossing and the enhancements needed on the M2/A2 corridor, a solution to operation stack and various motorway improvements.

2. In response to questions and comments the officer provided further information

a. Joseph Ratcliffe *(Transport strategy Manager) agreed to amend Appendix A of the report to reflect the two separate roundabouts:*

- Duke of York roundabout – on the A2, at the junction of the A258
- Whitfield roundabout – on the hill of the A256

b. In response to Members concerns regarding the Dover Traffic Assessment Project (TAP) on the A2, Joseph Ratcliffe said that Kent County Council needed to strengthen its response to the consultation to help inform governments decisions. In response to the Local Authority's main 'A Roads' there would be a separate consultation on the proposed Major Road Network (MRN) and this was due to be reported on at the Environment and Transport Cabinet Committee in March 2018.

c. Joseph Ratcliffe said that there was a freight action plan that had been adopted by the Council in 2016 that set out five key aims. Kent's position as a strategic gateway for Europe meant that the Strategic Road Network (SRN) in Kent had a disproportionate volume of freight compared to other areas and Brexit would require infrastructure investment to maintain freight fluidity. There was a Roadside Facilities Fund that had been proposed by Highways England and KCC have requested that lorry parking facilities should be incorporated within the SRN.

d. In response to the Heavy Goods Vehicles (HGV) audit survey, Joseph Ratcliffe confirmed that an updated survey had been released in September 2017 and that statistics showed that there was between 800 to 900 lorries per night, parked in unofficial spaces.

e. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) informed Members that the north side of the A249 was already incorporated within the SRN, KCC in its response had proposed that the west side of the A249, Detling Hill and Bluebell Hill, also be included within the SRN. Schemes such as the Leeds and Langley Relief Road were not included within either of the consultations however they would be consulted upon as part of the new development proposals in the future.

f. Mr M Whiting said that there was a large discrepancy in the funding ratio and that Highways England received £50 to KCC's £1. Therefore, the proposal had been made to transfer all roads under the MRN into Highway England's remit and this would in turn increase the amount of money available to KCC and ensure roads were better maintained.

3. Prior to the conclusion of the Committee discussion, Mr M Whybrow (Councillor for Hythe West) reminded Members that he objected to the recommendations as set out in the report as he did not endorse the response given in relation to the new Lower Thames Crossing or the Operation Stack Lorry Park.

4. RESOLVED that the Cabinet Committee endorsed the proposed recommendation to the Cabinet Member for Planning, Highways, Transport and Waste on the draft Kent County Council response to the consultation.

64. 17/00133 - Highways Asset Management and Incentive Fund
(Item 9)

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

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the County Council's work towards achieving a Band 3 Incentive Fund rating in order to avoid a reduction in capital funding for highway maintenance provided by the Department for Transport. The adoption of the updated strategy would provide an evidence base to help Kent secure an Incentive Fund allocation of £4.6m in 2018-19.

2. Andrew Loosemore *(Head of Highways Asset Management)* said that a Task and Finish group was established to look at Kent County Council's (KCC) approach to Highway Asset Management. He informed Members that the Incentive Fund was not additional money, the Government had changed its mechanism for allocating capital resource to local authorities for Highway Maintenance and the new process now depended on local authorities being able to evidence their work in order to secure the grant. In 2015-16 Kent County Council was a band 1 authority, KCC carried out substantial work to ensure this improved to a Band rating of 3 and the document, '*Developing our Approach to Asset management in Highway – 2018/19 – 2010/21*', could maximise funding.

3. In response to questions the officer provided further information:

    a. Andrew Loosemore said that the £1bn figure was a projection on where KCC would be in ten years' time in terms of road maintenance backlog if the current investment levels remained the same. By introducing a more detailed approach the document was able to describe the current condition of the asset groups, outcome the trends going forward based on current resource levels and then estimate the resource levels required in order to maintain assets in a steady state condition. He reminded Members that this was a national issue and that there was a £12bn backlog in road maintenance across England and Wales (excluding London).

    b. In relation to Members 'concerns around maintenance of pavements due to mismanaged trees, Roger Wilkin said that this was a historical issue and when requests from developers were received to line streets with trees, the request was often negotiated due to the pressures they presented if not managed correctly.

    c. In response to street works, Roger Wilkin assured Members that utility companies managed a heavy workload and that all work should be carried out to a high standard. If that quality was compromised, appropriate action would be taken to ensure full rectification.

d. Andrew Loosemore said that the soft estate did not hold any asset value in terms of Whole of Government Accounts' methodology of understanding valuing highway assets. Some of the soft landscape was included within the land element which totalled £13bn. Members were informed that its inclusion within the figures was primarily for information purposes to give a complete picture of all assets that have to be maintained.

4. Members commended work undertaken in relation to Highway Asset Management and the Incentive Fund.

5. RESOLVED that the Committee endorsed the proposed decision to adopt and publish the 'Developing our Approach to Asset Management in Highways – 2018/19 – 2020/21' strategy document, to maximise incentive fund resource, be endorsed.

65. 17/00139 - Agreement to manage and deliver the National Driver Offender Retraining Scheme Courses for the Kent Police Diversionary Partnership
(Item 10)

David Beaver (Head of Waste and Business Services) was in attendance for this item.

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the proposal for Kent County Council to continue to provide the management and delivery of the National Driver Offender Retraining Schemes to the Kent Policy Diversionary Partnership for a further five years.

2. David Beaver *(Head of Waste and Business Services)* informed Members that Kent County Council had conducted the National Driver Offender Retraining Schemes on behalf of Kent Police for the last ten years. The Scheme was part of the Casualty Reduction Strategy that was adopted in 2014 and approved by the Environment and Transport Cabinet Committee in 2015. The training service was for low level traffic offenders who were referred to KCC by the enforcement body to undertake driver retraining as an alternative to receiving penalty fines and licence endorsements.

3. David Beaver summarised KCC's role as the service provider and informed Members that KCC were able to recontribute its expertise and finances back into road safety.

4. In response to questions the officer provided further information:

a. David Beaver informed Members that those who are referred by the enforcement body to attend the retraining scheme should not have personal data shared on public records.

b. In response to Drink Driver Awareness courses, David Beaver informed Members that this was not something that was currently being delivered by Kent County Council as part of the National Driver Offender Retraining Schemes as this was managed directly by the Police. He welcomed Members suggestions and said that it may be reviewed in the future.

5. RESOLVED that the Committee endorsed the proposed decision to for Kent County Council to continue to provide the management and delivery of the National Driver Offender Retraining Schemes to the Kent Police Diversionary Partnership for a further five years.

66. 17/00140 - Procurement and award of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges
(Item 11)

Andrew Loosemore (Head of Highways Asset Management) was in attendance for this item.

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the proposed decision to re-procure the Urban Grass, Shrubs and Hedges contract.

2. In response to questions the officer provided further information:

a. Andrew Loosemore *(Head of Highways Asset Management)* said that there would be no further reduction in the level of service. The Medium Term Financial Plan (MTFP) indicated a saving of £385,000 and the documentation for procurement took that saving into account with the reduction of services delivered through the new contracts.

b. There was over twenty Expressions of Interest and nine of those were in the process of evaluation. Once the evaluation had taken place the Director of Highways, Transportation and Waste would then then be able to award contract/s for the Urban grass, shrubs and hedges service.

c. Andrew Loosemore informed Members that the district councils had withdrawn from providing the service on behalf of the Council. If the Districts expressed an interest in delivering the service at a local level, then Kent County Council would provide them with contract rates that KCC had secured and the Districts would be paid per square metre, against the rates within that contract. Andrew Loosemore said that a top-up service was also available for increased number of cuts however the impact of reduced services meant that many district councils had to withdraw their interest and hand the work back to KCC. Andrew Loosemore referred to the report that was presented to the Environment and Transport Cabinet Committee on 30 November 2017 that highlighted the implications and said that the opportunity remained open to local councils to adopt the work on behalf on the Council.

3. RESOLVED that the Committee endorsed the proposed decision for the Cabinet Member of Planning, Highways, Transport and Waste to re-procure and delegate authority to the Director of Highways, Transportation and Waste to award contract/s for the urban, grass, shrubs and hedges service.

67. 1700141 - Fees and Charges for Highways Activities 2018/2019
(Item 12)

Andrew Loosemore (Head of Highways Asset Management) and Kirstie Williams (Highways Asset Management – Mid Kent Highway Manager) were in attendance for this item.

1. Mr M Whiting (Cabinet Member for Planning, Highways, Transport and Waste) introduced the report that set out the proposed changes to fees and charges for the services provided by Kent County Council as the Highway Authority for the 2018/19 financial year. The paper proposed that the Director for Highways, Transportation and Waste be delegated the authority to amend the fees and charges up to a maximum of the prevailing Retail Price Index (RPI), or the agreed increased in Council Tax to reflect the actual service cost.

2. Andrew Loosemore (Head of Highways Asset Management) rectified the following errors:

    a. Appendix A, page 182 *'over the footway - single dwelling inspection fee for 3 site checks'* – the figure should read £150

    b. Appendix A, page 188 *'National Driver Alertness Course [formerly NDIS] self-financing scheme provided for Kent Police'* – the figure should read £170

3. In response to questions the officer provided further information:

    a. Kirstie Williams *(Highways Asset Management – Mid Kent Highway Manager)* referred to paragraph 2.3 of the report that listed three exceptions where the current fees for those services no longer covered the actual cost or reflected the charges made by other Local Authorities. She informed Members that all fees had been scrutinised and that those listed failed to cover the cost of staff delivery, thereby resulting to a cost increase.

    b. In response to issues raised around the provision of training services and the attendance levels, Kirstie Williams had received feedback from the course manager who had reviewed the Bike-ability Cycle Training and reported that the allocated budget consistently failed to cover the cost of the course. In regard to Bike-ability Cycle Training for children, there was an increase in overhead spend when the course was done outside of schools. If Schools provided this within the remit of Safeguarding, Teachers were able to provide the resources required.

4. RESOLVED that the Committee endorsed the proposal to the Cabinet Member for Planning, Highways. Transport and Waste to amend fees and charges for 2018/2019 and to delegate authority to the Director of Highways. Transportation and Waste to amend such changes up to a maximum of the prevailing Retail Price Index (RPI), or the agreed increase in Council Tax, whichever is the greater.

68. Draft 2018-19 Budget and 2018-20 Medium Term Financial Plan
(Item 13)

Roger Wilkin (Director of Highways, Transportation and Waste) and Kevin Tilson (Finance Business Partner for Growth, Environment and Transport) were in attendance for this item.

1. Kevin Tilson introduced the report that was designed to accompany the final draft 2018-19 budget and 2018-20 Medium Term Financial Plan (MTFP) published on 15 January 2018. Kevin Tilson referred to paragraph 3.1 of the report which contained information regarding where to find the most pertinent sections in relation to Growth, Environment and Transport (GET).

2. Kevin Tilson highlighted a number of issues that fell within the remit of the Environment and Transport Cabinet Committee:

    i.   In regard to additional spending demands, the GET directorate had an additional pressure of £7m due to the awarding of contracts and commissioned services.

    ii. In terms of Policy Saving, the most significant variance from the autumn budget statement was the reduction to the subsidised Bus Saving from £2m down to £0.45m.

    iii. The current Capital Investment plans for GET sat at £762m however there was a number of additional schemes that sat within the remit of the Environment and Transport Cabinet Committee to deliver.

3. Roger Wilkin (Director of Highways, Transportation and Waste), responded to Members concerns regarding the Winter Service Policy and said that the Highways, Transportation and Waste team were reviewing the Winter Service Routes and exploring new methodology and technology to determine where savings could be made and how this could be accomplished with minimal impact. KCC hoped to pilot a network of road surface temperature gages which would work in conjunction with the new LED streetlighting installations. The pilot would help to determine the key salting routes and reduce costs. Roger Wilkin informed Members that it was too early to confirm whether a consultation would be necessary, however, it was required, a decision report would be presented to the Cabinet Committee for discussion.

4. RESOLVED that the report be noted.

69.   2017/18 Financial Monitoring
(Item 14)

Kevin Tilson (Finance Business Partner for Growth, Environment and Transport) was in attendance for this item.

1. Kevin Tilson introduced the Financial Monitoring report and provided a summary of the financial position within the Growth, Environment and Transport (GET) directorate as indicated within the October Monitoring report that went to Cabinet on 15 January 2018. The GET directorate had an increased pressure of +£0.761m due to the increased forecast cost for

streetlight energy and the LED installation programme. Kevin Tilson assured Members that the budget would return to a neutral position by March 2018.

2. Kevin Tilson confirmed that there was a £2.6m capital bid submitted to County Council for ratification. This would help fund the conversion of existing concrete columns to the new energy efficient LED lanterns.

3. Members commended the work carried out by the officers to achieve the significant savings.

4. RESOLVED that the report be noted.

70.   Work Programme 2018
(Item 15)

Georgina Little (Democratic Service Offer) was in attendance for this item.

1. RESOLVED that the work programme for 2018 be noted.

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From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste,

                Mike Hill, Cabinet Member for Community & Regulatory Services,

                Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 20 March 2018

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 has data up to January 2018.

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 third report for the 2017/18 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 January 2018.

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. Latest performance was ahead of target for four key performance indicators in Highways & Transportation, with streetlights repaired and LED conversions behind target.

2.7. Performance is ahead of target for all indicators for Waste Management, with the exception of waste recycled and composted at Household Waste Recycling Centres (HWRCs). Overall recycling rates for the county have increased, with more now collected at the kerbside, which has contributed to a reduction in the amount of recyclable material taken to HWRCs.

2.8. For digital take-up, six indicators were on or ahead of target, and one behind. It is expected that the GET digital transformation project will further improve digital take-up performance.

2.9. For Environment, Planning and Enforcement, the three planning indicators were all exceeding or meeting target. Greenhouse Gas emissions have shown good reduction compared to last year but results are currently behind target. Income generated was below floor standard and services hope to make the shortfall up in the remaining part of the year.

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3. Recommendation(s):

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

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4. **Background Documents**

The Council's Business Plans:

http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans

5. **Contact details**

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Environment and Transport Performance Dashboard

Financial Year 2017/18

Results up to January 2018

Produced by Strategic Business Development and Intelligence

Publication Date: February 2018

Kent County Council
kent.gov.uk

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

GREEN	Target has been achieved
AMBER	Floor Standard achieved but Target has not been met
RED	Floor Standard has not been achieved

Floor standards are set in Directorate Business Plans and if not achieved must result in management action.

DOT (Direction of Travel)

⇧	Performance has improved in the latest month/quarter
⇩	Performance has worsened 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
HT01 : Potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
HT02 : Faults reported by the public completed in 28 calendar days	GREEN	GREEN
HT03 : Streetlights repaired in 28 calendar days	RED	GREEN
HT04 : Customer satisfaction with service delivery (100 Call Back)	GREEN	GREEN
HT05 : Resident satisfaction with completed Highways schemes	GREEN	GREEN
HT11c : Number of LED streetlight conversions (since start of programme)	AMBER	N/a

Waste Management	RAG
WM01 : Municipal waste recycled and composted	GREEN
WM02 : Municipal waste converted to energy	GREEN
WM01 + WM02 : Municipal waste diverted from landfill	GREEN
WM03 : Waste recycled and composted at HWRCs	AMBER
WM04 : Percentage of customers satisfied with HWRC services	GREEN

Digital Take up	RAG
DT01 : Percentage of public enquiries for Highways Maintenance completed online	GREEN
DT02 : Percentage of Young Persons Travel Pass applications successfully completed online	GREEN
DT03 : Percentage of concessionary buss pass applications successfully completed online	GREEN
DT04 : Percentage of speed awareness courses successfully completed online	GREEN
DT05 : Percentage of HWRC voucher applications successfully completed online	GREEN
DT06 : Percentage of Highway Licence applications successfully completed online	AMBER
DT13 : Percentage of 16+ Travel Cards applied for online	GREEN

Environment, Planning and Enforcement	RAG
EPE15 : Income generated by EPE charged for services (£000s)	RED
EPE17 : Customer satisfaction with planning application service	GREEN
EPE20 : Percentage of planning applications which meet DCLG standards and requirements	GREEN
EPE21a : Percentage of planning decisions challenged	GREEN
EPE13 : Greenhouse Gas emissions from KCC estate (excl schools) in tonnes	AMBER

Service Area	Director	Cabinet Member
Highways &Transportation	Roger Wilkin	Mike Whiting

Key Performance Indicators (January data)

Ref	Indicator description	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target	Floor
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	94%	GREEN	⇩	98%	GREEN	90%	80%
HT02	Faults reported by the public completed in 28 calendar days	91%	GREEN	⇔	93%	GREEN	90%	80%
HT03	Streetlights repaired in 28 calendar days – (December data)	74%	RED	⇩	92%	GREEN	90%	80%
HT04	Customer satisfaction with service delivery (100 Call Back)	91%	GREEN	⇧	83%	GREEN	75%	60%
HT05	Resident satisfaction with completed Highways schemes	86%	GREEN	⇧	82%	GREEN	75%	60%
HT11c	Number of actual LED streetlight conversions (since start of programme)	87,226	AMBER		N/a		93,860	84,470

HT03 - Almost 70% lights have now been converted to LED and faults are primarily on the un-converted stock which is creating pressure to efficiently programme fault attendance across the County. We continue to work closely with Amey to meet customer repair standards as we transfer the streetlighting service to Bouygues from September 2018.

HT11c - We continue to work on the more challenging main road network and we are on track to get close to 100,000 conversions programmed for March 2018 with the total 118,000 conversion programme across the County by May 2019, this will save Kent taxpayers up to £5.2 million each year.

Service Area	Director	Cabinet Member
Highways &Transportation	**Roger Wilkin**	**Mike Whiting**

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Range		Prev. Yr YTD
				Upper	Lower	
HT01d	Potholes repaired (as routine works and not programmed)	6,739	**Below**	11,200	7,900	7,333
HT02d	Routine faults reported by the public completed	41,143	Yes	50,500	40,500	44,744
HT03d	Streetlights repaired	11,275	**Below**	17,900	12,900	9,034
HT06	Number of new enquiries requiring further action	78,417	**Below**	95,700	79,000	82,991
HT07	Work in Progress (outstanding enquiries awaiting action)	7,137	Yes	8,400	6,900	6,547

HT01d – The kinder pre-Christmas weather has helped to reduce the pothole demand, and customer enquiries are the lowest on record. But the cold and wet weather after Christmas has created an increased demand that we are working hard to respond to. Note this measure does not include activity under the Pothole Blitz which is accounted for separately. The 2017 Pothole Blitz delivered 117,00m^2 of patching, the equivalent of 18 Wembley football pitches with nearly 1,000 potholes repaired.

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

HT06 – The reduction in pothole and streetlighting faults reported by customers continues to help keep the customer demand below expected range.

Service Area	Director	Cabinet Members
Waste Management	**Roger Wilkin**	**Mike Whiting/Mike Hill**

Key Performance Indicators (Figures are provided as rolling 12 month totals to remove seasonality. Data is up to December)

Ref	Indicator description	Latest Quarter	RAG	DOT	Previous Quarter	Target	Floor
WM01	Municipal waste recycled and composted	49.8%	GREEN	⇧	49.7%	46.8%	41.8%
WM02	Municipal waste converted to energy	49.5%	GREEN	⇩	49.6%	47.9%	42.9%
01+02	Municipal waste diverted from landfill	99.3%	GREEN	⇧	99.3%	94.7%	89.7%
WM03	Waste recycled and composted at HWRCs	68.0%	AMBER	⇩	68.3%	69.3%	67.3%
WM04	Percentage of customers satisfied with HWRC services	98%	GREEN	⇔	98%*	96%	85%

*Previous year's result

WM03 – With an increase in overall recycling (WM01) from kerbside collections, it's possible that some of this would formerly have been taken to HWRCs which has resulted in a reduction in HWRC recycling.

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Range		Previous Year
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	538,500	**Below**	560,000	540,000	544,700
WM06	Waste tonnage collected at HWRCs	179,900	Yes	190,000	170,000	184,800
05+06	Total waste tonnage collected	718,400	Yes	750,000	710,000	729,500

Service Area	Director	Cabinet Member
Highways,Transportation and Waste	**Roger Wilkin**	**Mike Whiting**

Digital Take-up indicators (January data)

Ref	Indicator description	Year to Date	YTD RAG	Target	Floor	Previous Year
DT01	Public enquiries (new requests) for Highways Maintenance completed online	40%	GREEN	40%	25%	37%
DT02	Young Persons Travel Pass (YPTP) applications completed online	82%	GREEN	75%	60%	76%
DT03	Concessionary bus pass applications completed online	16%	GREEN	15%	5%	9%
DT04	Speed awareness courses completed online	80%	GREEN	75%	65%	80%
DT05	Household Waste Recycling Centre (HWRC) voucher applications successfully completed online	98%	GREEN	90%	80%	96%
DT06	Highway Licence applications completed online	56%	AMBER	60%	50%	56%
DT13	16+ Travel Cards applied for online	58%	GREEN	50%	40%	47%

DT06 – We are currently implementing a new process that will better support businesses who wish to apply for Highway Licenses such as skips and scaffolds.

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

Key Performance Indicators (January data unless indicated)

Ref	Indicator description	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE15	Income generated by EPE charged for services (£000s) (December data)	2,296	RED	2,655	2,392	3,627
EPE17	Customer satisfaction with planning application service	100%	GREEN	60%	50%	N/a
EPE20	Percentage of planning applications which meet DCLG standards and requirements	100%	GREEN	100%	80%	N/a
EPE21a	Percentage of planning decisions challenged	0%	GREEN	10%	20%	N/a

EPE15 - Income generated can fluctuate throughout the year, however services are confident that the year-end target will be met.

Key Performance Indicator (reported quarterly in arrears)

Ref	Indicator description	Latest Quarter	RAG	DOT	Target	Floor	Previous Year
EPE13	Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – September data	40,595	AMBER	⇧	39,550	42,700	44,851

KCC estate Greenhouse Gas emissions continues to reduce, albeit slightly behind target. There have been continued reductions from corporate buildings, with the business mileage trend remaining flat. We have improved data quality for fleet transport emissions. A major contributor to reductions seen is from the street lighting LED programme which is currently being rolled out across the county.

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

                      Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 20 March 2018

Decision No: 17/00137

Subject: Kent and Medway Growth and Infrastructure Framework 2017 Update

Classification: Unrestricted

Past Pathway of Paper: Scrutiny Committee on 9 November 2016
                      Environment & Transport Cabinet Committee on 17 November 2016

Future Pathway of Paper: N/A

Electoral Division: All

Summary

The Kent and Medway Growth and Infrastructure Framework (GIF) was first published in 2015. The GIF is a first of its kind strategic framework that assesses housing and economic growth and the associated infrastructure funding needs for the county up to 2031.

Throughout 2017, an update to the Kent and Medway Growth and Infrastructure Framework has been prepared. This paper provides the Cabinet Committee with the high level figures and messages emerging from the GIF 2017 Update, as well as actions that are identified to unlock key barriers to growth. The full draft GIF 2017 Update is included at **Appendix B** of the report.

Recommendation

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to approve the GIF 2017 Update attached at **Appendix B,** with any minor modifications as necessary.

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1.   INTRODUCTION

1.1.   In 2015, KCC published the Kent and Medway Growth and Infrastructure Framework (GIF). The GIF is a first of its kind assessment showing the predicted levels of housing and economic growth for the County and the infrastructure needed to support this. The original GIF analysis showed a

significant gap between the funding required and that anticipated/secured from central government, development contributions and other investment.

1.2. The GIF has given KCC and partners a platform from which to engage with Government and other stakeholders, including private sector investors, as to how to address the funding gap, including looking to find innovative ways to secure funding and investment and unlock the value we can create from development.

1.3. On 17 November 2016, this Cabinet Committee endorsed the development of an update to the original GIF, including an update of the figures and a review of the methodological approach to calculating infrastructure costs.

1.4 Whilst the original GIF was produced by AECOM on behalf of KCC and partners, the update has been undertaken in house. As such, the draft GIF 2017 Update represents a major step forward for KCC, providing a better value for money and more sustainable approach to the GIF. The GIF 2017 Update has been developed in collaboration with Medway Council and all district and borough councils in Kent, as well as local partners across the County.

1.5 This paper specifically draws out key messages emerging from the GIF 2017 Update, as well as the principal changes in approach - several of which have been prompted by feedback as part of the comprehensive engagement with key stakeholders undertaken over the past year.

1.6 The original GIF action plan has been updated to reflect refreshed priorities, focusing on the development of strategic infrastructure funding mechanisms, the future-proofing of infrastructure and a range of further workstreams that will ensure that KCC is proactively positioned to unlock some of the key barriers to sustainable growth. A GIF Implementation Plan will then be developed in 2018 to confirm how these actions will be taken forward.

1.7 The GIF is part of a wider programme of work for KCC and will enable KCC to forecast, monitor and communicate Kent's infrastructure needs more clearly and effectively. That programme of work includes the following projects:

- The Single Forecasting System (SFS) will forecast the impact of population growth and new housing on KCC services and translate that demand into a mitigation cost;
- The Single Monitoring System (SMS) provides monitoring of planning obligations and tracking of finance payments along with monitoring project funding;
- The Digi-GIF will provide an online interactive platform for GIF data; and
- The Single Communications Channel (SCC) will be a revised way of working to improve interaction with developers and districts; establishing a more 'joined up' approach internally.

1.8 The full draft GIF 2017 Update is included at **Appendix B.**

2   **ENGAGEMENT**

2.1   The draft GIF 2017 Update and its evidence base have been the subject of extensive officer engagement with local authorities over the past year. Feedback has also been sought on the emerging GIF messages and high level figures through attending Kent Chief Executives meetings, Kent Leaders meetings and the West Kent Partnership, East Kent Growth Board and Thames Gateway Kent Partnership.

2.2   Officers have also worked closely with local partners such as the Kent Developer Group and Kent Housing Group, who will be involved in progressing some of the GIF actions.

3.   **THE INFRASTRUCTURE FUNDING GAP**

3.1   The draft GIF 2017 Update includes revised housing and population figures, which have been used to update all of the infrastructure requirements and costings from the original GIF. The Update is set out in a similar format to the 2015 version - providing a breakdown of the cost of infrastructure up to 2031 for each infrastructure type. The GIF 2017 Update uses the same time period in order to ensure the comparison between the original and updated version is as accurate as possible.

One of the key headlines of the updated GIF is that the population and housing growth is even higher than originally predicted in the 2015 version. This is due to changes in the Office for National Statistics (ONS) forecast and the progress in the development of district and borough Local Plans.

3.2   The 2017 GIF Update recognises that cross-county infrastructure schemes are critical to the area's growth potential – and will provide connectivity that will significantly impact growth across Kent looking ahead to 2031 and beyond. As such, these "wider than Kent" projects (e.g. Lower Thames Crossing and the Crossrail to Ebbsfleet extension) have been included in the GIF costings. For example, in its function as a lobbying document to Government, the GIF has a role in identifying the Crossrail extension as a strategic priority, but also that it is currently an unfunded scheme. The inclusion of these cross-county projects has a significant impact on the overall costs. This impact is show within **Figures 1** and **2** below.

Figure 1: Comparison of GIF 2015 and 2017 figures

	GIF 2015	Draft GIF 2017 Update	
		With cross-county projects	**Without cross-county projects**
Population growth (2011-2031)	158,500	178,600 (24% growth)	
Housing growth (2011-2031)	293,300	396,200 (23% growth)	
New jobs	135,800	170,300	
Total infrastructure requirement	£6,740,580,000	£16,376,314,000	£8,676,314,000
Infrastructure funding gap	£2,007,520,000	£3,956,994,000	£1,956,994,000

Figure 2: Total infrastructure sector costs

Utilities: £1.0bn
Natural Environment: £1.0bn
Community and Culture: £0.4bn
Education: £1.2bn
Health and Social Care: £2.8bn
Transport: £10.0bn

Utilities: £1.0bn
Natural Environment: £1.0bn
Community and Culture: £0.4bn
Education: £1.2bn
Health and Social Care: £2.8bn
Transport: £2.3bn
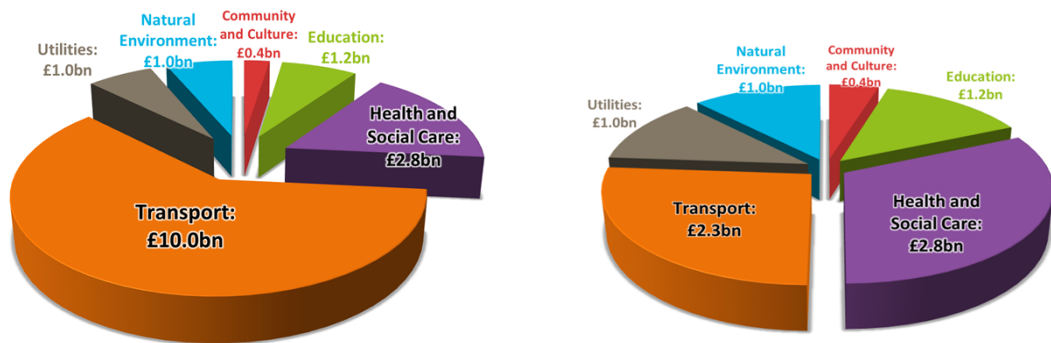
With cross-county infrastructure costs   *Without   cross-county infrastructure costs*

3.3   Overall, the GIF 2017 Update figures indicate that with a greater forecast rise in population and therefore housing requirements across the same period (to 2031), **there is even more pressure on infrastructure provision than reported in the 2015 iteration.**

3.4   These figures also reflect progress made in the attraction of investment to key strategic projects (e.g. LGF funding, Central Government). **Nonetheless, a significant funding gap remains** – the message is that there is still considerable work needed by all partners to tackle the funding gap by identifying innovative means of funding infrastructure and looking to to deliver that infrastructure more efficiently.

3.5   The GIF also breaks down how much of that infrastructure is secured or expected funding, and what the 'gap' is. The chart below (**Figure 3**) sets out the emerging profile by infrastructure type.

3.6   With respect to "expected" funding, however, it is worth noting that the 'expected' funding is significant, with risk attached, particularly for instance, if Government policy changes affect how expected funding is allocated in the future. Therefore, **even where funding is expected, there is a risk that this funding does not materialise.**

Figure 3: Infrastructure sector costing breakdown

Transport
23%
4%
73%
£9.96bn

Community and Culture
32%
4%
64%
£0.40bn

Kent and Medway Total Infrastructure
24%
5%
71%
£16.38bn

Education
46%
20%
34%
£1.18bn

Natural Environment
3%
2%
95%
£1.04bn

Health and Social Care
34%
<1%
66%
£2.76bn

Utilities
3%
10%
87%
£1.03bn

Secured Funding
Expected Funding
Funding Gap
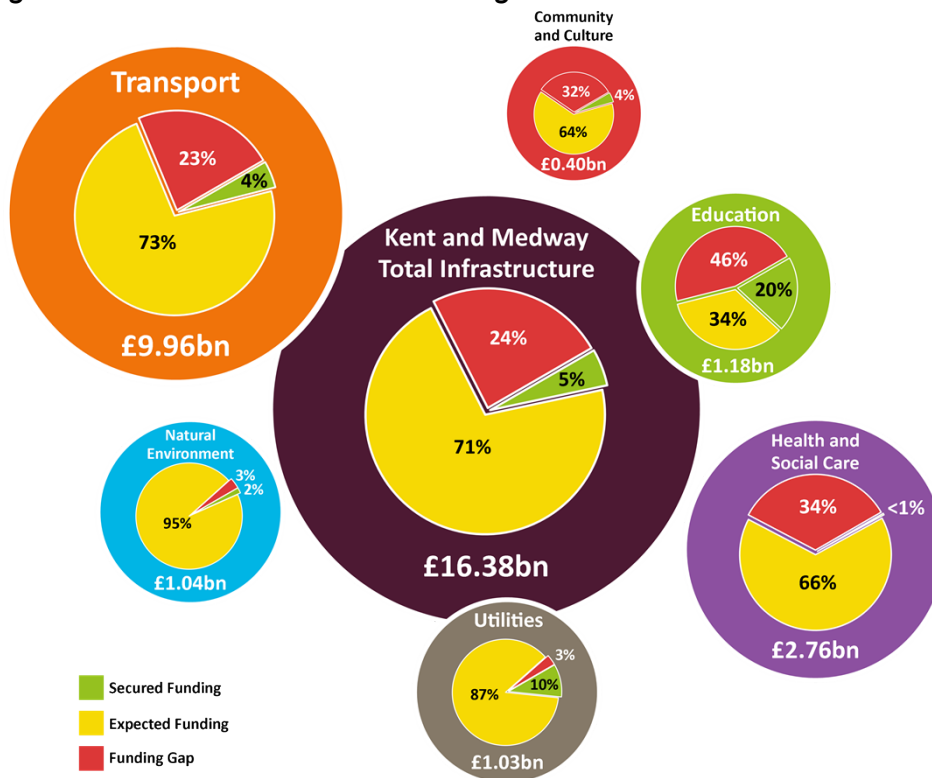
4. THE NEW SECTIONS

4.1 The comprehensive engagement process has resulted in a number of key changes to the original GIF in the 2017 Update, which are considered to add value to the presentation and messages around challenges and barriers to delivery. Some of the key changes are set out below.

A phased breakdown of infrastructure delivery

4.2 For each infrastructure sector, the GIF provides the infrastructure cost breakdown of what is 'expected' and 'secured' funding (i.e. what we have secured through development contributions, or what we can expect from Government funding/policy) and the infrastructure 'gap'. The gap represents the proportion of costs that we do not yet know where the funding will come from. The GIF 2017 Update also sets out the same infrastructure breakdown in five year periods to 2031. **Figure 4** below uses transport infrastructure as an example to illustrate this approach.

Figure 4: A phased approach to infrastructure delivery

TRANSPORT: £9.96BN

Major projects include the Lower Thames Crossing and associated strategic road corridor through to the Channel ports, Crossrail extension to Ebbsfleet and a solution to Operation Stack

COSTS

£5,085M

£4,021M

£857M

FUNDING

Secured
Expected
Gap

£7,245M

£2,283M

£435M

2016-21   2022-26   2027-31
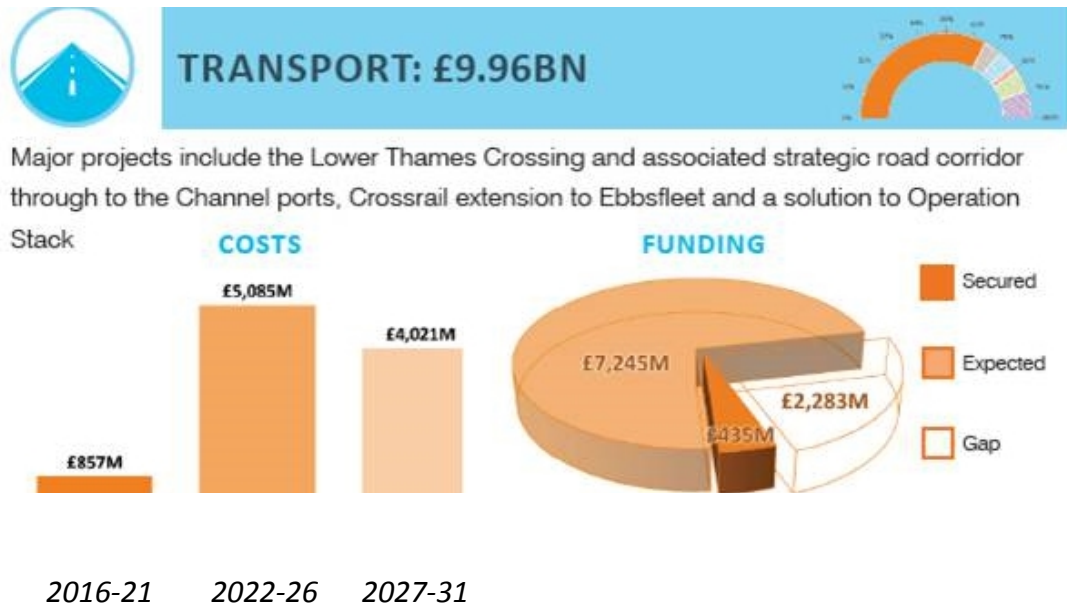
Responsibility for infrastructure delivery and funding

4.3   An analysis has been undertaken for the GIF to illustrate who is responsible for delivering infrastructure and who is expected to fund it. It shows that the **public sector is responsible for a large majority of both funding and delivery of infrastructure.** The GIF therefore emphasises the importance of enhancing existing funding mechanisms and exploring innovative ways of closing the funding gap, including the need to consider public and private sector funding options. Both of these elements form the basis of actions set out in the GIF.

FIGURE 5: WHO WILL PAY?

WHO WILL DELIVER?

Private/Developer:
£1.5bn

KCC:
£2.8bn

Medway:
£0.4bn

Districts:
£0.4bn

National:
£11.3bn

Developers:
£1.6bn

Private Sector:
£2.0bn

Public Sector:
£8.8bn
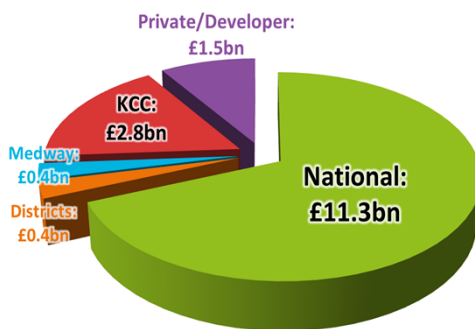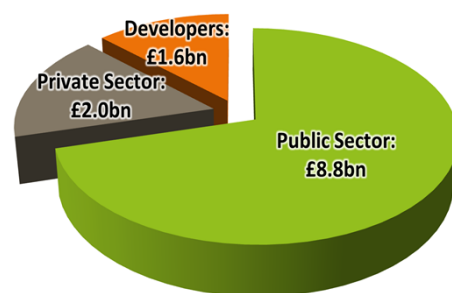
Affordable housing provision

4.4   The GIF 2017 Update examines at high level the proportion of affordable housing (including extra care housing) being delivered compared to overall housing delivery. It also draws attention to the challenges surrounding developer contributions, whereby viability cases can compromise the level of affordable housing be provided This is a real issue that is affecting the delivery of well balanced, sustainable communities As such, there is a GIF action to explore how to ensure that we are creating well balanced communities in order to support growth needs.

Renewal of existing infrastructure

4.5   Maintenance is often overlooked when considering the funding of infrastructure, which tends to focus on the delivery of new infrastructure to support growth. The GIF 2017 Update now draws attention to the **need to balance maintenance and repair of existing assets with construction of new ones**. Future proofing of infrastructure is also increasingly crucial in building resilience and one of the GIF actions is to work alongside key infrastructure providers and public and private local partners to achieve this.

A Sub-County approach

4.6   As well as providing the County-wide breakdown, the infrastructure costings and narrative for the GIF 2017 Update are also structured in a sub-county format, reflecting the approach taken in Kent's adopted *Local Transport Plan 4: Delivering Growth Without Gridlock.* Instead of providing analysis at a district/borough level (which is effectively already portrayed in district and borough Local Plans and Infrastructure Delivery Plans (IDPs)), this new approach means that the GIF will provide an additional strategic view of planning and infrastructure.

A refined approach to health and social care

4.7   The GIF Update provides a revised picture of health and social care to align with the Sustainability Transformation Plan (STP) agenda. As identified in the STP, existing health and social care services will require significant redesign and modernisation to move towards an integrated care strategy. The expectation is that as the Kent and Medway STP progresses, future GIF iterations will be able to align infrastructure calculations with the STP priorities using a more structured approach and a demand modelling tool.

4.8   There is a growing focus on bringing local care into a single point of access within the community which could result in the creation of local multi-disciplinary care hubs (whether in a physical or virtual sense, or a combination of the two). The GIF examines the plans to develop Estuary View Medical Centre into a Community Integrated Health & Social Care Village and looks at this as a model for which further Health and Social Care Villages would be required to meet the forecast population increase. In addition, if the existing health and social care asset has to be transformed, the total cost to deliver a fit for purpose infrastructure is estimated at over £6 billion

4.9   There is an opportunity to align the GIF infrastructure costs for health and social care with the STP Programme now and in the future. As such, the GIF figures will be endorsed by the STP Programme Board.

5.   THE 2050 CHAPTER

5.1   The updated GIF also provides a longer term vision for the infrastructure the County needs to support sustainable growth – looking beyond the period for the GIF (to 2031). A new chapter is included which starts to explore potential challenges and opportunities as the County plans for development to 2050.

5.2   In order to respond to this need for a longer time horizon, it is considered essential to consider infrastructure needs to 2050, to ensure that Kent and Medway are in a strong position to anticipate and plan for sustainable growth. Funding for infrastructure is likely to become ever tighter whilst technologies will advance at ever increasing speeds.

5.3   Future proofing of infrastructure is needed to ensure that authorities are making the most of the infrastructure investment being made now to support future growth. Indeed, the wider infrastructure agenda, for example the Thames Estuary Growth Commission, the National Infrastructure Assessment and the London Infrastructure Plan, are all looking further ahead to 2050.

5.4   The GIF Update '2050' chapter takes a scenario-based approach to population growth, infrastructure mechanisms and advancing technologies. There are some key implications being identified through this piece of work around how we routinely build future proofing into infrastructure delivery, particularly focussing on:

- Moving to multi-functional infrastructure (where possible);
- Taking a more sustainable solution to providing energy; and
- Prioritising digital connectivity and engaging with emerging technology.

5.5   There will be a call for partners to ensure that the County is in a position to take advantage of some of the key challenges presented by the 2050 analysis. One of the GIF actions is to use the 2050 framework to future-proof the infrastructure being delivered today to the greatest extent possible, building in resilience and flexibility where possible and proactively horizon scanning in order to enable us to utilise advances in technology where appropriate. This will include recognition of future energy and digital connectivity needs to support a growing population and prioritisation of investment to enable infrastructure to be more future proofed.

6.   NEXT STEPS

A GIF Implementation Plan

6.1   The original GIF action plan has been updated to reflect refreshed priorities (many of which have already been touched on in this report), focusing on the development of strategic infrastructure funding mechanisms, how authorities embed future-proofing into their growth plans and how the County positions itself to become a beacon of innovation in infrastructure. The GIF actions (found on pages 93-95) are focussed on the following areas:

- Defining the investment gap;
- Taking a place-based approach to delivering infrastructure;
- Exploring innovation in financing the infrastructure funding gap;
- Commercial supply and demand;
- Future proofing Kent and Medway's infrastructure;
- Creating well designed communities;
- Collaborating with infrastructure providers; and
- Creating an increasingly robust evidence base.

6.2   In 2018, it is intended that these actions will be developed and delivered through a GIF Implementation Plan, to ensure that measures are being carried forward as part of a comprehensive 3 year plan.

7.   FINANCIAL IMPLICATIONS

7.1   The GIF 2017 Update has resulted in cost savings by carrying it out in-house and has been funded from existing budgets.

In addition, once published, this latest version of the GIF will continue to be used as an evidence base with which to try to attract future funding to infrastructure priorities, many of which are either directly or indirectly delivered by KCC.

8.   POLICY FRAMEWORK

8.1   In setting out a strategic approach to housing delivery and the infrastructure needed to support growth, the GIF helps to identify measures to ensure that the Strategic Outcomes identified in 'Increasing Opportunities, Improving Outcomes – Kent County Council's Strategic Statement 2015-2020', are met. The GIF provides robust evidence for addressing the infrastructure and growth challenges in Kent and Medway and takes forward areas for strategic focus to address these challenges. It will help to ensure that:

- KCC has a strong understanding of strategic priorities in the County and has an appropriate role in influencing them;

- Kent residents enjoy a good quality of life through well planned development, which is designed well and built in sustainable locations, supported by the right infrastructure and services;

- Capital investment priorities for funding contribute to the delivery of necessary infrastructure;

- Kent's physical and natural environment is protected and enhanced;

- Kent's communities are resilient and provide strong and safe environments;

- Older and vulnerable residents are safe and supported; and

- Government recognises the long term strategic priorities and infrastructure challenges facing the County.

9.   LEGAL IMPLICATIONS

9.1   There are no legal implications.

10.   EQUALITIES IMPLICATIONS

10.1 A screening opinion has been carried out, which determined that an Equalities Impact Assessment was not required for the GIF 2017 Update.

11. CONCLUSIONS

11.1 The GIF has a crucial part to play in delivering KCC's strategic vision to ensure that expenditure relating to the delivery of infrastructure and services necessary for growth in Kent is delivering better outcomes for residents, communities and businesses. It will have wide-ranging influence and will support the delivery of all three of KCC's Strategic Outcomes, playing a key role in supporting the economy and the health and wellbeing of Kent's communities.

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12. RECOMMENDATION

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to approve the GIF 2017 Update attached at Appendix B, with any minor modifications as necessary.

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13. BACKGROUND DOCUMENTS

13.1 Kent and Medway Growth and Infrastructure Framework (GIF) 2015 – found at the following website: http://www.kent.gov.uk/gif

14. APPENDICES

Appendix A: Proposed Record of Decision

Appendix B: Draft Kent and Medway Growth and Infrastructure Framework (GIF) 2017 Update

15. CONTACT DETAILS

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY	DECISION NO:
The Cabinet Member for Planning, Highways, Transport and Waste	17/00137

For publication

Key decision*
Yes – following on from 17 November 2016, when the Environment and Transport Cabinet Committee endorsed the development of an update to the original GIF, including an update of the figures and a review of the methodological approach to calculating infrastructure costs.

Subject: The Kent and Medway Growth and Infrastructure Framework – 2017 Update. The Kent and Medway Growth and Infrastructure Framework (GIF) was first published in 2015. The GIF is a strategic framework that assesses housing and economic growth and the associated infrastructure funding needs for the county up to 2031.

Decision: To agree the GIF 2017 Update.

Reason for decision: The GIF evidence base has been reviewed and a comprehensive engagement process has been carried out throughout 2017 on the emerging figures and approach being developed as part of the 2017 Update.

Cabinet Committee recommendations and other consultation: The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed decision to approve the GIF 2017 Update.

Any alternatives considered:

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

....
signed

....
date

Name:

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KENT AND MEDWAY GROWTH AND INFRASTRUCTURE FRAMEWORK

KENT COUNTY COUNCIL

2017 UPDATE

EXECUTIVE SUMMARY

The link between infrastructure and growth is well-known. Robust infrastructure can fundamentally unlock the viability of development. Infrastructure frameworks such as the Kent and Medway Growth and Infrastructure Framework (GIF) should be at the forefront in spatial planning considerations, but freedoms and flexibilities need to be extended to allow for a tighter and more collaborative response to barriers to infrastructure delivery.

PURPOSE OF THE GIF

There is value in having infrastructure and growth requirements considered over a wider geography to provide a spatial perspective. The GIF has been prepared by Kent County Council (KCC) to provide a view of emerging development and infrastructure requirements to support growth across Kent and Medway. KCC has worked closely with Medway Council, districts and boroughs, and key strategic partners in the preparation of this framework.

The GIF provides a strategic framework across the County, for identifying and prioritising investment across a range of infrastructure, for planned growth up to 2031. It draws together information and data from a range of sources, including district Local Plans, Infrastructure Delivery Plans (IDPs) and infrastructure and service providers. The framework is also fundamental in providing robust evidence to attract investment and engagement, and in supporting the case for public funding bids and packaging projects for major private sector investment.

Ultimately, the GIF will help to ensure that Kent residents enjoy a good quality of life through well planned, sustainable development that is supported by the right infrastructure and services. By planning strategically, it enables Kent and Medway to respond to the growth pressures on the County's housing and infrastructure needs, while supporting growth pressures from London.

A COUNTY UNDER PRESSURE

Over recent years, Kent and Medway have delivered some of the highest rates of housing delivery in the country; however, the infrastructure has not kept up with the pace of growth. Growing congestion on roads and in towns, overcrowded trains and ever longer waiting times to access health facilities have meant a continued challenge to the quality of life for residents and businesses. For years, housing and population growth has far outpaced the delivery of the infrastructure required to sustain it. Combined with unprecedented funding challenges, local services across the County have been brought to breaking point. Nonetheless, the County remains critically important to national productivity and is strategically located as the main international gateway into the UK from Europe, being a key link to the investment being made in the Midlands Engine and Northern Powerhouse. The County holds important connections in relation to London, as well as already having made crucial contributions to the Government's housing agenda.

The UK is the third worse country for congestion in Europe in terms of peak hours spent in congestion, with the most traffic hotspots[1]. There has been a 14.3% increase of vehicles on major roads in Kent between 2006-2016[2], with an increase of 42% in people using train stations in Kent in the past ten years[3]. In 2016/2017, 1.8 million people used Ebbsfleet International station, whilst the passenger usage of Canterbury West has almost doubled in the last 10 years.

THE GROWTH CHALLENGE

Kent and Medway's growth aspiration up to 2031 is equivalent to building another town the size of Faversham every year, for 20 years! Our ambition is high. In 2016-17, we delivered the highest completion rate of all the shire areas in the country*. However, the scale of the challenge cannot be underestimated - the pace of development remains behind an average requirement of **8,900 homes per annum to 2031**.
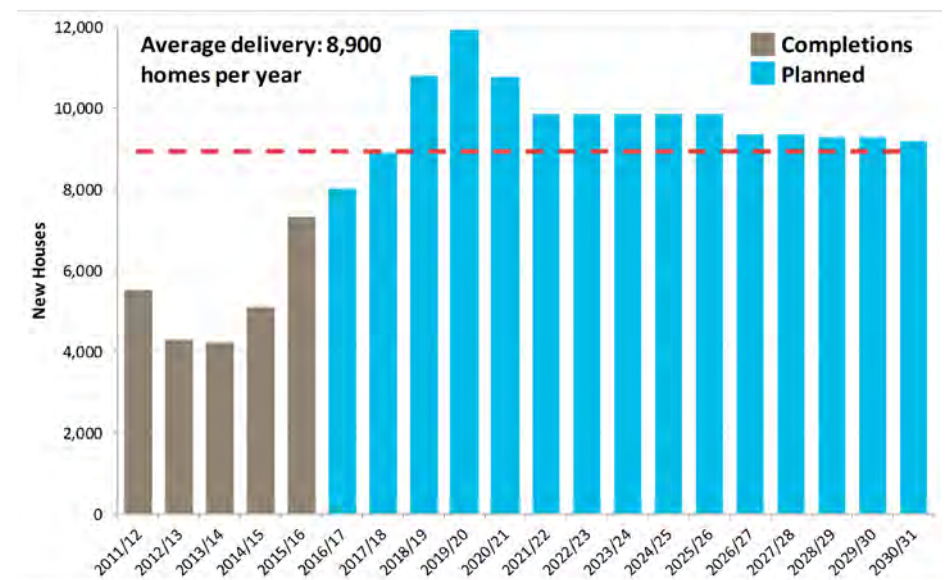
Kent and Medway Housing Delivery and Projections

Legend:
- 3 year average annual completions (2014-17)
- 3 year average annual affordable completions (2014-17)
- Annual OAN projections (2016-26)
- Current Plan average (using actual plan periods)

X-axis: District/Borough Councils

Districts: Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells, Medway

Y-axis: Dwellings

1 http://inrix.com/press-releases/traffic-congestion-cost-uk-motorists-more-than-30-billion-in-2016/; 2 https://www.dft.gov.uk/traf-fic-counts/area.php?region=South+East&la=Kent; 3 Office of Rail and Road

*Shire Counties exclude all Unitary Authorities within each geographical county

There are approximately 770,000 existing housing units across the County. To accommodate the forecast increase in population, local authority housing forecasts indicate that some **178,600 housing units are planned** across Kent and Medway between 2011 and 2031. **Between 2011/12 and 2016/17, a total of 30,537 houses were constructed across Kent and Medway.**

Despite increases in housing delivery over recent years, there remains a significant challenge in delivering at the planned rate of required growth. The pressures facing local authorities across Kent and Medway in meeting current Objectively Assessed Needs (OAN) remains significant.

A key challenge facing the growth agenda is how to attract inward investment and employment opportunities that enable the area to grow economically. There is a need for the local economy to provide the right space in the right location, to encourage businesses to set up and grow. Evidence indicates that suitable commercial space is in limited supply and with a Government agenda focussed on the housing crisis, the challenge of delivering suitable commercial space links back to viability challenges.

Proportion of Office Demand and Supply* by Size

* Supply shown is only property that is immediately available to locate into

Source: LiK Property Portal data January 23rd 2018

Proportion of Industrial Demand and Supply* by Size

* Supply shown is only property that is immediately available to locate into

Source: LiK Property Portal data January 23rd 2018

Total Office and Industrial Property Supply and Demand

Kent and Medway

Industrial Demand · Industrial Supply* · Office Demand · Office Supply*

* Supply shown is only for properties that are immediately available

Source: Locate in Kent Property Portal 23rd January 2018

THE BURDEN OF RESPONSIBILITY

The GIF identifies that 76% of the infrastructure required for growth will be funded. Only 5% of the total requirement has funding that is secured. The remaining funding is "expected" based on previous rates of attracting developer contributions and at which other infrastructure providers are able to invest in the relevant infrastructure – which means that even where we expect funding, there is a significant risk that such funding may not materialise to the amount or the timescale required. 24% of the total infrastructure required is either secured nor expected – leaving a funding gap of **£3.96bn.**

Based on the total infrastructure requirement, further analysis identifies the following breakdown for who is the principal body responsible for delivery*:
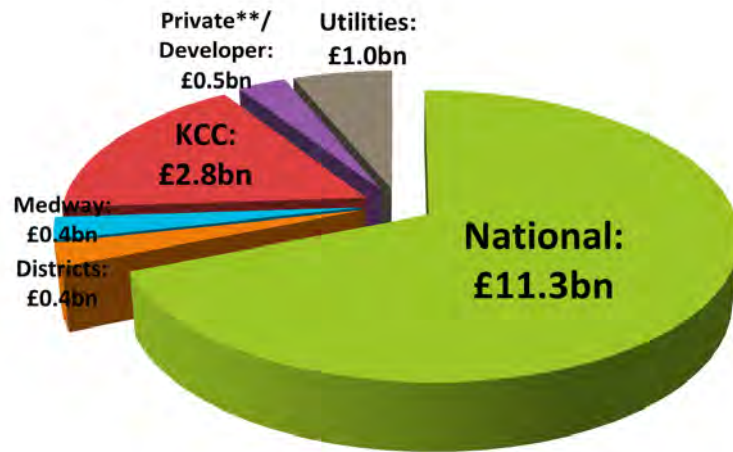
Based on total identified funding, further analysis identifies the following breakdown for infrastruc-ture funding*:
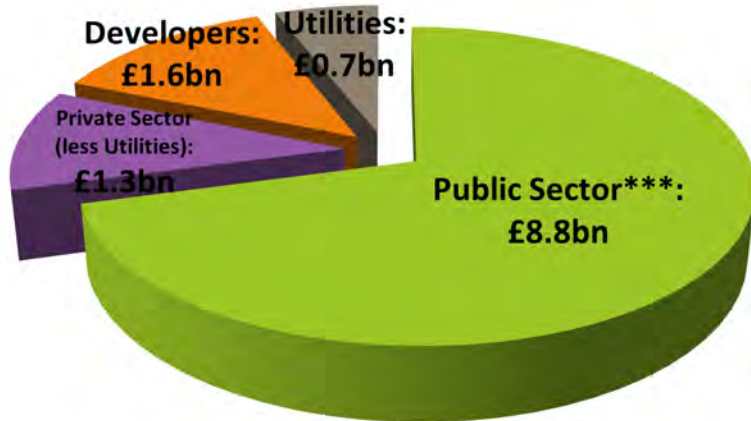
*Estimated based on GIF project lists

WHAT HAVE WE ACHIEVED?

Since the original publication of the Kent and Medway GIF in September 2015, the authorities and infrastructure providers across Kent and Medway have worked collaboratively to secure the following private and public investments:

• Securing almost **£120mn** of Local Growth Funding from central Government for transport schemes, including the new junction 10A scheme on the M20 at Ashford;

• Securing **£27mn** of funding under LGF3 (2016) to deliver:
  - Dartford Town Centre transformation;
  - Ashford International Rail Connectivity (Ashford Spurs);
  - Fort Halstead;
  - A2500 Lower Road Improvement;
  - Kent & Medway Engineering and Design Growth and Enterprise Hub;
  - Leigh Flood Storage Area and East Peckham- unlocking growth;
  - A2 Off-slip at Wincheap, Canterbury.

• A commitment from Government to deliver a new Lower Thames Crossing and identification of significant private sector interest in its financing;

• Government support and funding of **£155,000** for Otterpool Park Garden Town;

• Since 2015, **£121,449,009** has been secured through s106 contributions;

• Delivered **15,068** new dwellings from 2015/16 to 2016/17 in Kent and Medway.

Private Sector/Developer Bodies:
- *Highways contractors*
- *Bus companies*
- *Rail franchises*
- *Dover Harbour Board*
- *Broadband providers*
- *Social care providers*
- *Academy/Further Education groups and organisations*

****Public Sector:***
- *DfE*
- *DfT and Highways England*
- *National Rail*
- *NHS England*
- *Local Government Capital Budgets*
- *Skills Funding Agency*
- *South East LEP grants*

KEY MESSAGES TO GOVERNMENT

- **There is a need for more forward funding of strategic infrastructure by Government** – like the Housing Infrastructure Fund;

- **Government funding needs to be easier and less costly to access** – local authorities currently spend hundreds of thousands of pounds in preparation of business cases for every round of funding that is announced,often with different requirements, objectives and timescales;

- **There should be a mechanism for enabling local authorities to bring forward sites with unimplemented planning permission** – in some cases, planning permissions are not implemented for good reason, but where there is unnecessary delay in new development being brought forward, local authorities should have the ability to intervene;

- **The Government should unlink infrastructure funding from specific growth proposals** – too often, strategic infrastructure goes under-funded, as the impact of that infrastructure is shared by many development sites and existing settlements. It is therefore difficult to attribute entirely to specific settlements;

- **The Government should establish greater power of direction over utility companies where practices are stalling development** – utility companies across the board create some of the most costly and time-consuming barriers to development, with the risk and cost of new utility provision often falling disproportionately on developers.The Housing Finance Institute (HFI) paper "*How to build homes, fast*" was partly informed by the GIF and highlights the importance of improving the timely provision of utilities. It also recommends the need for Infrastructure Dependencies Mapping to understand the requirements for utilities within an area, and for direct intervention to force improvement performance.

NEXT STEPS

Tackling these challenges will require innovative thinking and proactive collaboration between local authorities, Government and industry.   The Government is already reviewing its model for Community Infrastructure Levy (CIL) and exploring the issues leading to unimplemented planning permissions. In working with the Government to further develop solutions, Kent and Medway set out the following action plan:

1. Defining the investment gap: We will make clear the shortfall in capital investment identified for delivering planned, high-quality growth across Kent & Medway;

2. Pioneering a "place-based" approach: We will pioneer an approach that sees greater co-ordination of investment in homes, infrastructure and jobs to build quality communities, and new ways of working with government and its agencies across Kent and Medway.   In this, we will work with the local planning authorities to enable coherent new towns and settlements where infrastructure is available to support, but recognise where infrastructure is insufficient to accommodate further growth.

3. Exploring innovation in financing the funding gap: We will explore new ways of closing the funding gap and ways of working with Government and other potential funders in addressing the shortfall in capital funding;

4. Commercial supply and demand: We will work with local partners to develop key actions to respond to the gaps identified between the supply and demand of commercial space, such as through encouraging speculative commercial development or funding incentives;

5. Future proofing Kent and Medway's infrastructure: We will future-proof the infrastructure we deliver today to the greatest extent possible, building in resilience, innovation and flexibility;

6. Creating well designed communities: We will work with local partners and the industry in ensuring high quality, innovative and inclusive design across the County;

7. Collaborating with infrastructure providers: We will work with and liaise with the utilities companies, the health sector and other providers to ensure that their medium to long term planning aligns with Kent and Medway's growth agenda;

8. Creating an increasingly robust evidence base: For the GIF to continue to be a valuable tool in helping us understand the countywide growth agenda and associated delivery challenges, we will continue to develop and evolve the Framework, working with partners.

KENT AND MEDWAY SUMMARY

The Growth and Infrastructure Framework identifies the following headlines for Kent and Medway to 2031:

178,600

Additional homes 2011-2031 **(24% growth)**

396,300

Additional people 2011-2031 **(23% growth)**

170,300

Additional jobs* 2011-2031 **(21% growth)**

TOTAL INFRASTRUCTURE REQUIREMENT 2017 - 2031:

£16,376,314,000**

TOTAL SECURED FUNDING: £820,174,000

TOTAL EXPECTED FUNDING: £11,599,146,000

TOTAL FUNDING GAP: £3,956,994,000
(£2billion allocated to C2E extension)

% OF INFRASTRUCTURE FUNDED: 76%

Transport
23%
4%
73%
£9.96bn

Community and Culture
32%
4%
64%
£0.40bn

Kent and Medway Total Infrastructure
24%
5%
71%
£16.38bn

Education
46%
20%
34%
£1.18bn

Natural Environment
3%
2%
95%
£1.04bn

Health and Social Care
34%
<1%
66%
£2.76bn

Utilities
3%
10%
87%
£1.03bn

Legend:
- Secured Funding
- Expected Funding
- Funding Gap
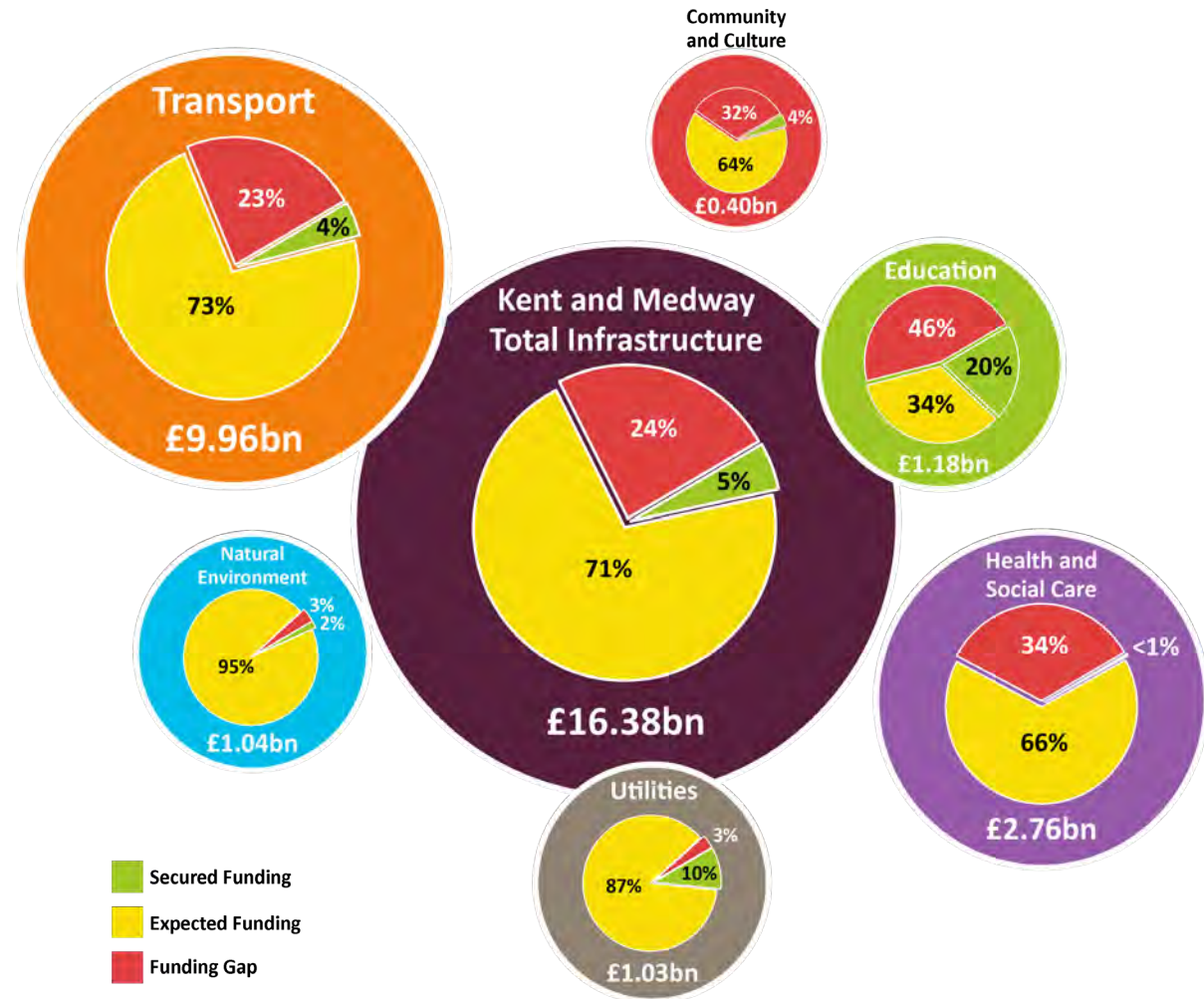
* Residents in employment- jobs created will not necessarily be taken up within Kent and Medway
** Includes Lower Thames Crossing and C2E costs and funding

TRANSPORT: £9.96BN
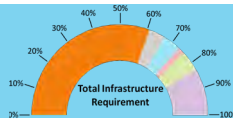
Total Infrastructure Requirement

Major projects include the Lower Thames Crossing and associated strategic road corridor through to the Channel ports, Crossrail extension to Ebbsfleet, a solution to Operation Stack and lorry parking.

COSTS
- £857M (2017-21)
- £5,085M (2022-26)
- £4,021M (2027-31)

FUNDING
- £7,245M
- £2,283M
- £435M

- Secured
- Expected
- Gap

EDUCATION: £1.18BN

Total Infrastructure Requirement

Major projects include providing sufficient education places caused by growth, especially in secondary education.

COSTS
- £672M (2017-21)
- £356M (2022-26)
- £156M (2027-31)

FUNDING
- £404M
- £540M
- £239M

- Secured
- Expected
- Gap

COMMUNITY & CULTURE: £0.40BN

Total Infrastructure Requirement
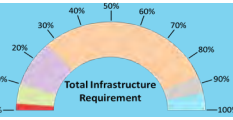
Major projects include Tunbridge Wells Cultural Hub and county-wide sports and recreation provision

COSTS
- £170M (2017-21)
- £122M (2022-26)
- £107M (2027-31)

FUNDING
- £255M
- £128M
- £16M

- Secured
- Expected
- Gap

HEALTH & SOCIAL CARE: £2.76BN

Total Infrastructure Requirement

Major projects include transformation of the health estate and implementing KCC's Accommodation Strategy.

COSTS
- £959M (2017-21)
- £904M (2022-26)
- £901M (2027-31)

FUNDING
- £1,816M
- £939M
- £10M

- Secured
- Expected
- Gap

UTILITIES: £1.03BN

Total Infrastructure Requirement

Major projects include sufficient county-wide energy and water provision.

COSTS
- £346M (2017-21)
- £347M (2022-26)
- £334M (2027-31)

FUNDING
- £892M
- £103M
- £33M

- Secured
- Expected
- Gap

NATURAL ENVIRONMENT: £1.04BN

Total Infrastructure Requirement
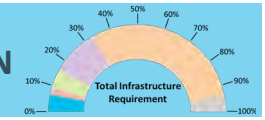
Major projects include the Thames Estuary flood risk management programme and flood risk and coastal erosion protection for the Romney Marshes.
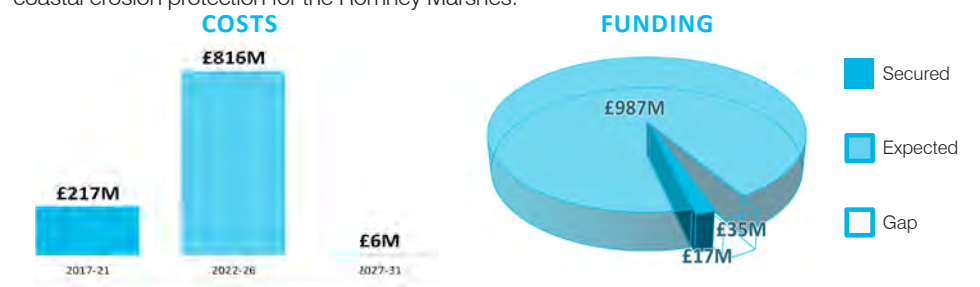
COSTS
- £217M (2017-21)
- £816M (2022-26)
- £6M (2027-31)

FUNDING
- £987M
- £35M
- £17M

- Secured
- Expected
- Gap

CONTENTS

Ramsgate Beach, Visit Kent

1. INTRODUCTION

Dartford Crossing

The Growth and Infrastructure Framework (GIF) has been prepared by Kent County Council (KCC) to provide a view of emerging development and infrastructure requirements to support growth across Kent and Medway. KCC has worked closely with Medway Council, districts and boroughs, and key strategic partners in the preparation of this document.

The purpose of the framework is to highlight the opportunities and challenges to creating sustainable communities in Kent and Medway that are balanced with employment growth alongside vital infrastructure. This document provides an overview of the price of growth across the County, which in turn supports national productivity. It aims to:

- Collate and summarise population and housing growth projections across Kent and Medway;
- Set out an understanding of capacity within current infrastructure provision and pipeline infrastructure projects being taken forward by KCC, Medway Council and other infrastructure providers; and
- Highlight cumulative costs, gaps in infrastructure funding and funding streams.

Critically, the framework has not been developed in isolation. Consideration is given to external factors affecting growth and infrastructure provision in Kent and Medway in relation to London and the wider south east growth requirements.

The GIF has been produced for Government, infrastructure providers, district councils, parish councils, local communities, Kent and Medway businesses and developers and other local partners. Looking forward, a dynamic online platform will be progressed, using the data that underpins the GIF to develop a platform that will enable users to interact with relevant areas of interest.

1.1 SCOPE OF THE FRAMEWORK

The GIF includes a broad range of infrastructure required to turn housing and employment growth into sustainable communities.

It therefore includes infrastructure provided by KCC, Medway Council and other providers. The GIF draws together information and data from a range of sources, including district local plans and Infrastructure Delivery Plans (IDPs). KCC, Medway (a unitary authority) and all local authorities within Kent have been included within the assessment.

1.2 PLANNING FOR INFRASTRUCTURE

This document provides a co-ordinated understanding of growth and infrastructure across Kent and Medway.

Changes to Government legislation have modified how infrastructure planning is undertaken and place greater emphasis on the link between local plans and the delivery of infrastructure.

In Kent, it is the district councils and Medway Council who have responsibility for producing local plans, as Local Planning Authorities (LPAs). KCC is a statutory consultee in the creation of these local plans, as an infrastructure and service provider, but does not have a statutory responsibility for plan making (with the exception of Minerals and Waste planning).

The Government's National Planning Policy Framework 2012 (NPPF) states that LPAs should work with other authorities and providers to assess the quality and capacity of a range of infrastructure types, their ability to meet forecast demands and take account of the need for strategic infrastructure within the LPA area.

Local plan policies on infrastructure delivery and development are required to operate together, in order to ensure viability and deliverability in a timely fashion. Where possible, the NPPF also recommends Community Infrastructure Levy (CIL) charges should be developed and assessed alongside the local plan.

Local planning authorities in Kent and Medway are at varying stages in the preparation of local plans - some have been adopted while others are in the process of being prepared. The majority are supported by an IDP, which sets out the infrastructure required to support growth and funding regimes. Neighbourhood plans are also taken into consideration that enable local people to align strategic needs with priorities for their local area.

The NPPF also sets out a duty to co-operate across boundaries; ensuring local authorities engage with neighbouring authorities and other organisations on strategic planning issues, in particular infrastructure providers. However, an improved mechanism needs to be in place to provide strategic co-ordination of growth across local authority boundaries or strategic infrastructure.

1.3 INFRASTRUCTURE PROVIDERS

KCC, Medway Council and the district councils play a vital role in the provision of infrastructure in Kent. A range of public and private organisations have responsibility to provide infrastructure to support the existing population and proposed growth.

In practice the relationship between infrastructure requirements and providers in Kent and Medway is complex, as shown in the figure below.
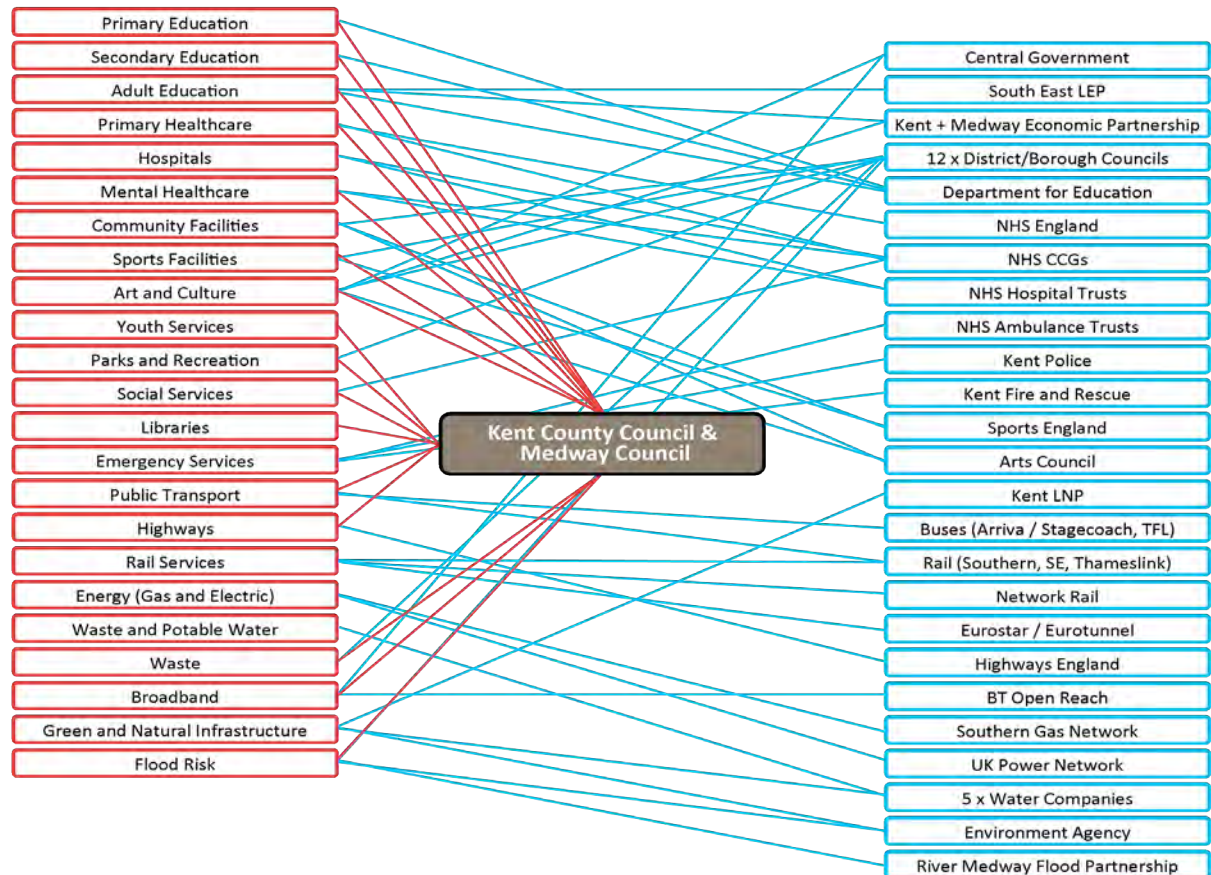
1.4 PARAMETERS OF THE FRAMEWORK

It is important to note that the GIF is a snapshot in time; the data used is the best available, and in some cases, theoretical costings and assumptions have been used where exact data is not available.

POPULATION

Population Forecast

The GIF makes use of the KCC housing-led population forecast that is produced annually, based on the latest demographic information available from the ONS and driven by housing numbers detailed in district and borough council local plans at a set point in time.

The latest population forecasts are based on 2016 ONS Mid-Year Population Estimates (released August 2017) and housing figures as at September 2017.

Migration - The migration data is sourced from the 2016 ONS Mid-Year Population Estimates.

Demographics - Indices of Multiple Deprivation (IMD) information is sourced from DCLG with the latest information available being IMD 2015.

HOUSING

Trajectories - Compiled by KCC Business Intelligence in September 2017, based on district/borough submissions (so may not fully reflect emerging Local Plan figures). Housing may not be delivered to the scale/timeframes stated, as it is market led.

Completions - Housing completions information is sourced from the KCC Business Intelligence bulletin.

Strategic Housing - Strategic housing sites are defined as those over 100 units and include both extant permissions and allocations, using a list of strategic housing sites and numbers collated by KCC Business Intelligence (from 2016 HIA returns).

INFRASTRUCTURE

Project lists - Project lists are compiled from information received from various sources, including KCC service leads, Medway and district IDPs.

Costs - Total infrastructure costs are a combination of proposed project costs and theoretical costs. The total costs of actual proposed projects will always take priority over theoretical costs.

FUNDING

Secured funding - any named project that has a legal agreement or government funding stream stating that funding will be provided, regardless of whether it has been received or not.

Expected funding - any public sector, private sector or developer contribution funding that is expected, but where there is no legal agreement in place stating that the funding will be provided. This funding is estimated based on previous rates of attracting funding from a variety of sources (eg. developer contributions, the NHS etc). All theoretical modelling outputs for funding are considered as expected funding.

THEORETICAL COSTS

Theoretical projects are used to forecast the overall infrastructure costs up to 2031.

Costs from theoretical projects represent the services required and not the cost of maintaining/supplying current service demand. They are capital requirements and do not account for any revenue based services i.e. they do not include costs for running or staffing buildings and services.

Theoretical costs are used as a proxy measure of cost for an entire service and are completely separate to proposed projects.

THEORETICAL FUNDING

Theoretical funding is based on percentages across three potential funding sources - public sector, private sector and developer contributions. The percentages may not cover the full cost i.e. may not add up to 100%. This allows for the assumption that there may not be sufficient funding available to meet requirements for certain services.

Theoretical funding does not make up for shortfalls in any proposed project – if there is a shortfall, it is calculated as part of the overall funding gap.

1.5 COUNTY WIDE APPROACH WITH SUB-COUNTY BREAKDOWN

The approval of a successful local plan is reliant on collaboration between a wide range of organisations and public bodies to determine the infrastructure required to support growth. A number of districts and boroughs prepare IDPs to identify the infrastructure required to meet spatial objectives and growth anticipated in the local plans – to ensure that the plan is realistic and deliverable. A range of infrastructure schemes are provided by councils, but many others are provided by other bodies – both public and private – and will often extend beyond physical district boundaries. Similarly, physical constraints and socio-economic trends that will influence growth and the provision of infrastructure and services will often cover much broader areas.

Therefore, alongside the Kent and Medway analysis, the GIF also takes a sub-county approach by giving an overview of the characteristics, planned growth and infrastructure required within each sub-county area. This provides a new strategic layer to growth and infrastructure challenges.

The County is shown by its three sub-county groupings: North Kent, East Kent and West Kent – as shown in figure 1.1.

NORTH KENT
- Dartford
- Gravesham
- Maidstone
- Medway
- Swale

WEST KENT
- Sevenoaks
- Tonbridge and Malling
- Tunbridge Wells

EAST KENT
- Ashford
- Canterbury
- Dover
- Shepway
- Thanet

Strategic Housing Site (2016)
Employment Site (2015)
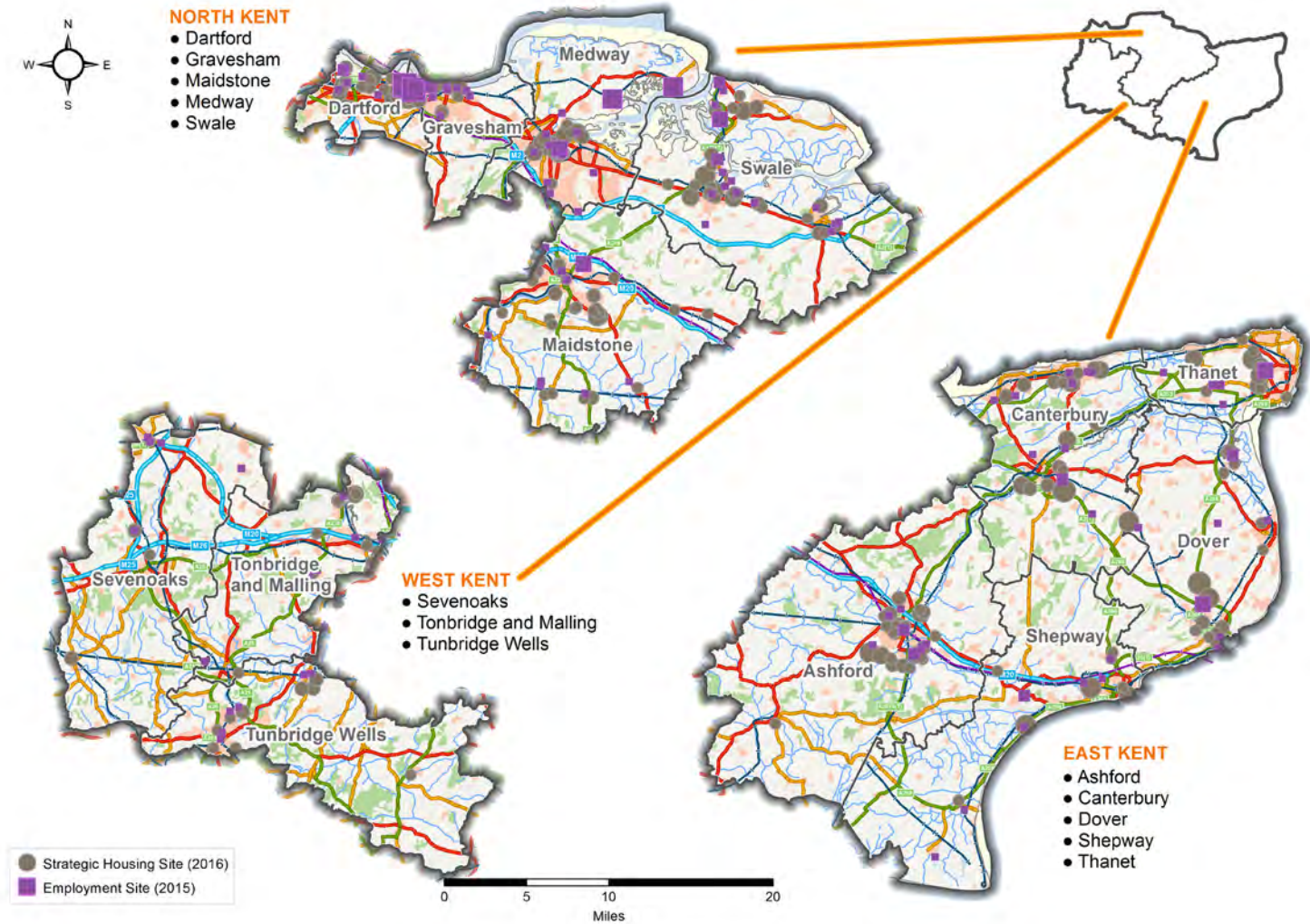
Figure 1.1: GIF sub-county areas for Kent and Medway

2. A WIDER SOUTH EAST CONTEXT

Strategically, the County's position as the main international gateway from the UK into Europe, and adjacent to London, inevitably means it plays a major role in the national economy. It also means that the Kent and Medway economy is sensitive to external demographic, political and economic influences. This section identifies external factors, parties influencing the County and opportunities for collaboration, that will affect the growth challenge in Kent and Medway.

Folkestone Harbour
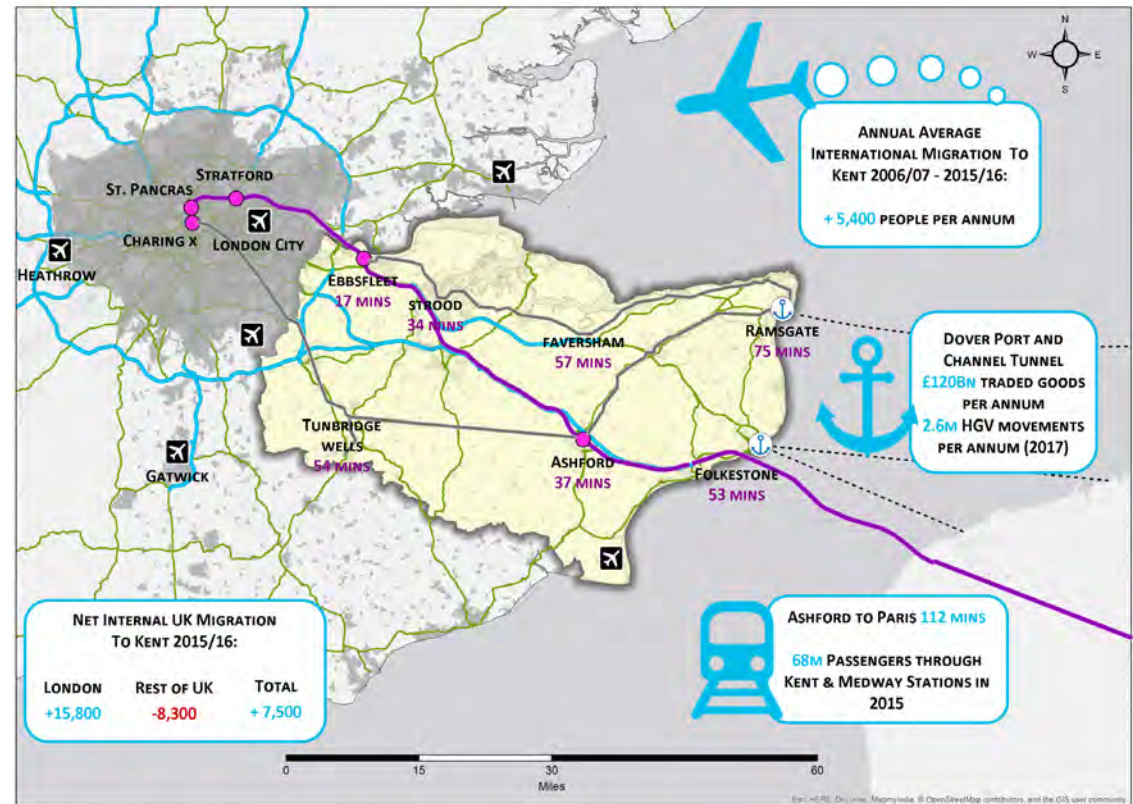
Figure 2.1: Kent in the wider south east

2.1 LONDON

The impact of London's growth on Kent and Medway will influence migration in and out of the County, as well as business relocation. These trends could lead to growing pressures on areas that surround London, and a potential pressure to absorb some of the capital's growth[1]. London is under intense pressure to address the acceleration in housing need, which in turn could affect the supply of suitable office space[2]. The residual housing demand and the growing crisis in office and employment space will necessarily put additional pressure onto economies across the wider South East - all of which are facing their own growth in demand.

It will be crucial to continue engaging proactively with the Greater London Authority (GLA) as the London Plan progresses to ensure that the County's growth is supported by all the necessary infrastructure and services. Kent and Medway are represented on the Wider South East Political Steering Group, which meets to initiate, steer and agree strategic collaboration activities across the wider South East - covering common strategic planning and economic growth issues, alongside the preparation of the 2016 London Plan.

Kent and Medway are also actively involved with, and represented by South East England Council (SEEC) which looks to ensure that the South East has opportunities to influence London's housing and strategic infrastructure plans.

2.2 WIDER CROSS-COUNTY PARTNERS

Thames Gateway Kent Partnership

The wider Thames Gateway/Estuary is a key regeneration area that stretches north of the Thames from Canary Wharf to Southend, and south of the Thames from Deptford to the Medway and Swale, Canterbury and Thanet. Regeneration of the Thames Gateway has been underway since the 1990s, of which Thames Gateway Kent has an important role and vision to enable North Kent to prosper and grow.

The Thames Gateway Kent Partnership (TGKP) champions sustainable economic growth across North Kent (aligning with the original geography of the Gateway) and seeks to create the best conditions possible to attract investment and deliver sustainable, private sector-led economic growth across North Kent, promote and enable collaboration to achieve growth and ensure that the Thames Gateway remains a key priority for Government. The Thames Estuary 2050 Growth Commission, now chaired by Sir John Armitt, has announced its priorities, which include equipping people with the right skills and providing high quality housing. The

Commission's final report, which will lay out recommendations to government, will be published in spring 2018.

SEEC

SEEC has identified an infrastructure funding gap of £15.4bn over the next 15 years, holding back South East and national business success[3]. The South East's changing fortunes are due to a growing gap in per-capita public spending, including areas such as transport and enterprise investment[4]. Kent and Medway are represented by SEEC and work with a number of partners in ensuring growth priorities are delivered across the South East.

SELEP

The South East Local Enterprise Partnership (SELEP) is tasked with supporting local growth and helping deliver a stronger economy that covers East Sussex, Essex, Kent, Medway, Southend and Thurrock.

SELEP is business-led and brings together public and private sectors to drive local economic growth, build new homes and create sustainable communities by delivering jobs, tackling skills and training issues.

SELEP is currently refreshing its South East Strategic Economic Plan (SEP) to make sure it builds on progress to date, supports local priorities, unlocks funding and is responsive to the changing macro-economic environment and national agenda. The SEP will support forthcoming economic development strategies, infrastructure planning and housing policy, as well as improving overall productivity.

Transport for the South East (TfSE)

In May 2017, Leaders from across the South East launched a partnership as a single voice with the ability to directly influence the area's transport priorities. The partnership brings together the area's sixteen transport authorities and five Local Enterprise Partnerships to work directly with the Department for Transport (DfT). It also involves road and rail providers, such as

Highways England and Network Rail, and other providers such as ports and airports.

The major benefits of the partnership include:
• Setting spending priorities to improve the transport network for all travellers and businesses;
• Ensuring the South East economy remains a driver of national prosperity;
• Directly influence the decisions of national and regional infrastructure providers and operators.

The creation of sub-national transport bodies, such as TfSE, allows decisions on strategic transport investment to move from national to area level. The Government's Industrial Strategy and its devolution agenda also support the principle of allowing places to build on their strengths and remove obstacles to further growth. TfSE intends to move to full operation, with government backing, in 2020/21 and produce a transport strategy for the South East.

KEY FACTS AND FIGURES
• In 2015/16, the South East delivered an additional 34,900 homes- the most across all regions in England.
• Its economic output (GVA) is the second highest in England, at £249 billion.
• At 9.1million (in 2017), it has the UK's largest population.
• It has an estimated £15.4 billion infrastructure investment gap (by 2030)[5].
• The current Further Alterations to London Plan (2015) sets a ten year housing target of 49,000 houses per year.
• The London Strategic Housing Market Assessment (SHMA) is indicating a housing target of 65,000 a year, with a need of 66,000 homes per year. The Greater London Authority will be looking beyond London to explore if there is potential to accommodate more growth in sustainable locations outside the capital.

3. KENT AND MEDWAY IN 2050

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In order to start to prepare for a longer time horizon, this refreshed version of the GIF starts to examine the challenges and opportunities likely to face Kent and Medway to 2050, by taking a scenario-based approach. This chapter will provide a framework to ensure that Kent and Medway are in a strong position to anticipate and plan for sustainable growth. The full 2050 report, written by ARUP, can be read as a separate document.

3.1 POPULATION AND TRENDS

The scenarios set out in this chapter use predicted metrics in population, housing and jobs numbers expected in 2050. The expected increase in population and growth in the demand for housing will intensify the infrastructure challenges, if growth is delivered in the same way as today.

METRIC	2031	2050	2031-2050 INCREASE	2031-2050 INCREASE (%)
Population	2,127,000	2,347,000	220,000	10%
Households	922,000	1,061,000	139,000	15%
Jobs	976,000	1,075,000	99,000	10%

Forecast based on KCC Housing Led Oct'2016 forecast; Projection based on 2014-based Sub National Population Projection. Produced by Strategic Business Development & Intelligence, Kent County Council
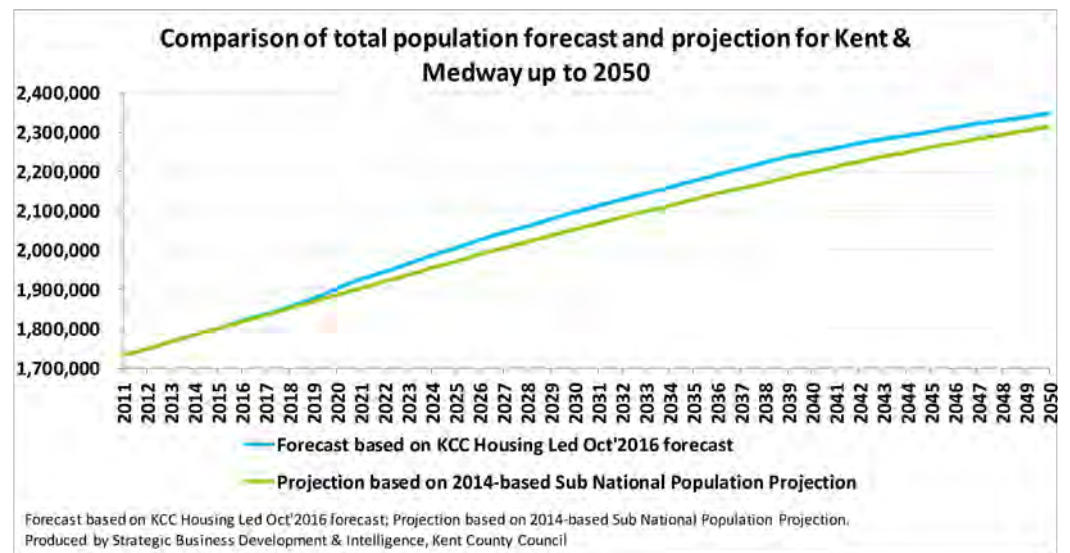
Figure 3.1: Long term population forecast in Kent & Medway (KCC SBDI data)
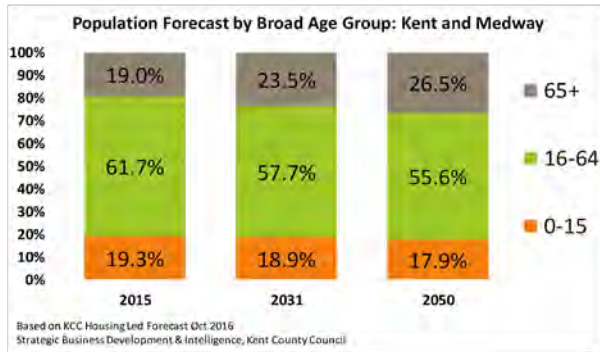
Figure 3.2: Long term population forecast by age (KCC SBDI data)

2050 baseline for population, housing and employment

A predicted baseline expected in 2050 has been calculated using KCC's forecast for 2031 and employing the following assumptions:

- Households will rise at a similar rate as population (taken from the Kent 2050 population forecasts), with an adjustment made for the average household size reducing (trends taken from DCLG 2014-based household projections);

- Employment will rise at a similar rate as population, with no adjustment for changes in participation rates or the balance of commuting (instead, adjustments are made in each of the scenarios).

3.2 A SCENARIO APPROACH

This chapter provides a basis for county-wide conversations on how the area can ensure it is adaptable, resilient and connected in planning for a sustainable future.

Beyond these certainties, there are a number of "critical uncertainties" – trends that could go one way or another, based on current information. It is these trends against which the following scenarios have been developed.

'Climate Challenges' and **'Economic Growth'** have been chosen as critical uncertainties on which to base the scenarios. These factors are both highly uncertain and have the potential to be highly impactful or disruptive to 2050. Four scenarios have been developed based on these uncertainties and each scenario explores potential impacts on the County's infrastructure provision, in order to inform the development of effective strategies and responses.

Scenario D (page 21) is characterised by high economic growth and moderate climate challenge impacts – of the four scenarios, it is the one to aim for.

3.3 FUNDING, FINANCING AND GOVERNANCE CONSIDERATIONS

As well as creating demands for new types of infrastructure, there is likely to be an appetite and need for different forms of governance and for new models of funding and financing infrastructure. The table sets out some of the funding and finance implications of "high economic growth and moderate climate challenges" vs. "low economic growth and severe climate challenges".

HIGH ECONOMIC GROWTH AND MODERATE CLIMATE CHALLENGES	LOW ECONOMIC GROWTH AND SEVERE CLIMATE CHALLENGES
Greater economic autonomy - local authorities have greater discretion over how much to invest	Shorter-term approach to investment
More investment in infrastructure from institutional investors	More borrowing from central government, more dependence on bidding for grants and more central government control
Central government offers more local control for creative and innovative funding and finance mechanisms	Increased competition between investments for climate challenge adaptation and mitigation
Economic stability leading to a longer-term approach to investment on behalf of local authorities	Local government rationalising estates and selling off assets
A higher proportion of foreign direct investment (FDI) from outside the EU	Greater collaboration with other public bodies for shared services and co-investment

SCENARIO A – HOT HOUSE

This scenario is characterised by high economic growth and severe climate challenge impacts. Due to extreme levels of economic, environmental and political migration and the UK's buoyant economy as a pull factor, the County experiences a relatively high amount of immigration. There has been an increase in employment opportunities in London, as well as Kent and Medway, due to a strong local economy fuelled by increased entrepreneurial activity. This has also increased commuting within and out of the area.

SCENARIO A - HOT HOUSE

High economic growth, severe climate challenge impacts

SOCIAL
- Wealth gap reduced
- Housing inequality (especially environmental resilience measures)
- Increase in imported goods + increased agricultural regulation = Food price increases

TECHNOLOGICAL
- AI embraced, creating high value jobs in technology industries
- Loss of jobs in freight and logistics, due to technology advances
- Advanced, resilient materials and new construction methods required due to climate challenge impacts

ECONOMIC
- Buoyant commercial sector – increase in jobs in knowledge and intensive business services
- Employment prospects attracting further skilled labour
- New entry level jobs created post Brexit

POLITICAL
- Strong economy results in stable political situation
- Equitable distribution of resources and wealth remains an important political topic

ENVIRONMENTAL
- increased blue and green infrastructure provides accessible environment for recreation and leisure, and as mitigation measures against flooding, heatwaves and drought
- Electric Vehicles reduce air pollution

Resulting Infrastructure Requirements

HOUSING
- High quality new green towns and villages and urban extensions, well serviced and access to amenity and jobs

EMPLOYMENT
- New office space to support the knowledge economy – particularly smaller / flexible units suitable for small and growing businesses
- Brexit-related employment floorspace, close to 'gateways' (e.g. Dover, Folkestone)

HEALTH AND SOCIAL CARE
- New technologies used in healthcare and social care
- This includes use of mobile technology in order to improve the standard of care

TRANSPORT
- Infrastructure to support 'smart' transport modes and better choices – linking different modes of transport and creating choices that favour sustainable decision-making
- Transport links to other parts of the country

EDUCATION
- Upgrades to existing schools to ensure they are able to meet requirements of migrant populations – both physical capacity and technological

UTILITIES AND NATURAL ENVIRONMENT
- Diverse sources of energy and low-carbon approach to wider infrastructure
- Increase in localised sources of energy improves resilience
- Use of green and blue infrastructure
- Waste infrastructure provision localised

SCENARIO B – WITHERING GROWTH

Immigration has increased (briefly) – with associated pressure on the rental market, healthcare and schooling. Low economic growth has led to many falling below the poverty line and has increased the wealth gap. Severe climate challenges are increasing in frequency, as are the magnitude of extreme weather events such as heat waves, droughts and flash floods from surface water.

SCENARIO B - WITHERING GROWTH

Lower economic growth, severe climate challenge impacts

SOCIAL
- Fewer jobs available
- Longer commutes
- Housing construction increase in off-site and modular, to save costs
- Climate challenge disproportionately affecting coastal communities and less wealthy residents

TECHNOLOGICAL
- The reduced cost of domestic solar electricity generation and water heating solutions results in mass roll-out

ECONOMIC
- Domestic tourism growth due to cost of foreign holidays
- Emphasis on multi-functional, shared infrastructure due to reduction in funding
- Greater cooperation between local government and utility companies

POLITICAL
- Some climate challenge adaptation policies are put into effect, but the lack of funding makes implementation largely ineffective
- Tax increases required to pay for infrastructure requirements

ENVIRONMENTAL
- Vulnerability of some locations in the face of increased extreme weather and rising sea levels, coupled with the increased cost of protection, has led to some 'managed decline'

Resulting Infrastructure Requirements

HOUSING
- Modular homes and off-site construction

HEALTH AND SOCIAL CARE
- Increased use of 'top up' services above and beyond more basic levels of care
- Non-UK adopted residents pay at market rate for their healthcare at the point of use

TRANSPORT
- Lower central funding pushes authorities towards funding mechanisms that target users/beneficiaries of the infrastructure
- Rise of 'pay as you go' mobility services

EDUCATION
- Increased use of multi functional community hubs
- Rationalised centres of further education to reduce costs – some students are therefore required to travel further

UTILITIES AND NATURAL ENVIRONMENT
- Centralised energy storage infrastructure
- Reliance on overseas energy
- Strategic flood defences with retreat from areas where not possible to protect
- Focus on improvements to green and blue infrastructure

SCENARIO C – LYING FALLOW
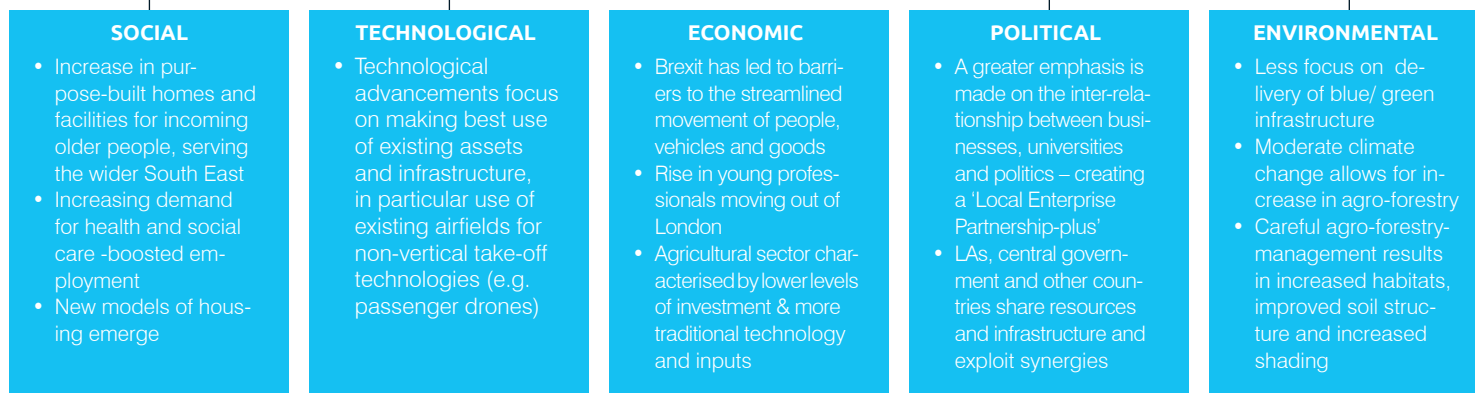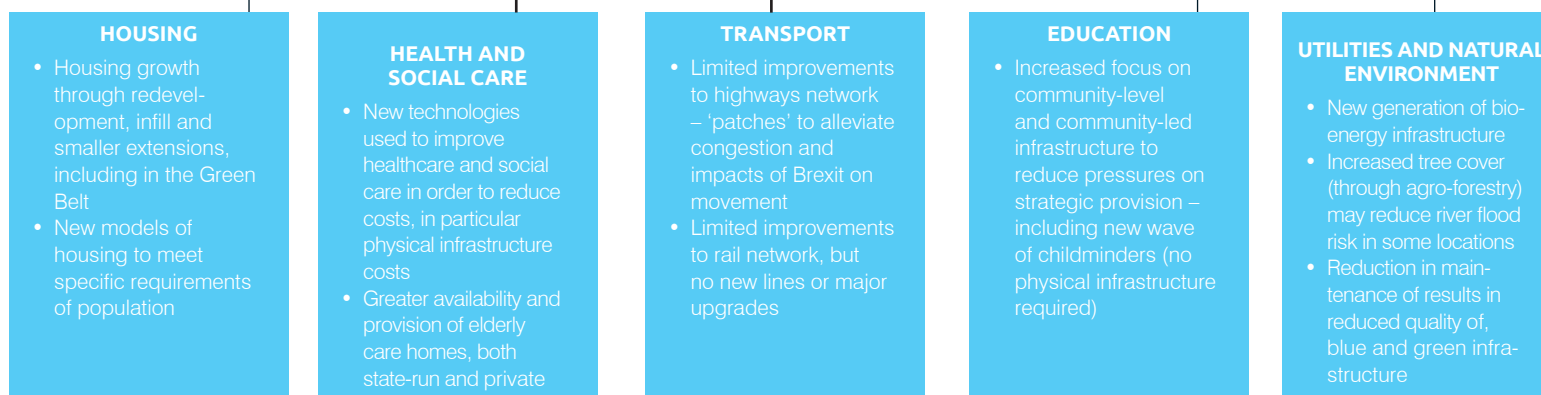
This scenario is characterised by lower economic growth growth, and moderate (less severe) climate challenge impacts. Poor economic performance combined with technological advancement has led to fewer jobs. There is also limited funding for infrastructure, creating further congestion and poor service provision. This hardship leads to social unrest, heated public opinion and heightened political activism.

SCENARIO C - LYING FALLOW

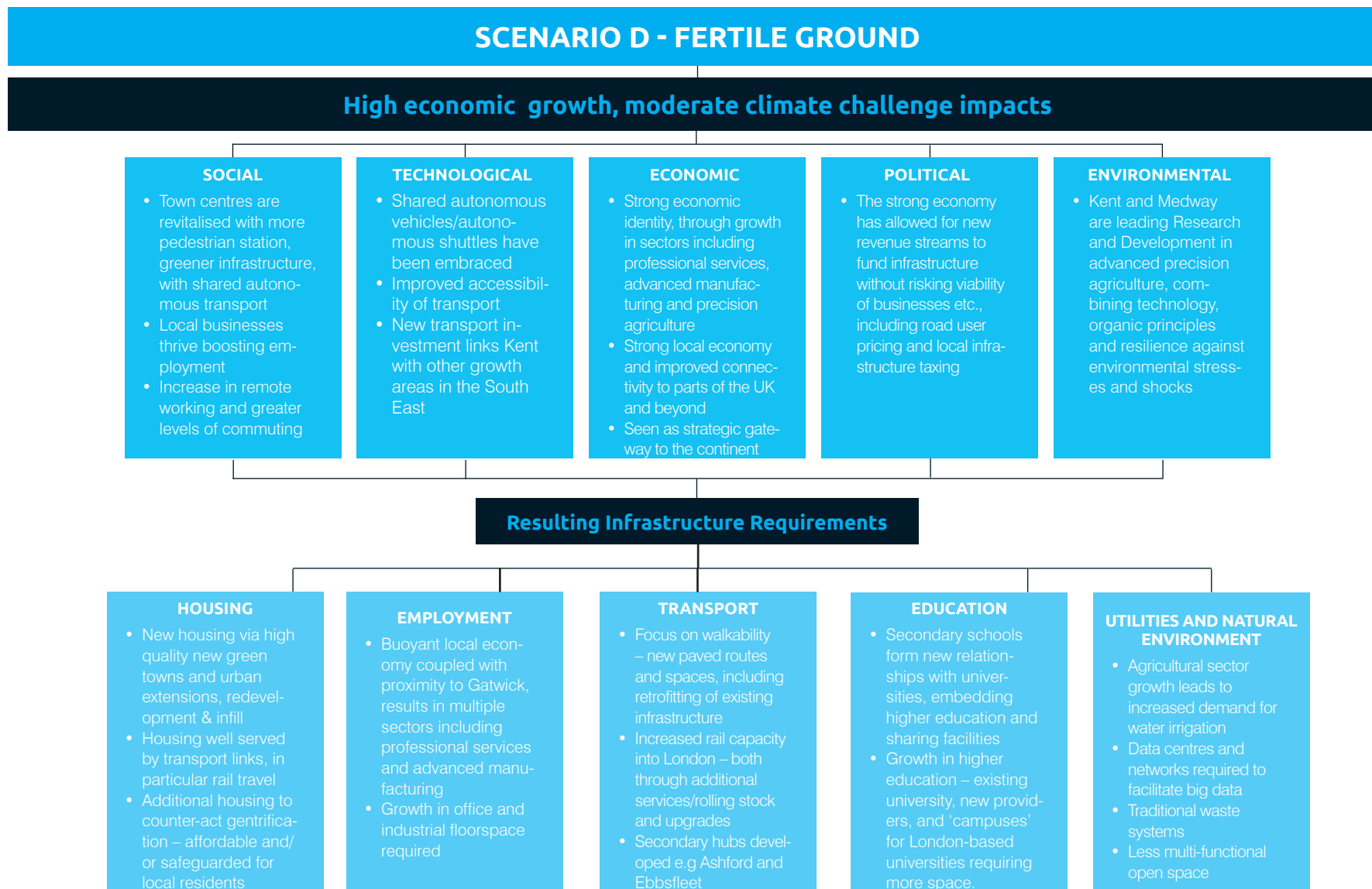### Lower economic growth, moderate climate challenge impacts

SOCIAL
- Increase in purpose-built homes and facilities for incoming older people, serving the wider South East
- Increasing demand for health and social care -boosted employment
- New models of housing emerge

TECHNOLOGICAL
- Technological advancements focus on making best use of existing assets and infrastructure, in particular use of existing airfields for non-vertical take-off technologies (e.g. passenger drones)

ECONOMIC
- Brexit has led to barriers to the streamlined movement of people, vehicles and goods
- Rise in young professionals moving out of London
- Agricultural sector characterised by lower levels of investment & more traditional technology and inputs

POLITICAL
- A greater emphasis is made on the inter-relationship between businesses, universities and politics – creating a 'Local Enterprise Partnership-plus'
- LAs, central government and other countries share resources and infrastructure and exploit synergies

ENVIRONMENTAL
- Less focus on delivery of blue/ green infrastructure
- Moderate climate change allows for increase in agro-forestry
- Careful agro-forestry-management results in increased habitats, improved soil structure and increased shading

Resulting Infrastructure Requirements

HOUSING
- Housing growth through redevelopment, infill and smaller extensions, including in the Green Belt
- New models of housing to meet specific requirements of population

HEALTH AND SOCIAL CARE
- New technologies used to improve healthcare and social care in order to reduce costs, in particular physical infrastructure costs
- Greater availability and provision of elderly care homes, both state-run and private

TRANSPORT
- Limited improvements to highways network – 'patches' to alleviate congestion and impacts of Brexit on movement
- Limited improvements to rail network, but no new lines or major upgrades

EDUCATION
- Increased focus on community-level and community-led infrastructure to reduce pressures on strategic provision – including new wave of childminders (no physical infrastructure required)

UTILITIES AND NATURAL ENVIRONMENT
- New generation of bio-energy infrastructure
- Increased tree cover (through agro-forestry) may reduce river flood risk in some locations
- Reduction in maintenance of results in reduced quality of, blue and green infrastructure

SCENARIO D – FERTILE GROUND

This scenario is characterised by strong economic growth and only moderate climate challenge impacts – it is therefore the most desirable of the four scenarios. The County has capitalised on its identity as the 'Garden of England', focusing on cultural identity, natural beauty and attractiveness as a tourist destination. Kent competes successfully for skills, investment and talent. The buoyant local economy creates new revenue streams to fund infrastructure, while new technologies are embraced to create efficiencies in service provision and delivery.

SCENARIO D - FERTILE GROUND

High economic growth, moderate climate challenge impacts

SOCIAL
- Town centres are revitalised with more pedestrian station, greener infrastructure, with shared autonomous transport
- Local businesses thrive boosting employment
- Increase in remote working and greater levels of commuting

TECHNOLOGICAL
- Shared autonomous vehicles/autonomous shuttles have been embraced
- Improved accessibility of transport
- New transport investment links Kent with other growth areas in the South East

ECONOMIC
- Strong economic identity, through growth in sectors including professional services, advanced manufacturing and precision agriculture
- Strong local economy and improved connectivity to parts of the UK and beyond
- Seen as strategic gateway to the continent

POLITICAL
- The strong economy has allowed for new revenue streams to fund infrastructure without risking viability of businesses etc., including road user pricing and local infrastructure taxing

ENVIRONMENTAL
- Kent and Medway are leading Research and Development in advanced precision agriculture, combining technology, organic principles and resilience against environmental stresses and shocks

Resulting Infrastructure Requirements

HOUSING
- New housing via high quality new green towns and urban extensions, redevelopment & infill
- Housing well served by transport links, in particular rail travel
- Additional housing to counter-act gentrification – affordable and/or safeguarded for local residents

EMPLOYMENT
- Buoyant local economy coupled with proximity to Gatwick, results in multiple sectors including professional services and advanced manufacturing
- Growth in office and industrial floorspace required

TRANSPORT
- Focus on walkability – new paved routes and spaces, including retrofitting of existing infrastructure
- Increased rail capacity into London – both through additional services/rolling stock and upgrades
- Secondary hubs developed e.g Ashford and Ebbsfleet

EDUCATION
- Secondary schools form new relationships with universities, embedding higher education and sharing facilities
- Growth in higher education – existing university, new providers, and 'campuses' for London-based universities requiring more space.

UTILITIES AND NATURAL ENVIRONMENT
- Agricultural sector growth leads to increased demand for water irrigation
- Data centres and networks required to facilitate big data
- Traditional waste systems
- Less multi-functional open space

3.4 IMPLICATIONS AND NEXT STEPS

Whilst it is impossible to predict which of these scenarios is most likely, it is clear that there are certain inevitabilities that Kent and Medway need to start preparing for if they are to deliver sustainable growth.

- **The role and pace of technology in the delivery of new infrastructure will grow.** In every scenario, the role of technology will either enable infrastructure providers to provide more competitive forms of infrastructure or deliver more cost effective infrastructure. How authorities enable this growing pace of technology in the future is a key challenge. The implication is that the County needs to build horizon scanning for new technology into the analysis phase, in the development of new infrastructure projects.

- **As a result of this increasing role of technology, the role of digital connectivity is vital.** Whatever outcome or scenario, the way in which information is gathered, analysed and communicated will become increasingly important to sustainable communities.

- **The critical necessity of a more sustainable solution to providing energy.** With an imminent influx in the adoption of electric vehicles, there will be significant implications for the way in which energy is delivered to support this new infrastructure. In addition, growth pressures, whether in a high or low growth scenario, will mean that pressures on the grid are exacerbated further. There will be a need to strategically plan the way in which electricity is generated and delivered.

- **Whatever scenario materialises, the funding of infrastructure will continue to present real challenges.** Whilst emerging technology has the potential to radically change the way that infrastructure is planned, delivered and maintained, this needs to be considered within the context of the County already being challenged in how to provide the necessary infrastructure for current growth.

Moving forward, partners will be using this scenario-based framework to test the approach on infrastructure types and developing a more consistent approach to future proofing infrastructure through a series of workstreams. These workstreams will feed into more detailed iterations of this analysis.

KENT AND MEDWAY - PLANNING NOW FOR 2050

ADAPTABLE to new technologies, a rise in electric vehicles, a growing and ageing population, climate risks, decarbonisation and a growing energy demand;

RESILIENT to changes in climate, economic uncertainty (Brexit), population growth and increased financial pressure on services;

CONNECTED to growth in technology, AI and automation, broadband demand, changes in work patterns and employment.

4. A PICTURE OF GROWTH IN KENT AND MEDWAY

Houses in Sevenoaks, Sevenoaks DC

This chapter provides the context for growth across Kent and Medway to 2031. It gives an overview of the projected growth in population, employment and housing for Kent and Medway and explores the demographics and economics of that growth. In doing so, it sets out key trends and projections that will affect the distribution of growth and planning to support infrastructure to 2031.

In order to illustrate how Kent and Medway is changing in terms of population, demographics and housing growth, figures in this section represent the period 2011 – 2031, unless stated otherwise.

4.1 POPULATION FORECASTS

GIF POPULATION FORECAST

The GIF uses the KCC Housing Led Forecast, produced by KCC Strategic Business Development & Intelligence, to establish a population forecast directly linked to (and constrained by) the planned housing identified for this framework. As districts are at various stages in the Local Plan process, housing trajectories can be volatile. The GIF forecast takes housing trajectories at a set point in time (September 2017) provided by Local Authorities to perform a consistent analysis of growth and need across the County.

The GIF forecast shows a 2031 population of 2,127,600 – an increase of 396,300 from 2011, equivalent to 23% growth

2011

2031

+ 22.9%

1,731,400 people

2,127,600 people
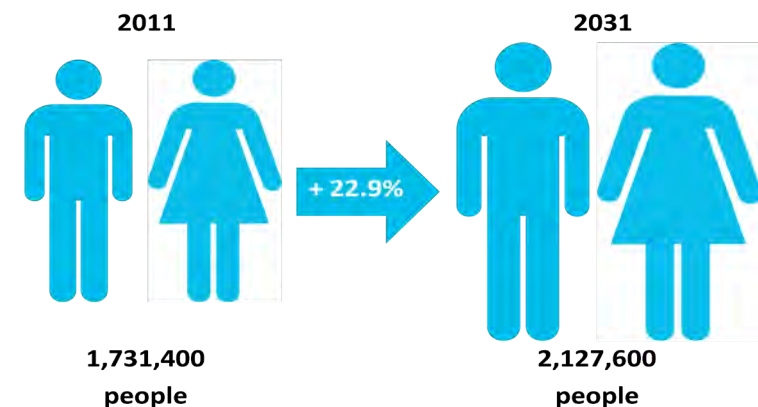
Figure 4.1: Forecast population change 2011 to 2031 (Source: KCC GIF Forecast 2017)

Figure 4.2: Forecast population change in five year blocks (Source: KCC Housing Led Forecast 2017)

4.2 MIGRATION

Migration is the main driver of population growth for Kent and Medway. Between 2007 and 2016, net inward migration accounted for 72% of total population growth during this period.

In 2016, there were a net 7,500 migrants into Kent and Medway from other UK areas and 7,300 international migrants resulting in a net inward flow of 14,800 into Kent and Medway.
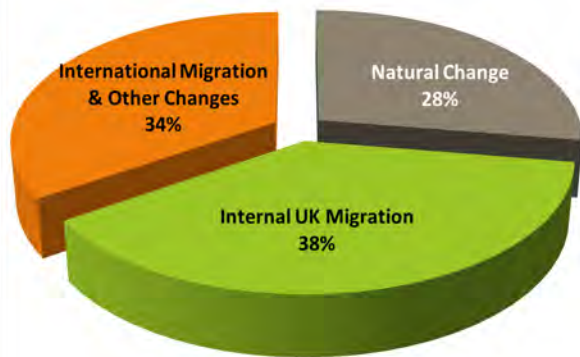
Figure 4.3: Causes of population change from 2006/07 – 2015/16 (Source: ONS August 2017)

Net international migration accounted for approximately a third of this net flow into Kent and Medway, and continues a general trend of the last decade. Net migration into Kent and Medway has increased across all population age groups with the exception of 16-24 year olds.
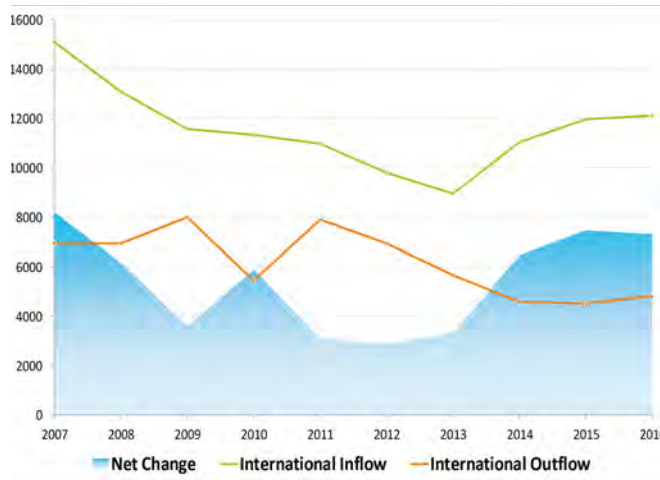
Figure 4.4: International migration to and from Kent and Medway 2006/07 - 2015/16 (Source: ONS August 2017)
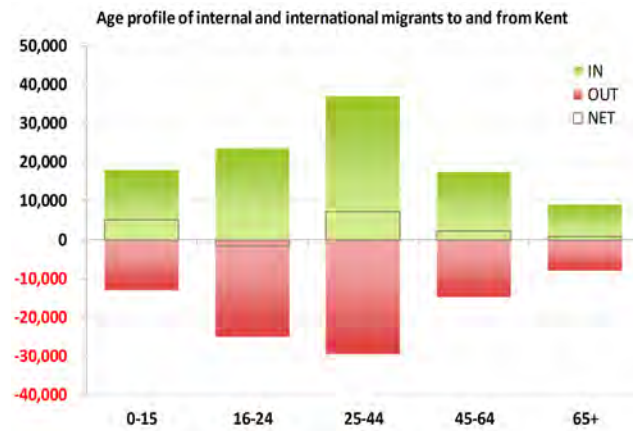
Figure 4.5: 2016 age breakdown of all migration to and from Kent and Medway (Source: ONS August 2017)

The majority of people who move into Kent and Medway come from London. In 2016, this was 29,200 people. In contrast, 13,400 people moved to London, giving a net gain of 15,800 people from London into Kent and Medway.

Therefore, Kent is a net importer of migrants from London and a net exporter to all other regions and countries in the UK.
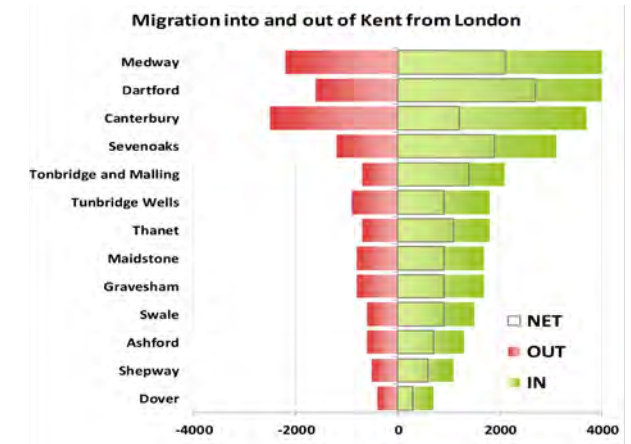
Figure 4.6: 2016 Migration flows to Kent and Medway from London (Source: ONS August 2017)
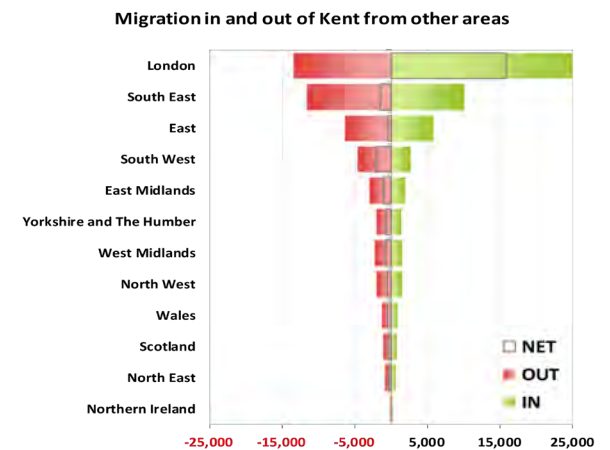
Figure 4.7: 2016 Migration flows to Kent and Medway from all UK regions (Source: ONS August 2017)

At a district level, all districts have experienced net inflows of internal (within UK) migration from 2011 – 2016, with the exception of Tonbridge and Malling. The largest flows have been into Canterbury, Swale and Maidstone.
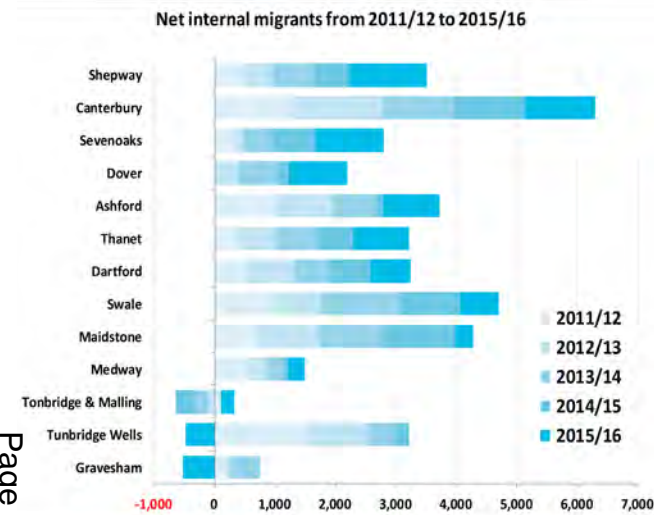
Figure 4.8: Internal migration flows to districts and boroughs from 2011/12 to 2015/16 (Source: ONS August 2017)

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4.3 DEMOGRAPHIC HEADLINES

Similar to the rest of the UK, the population of Kent and Medway is ageing. Those aged 65 and above are forecast to increase by **64%**, and those aged 80+ are forecast to increase by **94%**.

An ageing population presents its own challenges and will alter infrastructure demands in Kent and Medway. These challenges include changing requirements for house types to be more adaptable and the increasing need for better healthcare and accessible infrastructure.

Figure 4.9: Forecast percentage population growth by 5 year age band between 2011 and 2031 (Source: KCC Housing Led Forecast 2017)
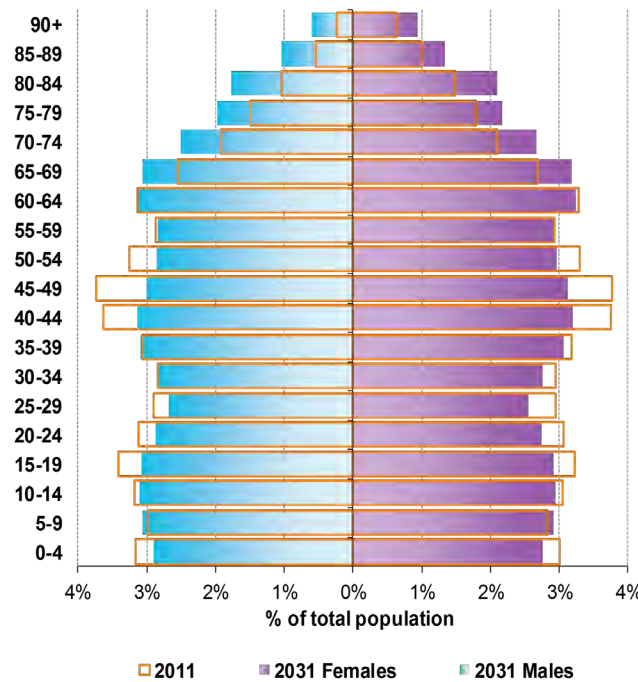
Figure 4.10: Population pyramid showing forecast differences between 2011 and 2031 (Source: KCC Housing Led Forecast 2017)

Traditional assumptions on the working age population age range will likely need to be revised as the population continues to get older. As an approximate measure of the working age population, those aged 20 – 64 will decline by 5% in their total share of the population by 2031, whereas those aged 65+ will increase their share by 6% of the population (figure 4.11).
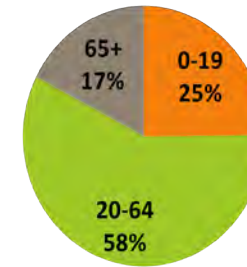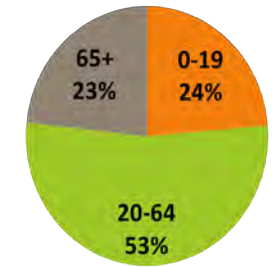

Figure 4.11: Forecast differences in population by age group between 2011 and 2031 (Source: KCC Housing Led Forecast 2017)

4.4 DEPRIVATION

Relative to the rest of England, quality of life is generally high across Kent and Medway.

Yet there are clear pockets of deprivation in urban areas such as Chatham, Gillingham, Ashford, Folkestone and Dover as well as peripheral coastal and estuarial areas, including the Isle of Sheppey and parts of Thanet (Figure 4.12).

There are variations in the causes of deprivation across Kent and Medway, ranging from a lack of access to health care and skills training, to poor access to potential job markets.
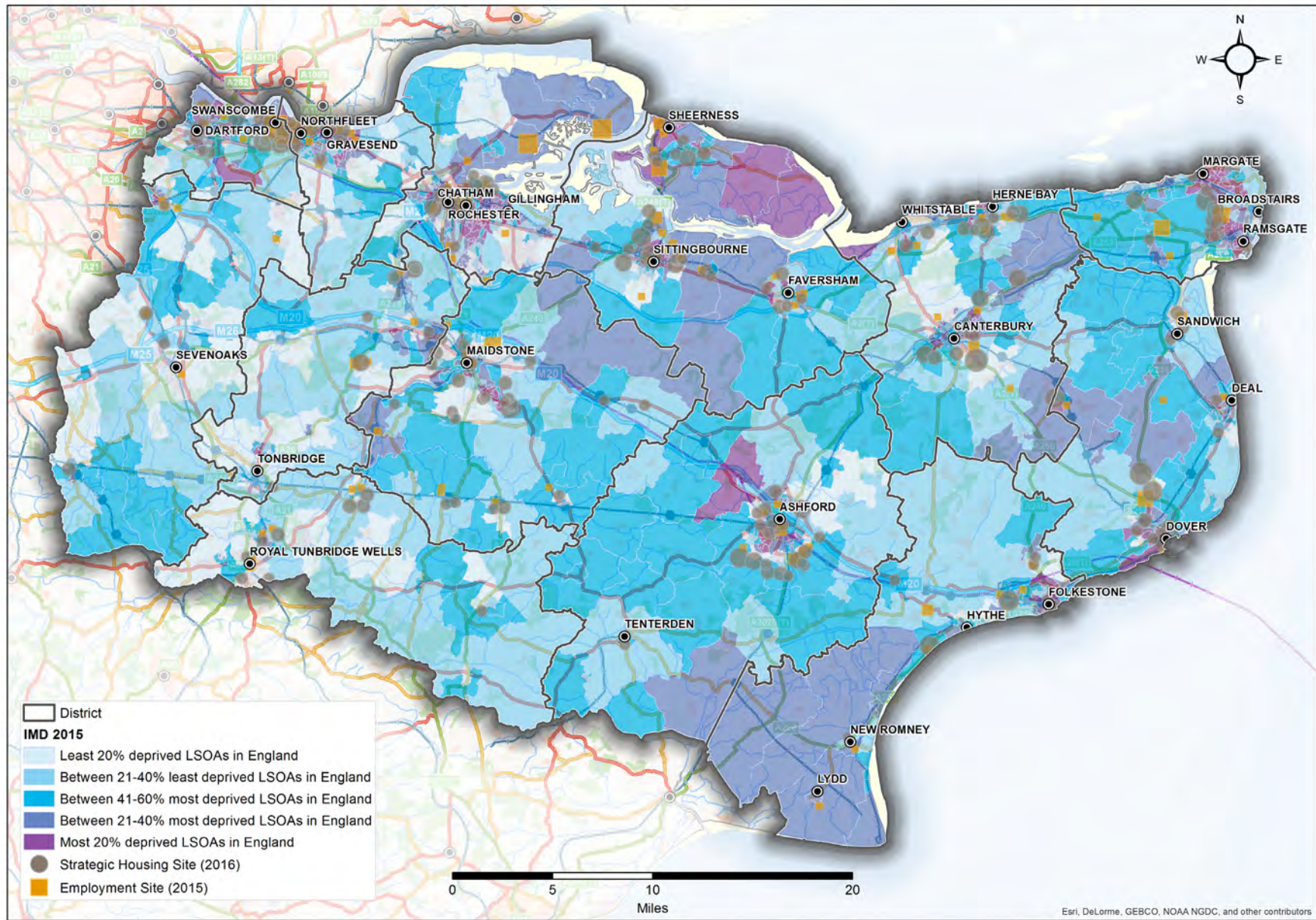
KENT COUNTY COUNCIL   25

Figure 4.12: Map showing Indices of Multiple Deprivation 2015 (Source: ONS 2016)

4.5 HOUSING DELIVERY

There are approximately 770,000 existing housing units across the County. To accommodate the forecast increase in population, local authority housing forecasts indicate that some 178,600 housing units are planned across Kent and Medway between 2011 and 2031. Housing forecasts used within the GIF have been sourced from Kent and Medway's districts and boroughs as at September 2017. These sources are summarised below. Forecasts are adjusted to match the 2011 – 2031 period, where required.

| DISTRICT	SOURCE
Ashford	Reg 19, 2011 - 2030
Canterbury	Adopted Local Plan 2011 - 2031
Dartford	Core Strategy 2006 - 2026
Dover	Core Strategy 2006 - 2026
Gravesham	Core Strategy 2011 - 2028
Maidstone	Main Mods, Reg 19, 2011 - 2031
Medway	2014 Housing position statement
Sevenoaks	Issues and Options, 2015-2035
Shepway	Core Strategy 2006 - 2031
Swale	Adopted Local Plan 2014-2031
Thanet	Draft Local Plan, 2011 - 2031
Tonbridge and Malling	Issues and Options, 2011-2031
Tunbridge Wells	Issues and Options, 2011-2031
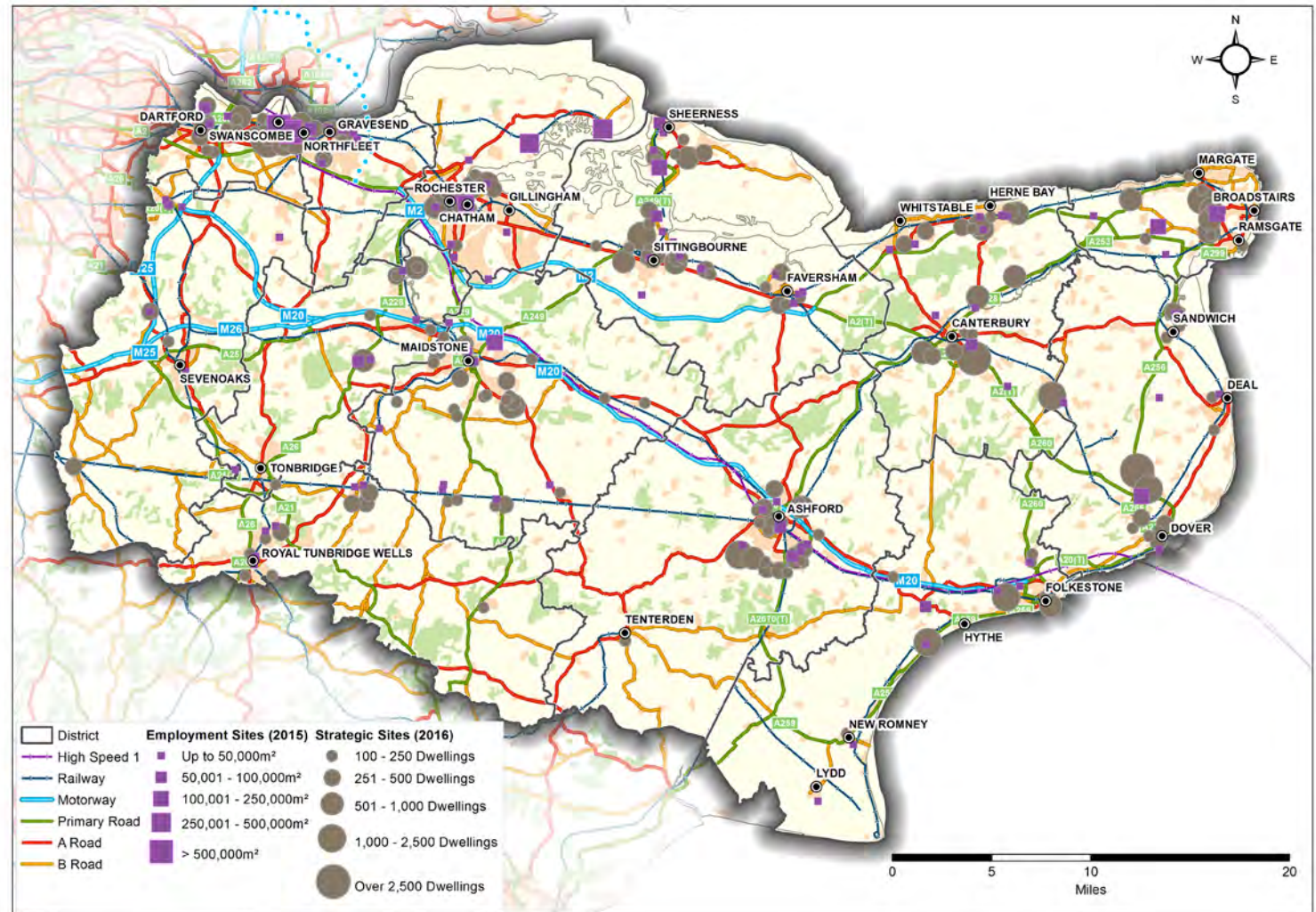
Figure 4.13: Kent and Medway growth context

CURRENT PICTURE AND PLANNED GROWTH

As the UK economy has improved since the height of the financial crisis, the pace of housing delivery has increased. The Government recorded that housing starts for the December quarter of 2015 were at their highest point for 7 years, nearly double the low point of 2009[1]. Between 2011/12 and 2015/16, a total of 26,400 houses were constructed across Kent and Medway. There were 7,300 housing completions in Kent and Medway in 2015/16.

Despite increases in housing delivery over recent years, there remains a significant challenge in delivering at the planned rate of required growth as shown in figure 4.15.

The scale of development varies across the County, with much of the planned housing growth tending to be more focussed in areas in the north and east of the County (figure 4.14).
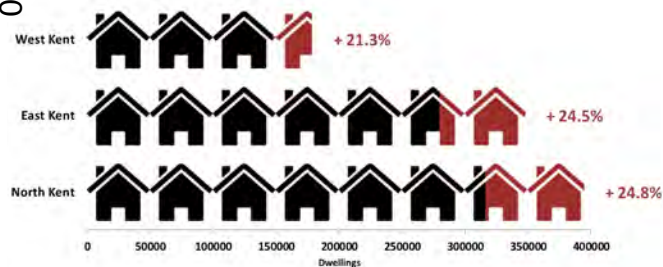
Figure 4.14: Planned additional housing growth by sub-county from 2011 to 2031 (Source: KCC September 2017)
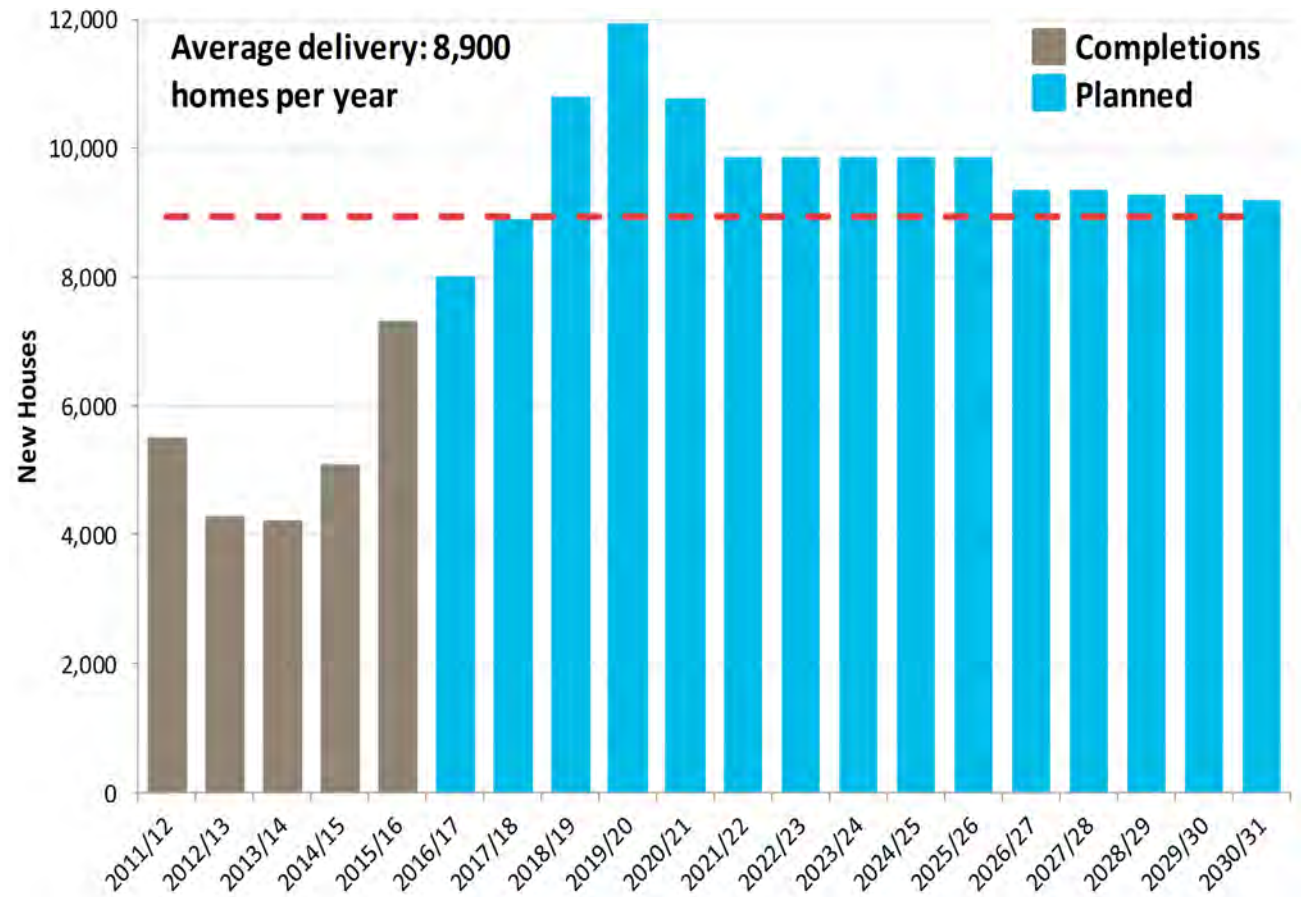

Figure 4.15: Developed and planned housing growth in Kent and Medway from 2011 to 2031 (Source: KCC September 2017)

[1]https://www.gov.uk/government/news/housing-starts-and-completions-hit-7-year-high

4.6 AN ECONOMIC PORTRAIT

Kent and Medway play a critical role in the wider UK economy. The County is home to the Port of Dover, Eurotunnel and High Speed 1 access, so many of the economic hubs in Kent and Medway are within an hour of London, and within two hours of Europe.

The Kent and Medway economy has transformed over the last twenty years. The core of the County continues to focus on service sectors including distribution, public administration and real estate. Traditional manufacturing industries of Kent and Medway's past– such as paper and cement manufacture– have declined, and whilst other sectors continue to expand and new industries emerge, there remains a legacy of an economy which continues to lag behind not only the South East, but the national economy.

Since 1998, Kent and Medway's GVA has grown by 84.6% to nearly £38bn in 2015. However, this is a lower rate of growth than that of the South East and the UK economy. In particular, the measure of GVA per head in Kent and Medway in 2015 was £20,977, which was 18% lower than the UK figure of £25,601 and 25% below the figure of £27,847 for the South East. GVA per head across the County highlights a clear east/west split, suggesting that those with good access to strong economic centres, such as London, benefit in increased average productivity.
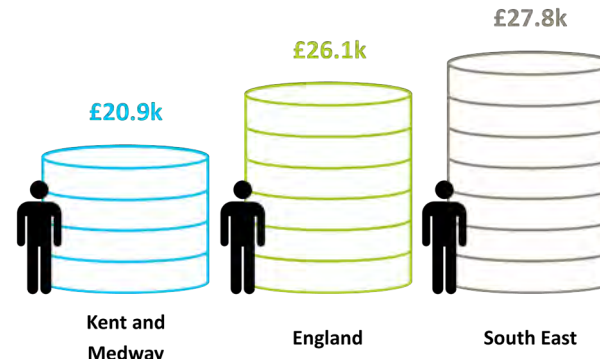

Figure 4.17: GVA per head in Kent and Medway
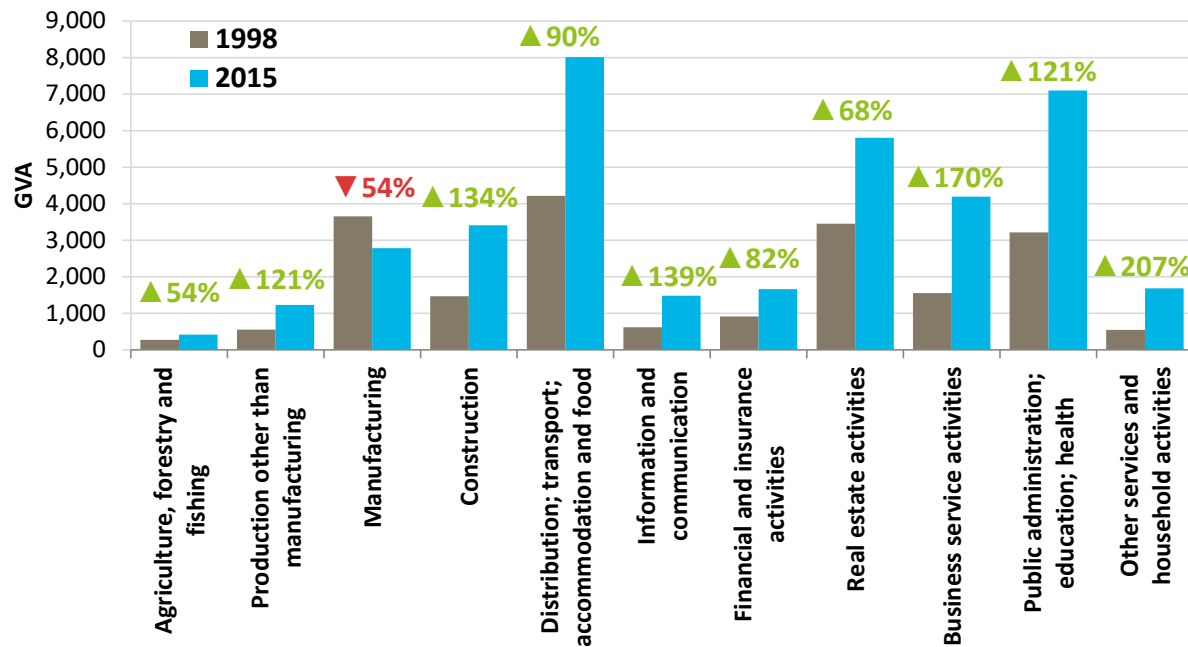

Figure 4.18: GVA per head across Kent and Medway

One of the key challenges facing the growth agenda for Kent and Medway is how to provide the environment that enables the business character of the area to evolve. This is to enable and promote indigenous business growth, whilst attracting inward investment in the sectors of the future, thereby creating employment opportunities which can enable the area to move further up the value chain in key industries.

WORKFORCE

The available workforce in the County continues to be challenged by a growing retired population against a shrinking proportion of those of traditional working age. This is in conjunction with a decline in the availability of training opportunities/appropriately skilled workers as more Kent and Medway residents travel to take up employment opportunities outside of the County, especially commuting to London.

Figure 4.16: Changes in Kent and Medway's industries 1998 against 2015. (Source: ONS)

Employment in Kent and Medway is currently less 'knowledge intensive' than the national average (figure 4.19).
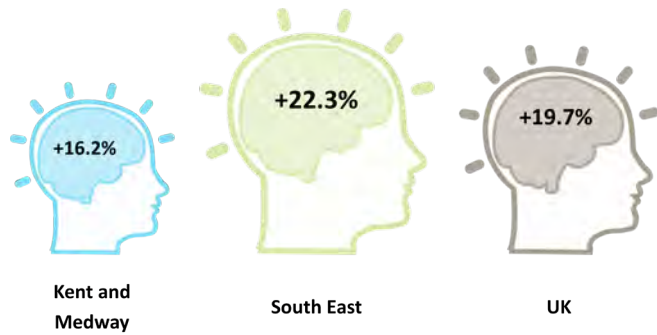

Figure 4.19: % of employees in the knowledge economy

Nonetheless, there are strong signs that there are changes in the structure of Kent and Medway's workforce – with the growth in knowledge intensive industries outstripping that of the national and South East average (figure 4.20).
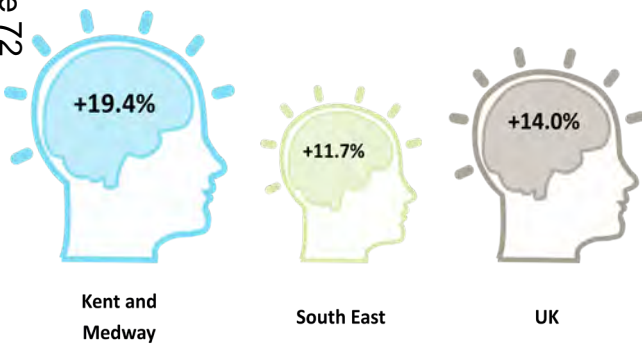
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Figure 4.20: Growth in knowledge economy employees, 2009-2015

Although less of Kent and Medway's workforce holds an equivalent NVQ4+ qualification than both the South East and the rest of England, there has been significant growth of those in a highly skilled occupation.
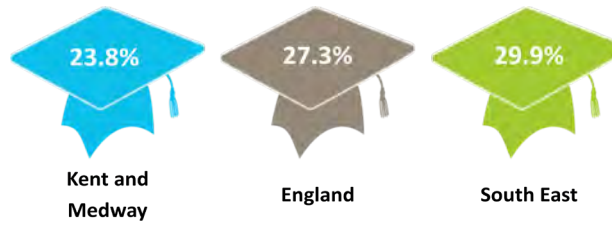

Figure 4.21: % of workforce with NVQ4+

Figure 4.22: Growth in highly skilled occupations 2004-2016

Within the County, average full time earnings are below that of England and the South East.

Figure 4.23: 2016 Annual average fulltime earnings (median) - workplace based

COMMERCIAL PROPERTY

If Kent and Medway are to overcome the economic challenges and realise the economic opportunities presented above, there is a clear need for the local economy to provide the right space in the right location at the right specification to enable business to set up and grow in the area. Available, modern, flexible properties in the right location are needed to satisfy demand and business needs, with adequate space on site for businesses to grow and develop. However, whilst the Government focuses on resolving the housing crisis, there is less is being initiated to support commercial development across the whole country.

There is an opportunity to attract businesses out of London into Kent and Medway, where such businesses can arguably achieve greater value for money in the space that they occupy and the workforce they employ. There is clear opportunity for any county in reach of the capital that can create an attractive environment for business growth.

However, there is growing evidence as to the fact that this suitable commercial space is in limited supply. This limited supply could be hindering the growth of new and existing businesses in Kent and Medway.

There are several obvious consequences of the gap between demand and supply, including the loss of potential inward investing businesses, but also the potential loss of indigenous businesses to neighbouring counties or further afield where more suitable properties may be available.

COMMERCIAL PROPERTY AND THE ECONOMY

Together, the current economic and political uncertainty is being viewed as an impediment to commercial property market activity.

However, despite the current uncertainties affecting the economic market, there has been a marginal increase over the last twelve months in the South East in the level of occupier demand for commercial space. The largest proportion of growth is demand for industrial property[2].

Demand for commercial space is driven by
- Local transport connections;
- Quality of space;
- Access to local workforce with relevant skills and knowledge;
- Facilities available with the commercial space eg. receptionist, welfare etc;
- Opportunities for growth / expansion

Case study examples include Nepicar Park, an industrial park in Wrotham which provides high quality industrial spaces, with easy access to M20 and M26, as well as a workforce with the relevant skills.

Nepicar Park
Gallagher Properties created speculative warehouse space at its Nepicar Park site in Wrotham and the industrial estate sold nearly all units in just 18 months after planning permission was secured.

Nepicar Park as a case study indicates there is strong confidence among small and medium sized businesses in the county for well-designed, highly specified and well located industrial units that are close to the motorways.

Future commercial supply is planned for within a Borough's Local Plan Employment Space Allocations.

In line with the NPPF, districts within Kent and Medway therefore identify sites suitable for commercial development during the Local Plan process. These will include sites for a diverse range of supply, allocated in consideration of the commercial demand attributes such as accessibility to local transport connections.

Figure 4.24: Supply and Demand for Industrial and Office property. (Source: LIK Property Portal, May 2017)

CURRENT SUPPLY IN KENT AND MEDWAY

There is a varied supply of commercial space within Kent and Medway, both operating as standalone spaces as well as estates. Kent's inward investment agency, Locate in Kent (LiK), notes that the overall level of supply of industrial and office space in Kent and Medway has been declining since 2012 in Kent and Medway[3] as demonstrated in figure 4.24.

There is generally a limited supply available for occupation – creating a limited supply to enable new business growth. Whilst there are several hubs of commercial space that have been developed over recent years, these have limited vacancies – having generally been met with more demand than can be met with these available spaces. These opportunities include Ebbsfleet, which is providing an anchor for business growth, as well as Chatham Maritime university campus, Rochester Airport Technology Park, the Kent Science Park, the University of Kent and Canterbury Christ Church University campuses in Canterbury and the Discovery Park at Sandwich.

In fact, as of May 2017, from a total of 31 marketed sites on LiK's Property Portal, only 5 properties were readily available.

This imbalance between demand and supply is part of a trend over recent years, which threatens to worsen if some of the fundamental causes of this imbalance are not addressed. As shown in figure 4.24, in 2017, in Kent and Medway, the level of demand for industrial property overtook that of supply. In March 2017, almost 300,000sqm of industrial space was demanded from occupiers against c. 250,000sqm of supply of industrial space.

[2]RICS Q2 2017: UK Commercial Property Market Survey; [3]LiK Commercial Development Presentation, 10 May 2017

Latest figures show that industrial demand companies are increasingly looking for larger industrial units where there is little supply across Kent and Medway – for both office and industrial properties (over 25,000ft²) and few very large size industrial units (over 50,000ft²).

The figures also suggest that there is sufficient office supply to cope with current demand. However, for both office and industrial there are difficulties matching the appropriate property at the required quality and size, as well as meeting other clients' requirements (location, new build, internet speed, infrastructure, flexible lease arrangements, etc).

Finally, nearly one third of all commercial properties (office and industrial) across Kent and Medway are not available for new companies to locate into due to reasons such as the property has not been developed, does not have planning permission or is under offer to another company. There are however significant variations across districts in terms of available property and premises being developed.

These issues are making it difficult to meet all the demand for Industrial and office properties and limit investment opportunities in Kent.
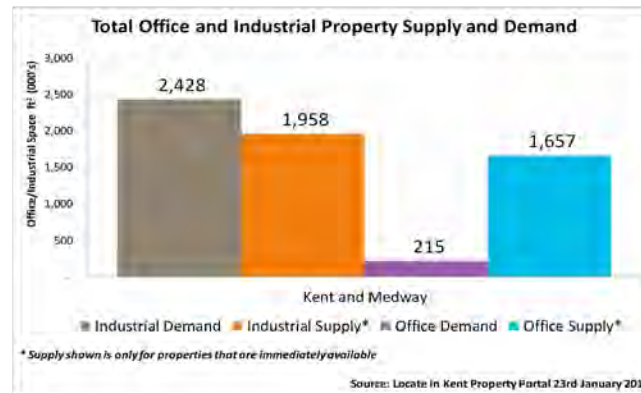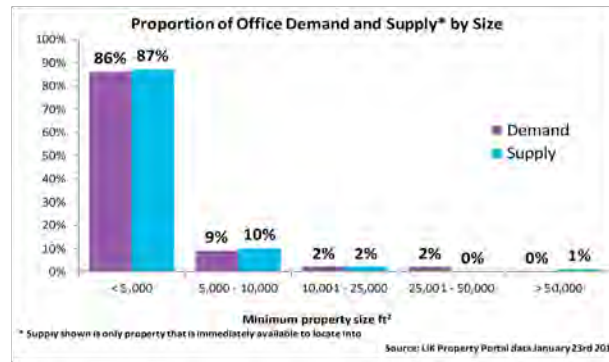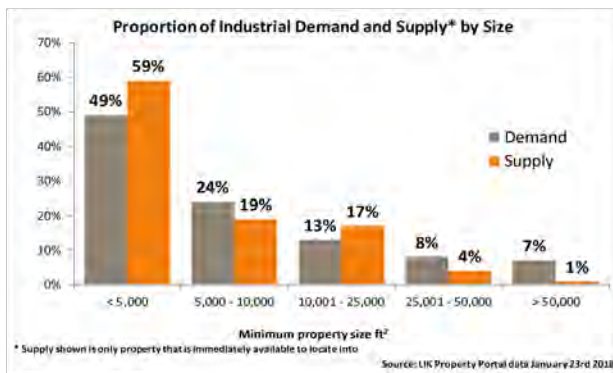

Figure 4.25: Supply and Demand for Industrial and Office Property (Source: LIK Property Portal, January 2018)

SUPPLY AND DEMAND BALANCE FOR COMMERCIAL SPACE: THE CHALLENGES?

There are a number of causes as to this emerging crisis in commercial property in Kent and Medway.

PERMITTED DEVELOPMENT RIGHTS

Permitted development (PD) rights allow certain changes of use to take place without needing detailed planning permission. Specific PD rights allowing conversion from office space, introduced as a temporary measure in 2013, were extended in 2016. A new temporary PD right has also been created for change of use from light industrial to residential (with limitations on floor-space), which took effect from 1 October 2017.

The county has seen a very high level of PD conversions to residential, which is resulting in a significant loss of office space.

Whilst the total loss of floor space and its employment quality across Kent and Medway is not calculable, from 2012-13 to 2015-16 there have been a total of **295 dwellings** created through conversions from offices, storage and agricultural use under permitted development rights[4].

Conversions of former commercial offices are making a much needed contribution to the County's housing supply, but this is at the risk of no longer being able to fully accommodate business growth to meet demand – which in turn is fundamental to provide jobs for residents, and crucial in creating sustainable communities.

MARKET, RISK AND PROBLEMS ACCESSING EXTERNAL FINANCE

However, the issue is not solely down to planning policy. In fact, many sites across Kent and Medway have been granted planning permission for commercial development – but the market has been unable to deliver. Issues of viability and access to finance are causing blockages in developing sites. Also, opportunities to attract companies and support expansions are limited. As a result, in recent years, residential development is generally viewed as delivering a higher rate of return at a lower risk than commercial development.

4 https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants (Table 123)

Specific issues relating to the market viability of commercial development that have been noted by stakeholders in Kent and Medway include:

- A shortage of commercial tenant pre-letting (especially an unwillingness to sign new commercial leases for more than ten years)
- A sense of business and economic uncertainty in relation to future corporate expansion plans ("wait and see")
- A general reluctance for businesses to expand into new, un-tried locations - even if total occupational costs are reduced by over 50% by moving to a new location.

These factors all result in overall development risk being regarded as too high for new commercial schemes and development funding from internal cash or banks is not available for this purpose.

FIT FOR PURPOSE, MODERN WORKSPACE

The demand is for well positioned, high quality flexible spaces and the need for faster broadband, particularly in its rural areas, is a key issue.

SPECULATIVE DEVELOPMENT

Ashford is one of a few locations in the County that is attracting and filling speculative development, with its commercial quarter in Station Road offering office space and several thousand jobs. In a perception study carried out by LiK, Ashford was identified as the best place in Kent to do business, with strong attractions being its rail links, road links, proximity to Europe and London, location and availability of sites.

Although in Kent and Medway, there are a couple of examples of successful speculative commercial development, there is generally a very small amount of this type of development. Risk and cost for the developer is attributed to commercial units which are developed

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Questor

Questor is a long established business estate in Dartford, located one mile from J1B M25. Two further development sites for up to a further 52,400 sq. m. of industrial and office space have been speculatively developed, with completion in August 2017.

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and not occupied. Therefore there is an inherent preference for pre-letting of commercial space ahead of construction. Pre-letting also allows for individual occupiers requirements to be met as opposed to speculative development, where the units tend to be constructed to a more generalised specification to attract a diverse range of occupiers.

The need for business rates to be paid on empty commercial properties is a disincentive for speculative commercial development.

SOLUTIONS AND MOVING FORWARD

In light of these challenges, it is important to note where there are opportunities for stimulating a redress of the mismatch between supply and demand of commercial space.

PLANNING FOR GROWTH CLUSTERS

Businesses are increasingly making location decisions based on proximity to other businesses – either in the same or complementary sectors – hence the rising popularity of growth clusters. Such hubs of commercial space provide a supportive environment and the opportunity for collaboration and innovation.

There are several examples of successful clusters in Kent and Medway already. However, more of this kind of thinking and approach could be fostered in order to overcome the risks associated with speculative development, as such clusters can create a locus for inward investment.

EDGE Hub

Working with Canterbury Christ Church University (CCCU), the Kent and Medway EDGE Hub is an industry-led initiative to drive economic growth in the engineering and technology industry.

This has been achieved through the establishment of a transformative teaching and research centre, satellite facilities at the Discovery Park and CCCU's Medway Campus.

It was awarded £6 million from the Local Growth Fund. The Hub will add a suite of new technical and professional education opportunities and provide support to businesses with research projects, prototype development and CPD opportunities.

This project is highly needed in Kent and Medway, where fewer young people enter higher-level engineering and technology courses, and where businesses are held back by skills shortages and the lack of infrastructure to support innovation and research.

An Enterprise and Productivity Strategy for Kent and Medway will draw upon the GIF evidence and start with a robust analysis of the economic and social characteristics of the County. It will develop specific actions to set out a framework for investment in infrastructure, technology and skills up to 2050; adapting to the changing national framework and within the context of the Industrial Strategy.

Three proposals for new facilities for post graduate medical training have been identified in Ebbsfleet, Canterbury and Maidstone. These would all help serve Kent's rapidly growing population and provide a focus for the integration of the health and social care economy,

which is significant to Kent's economy. Not only would they fulfil an identified need to train more medical and social care practitioners, but also provide the catalyst for clusters of health technology (med-tech) and life science companies.

The recently-established, employer-led Kent and Medway Skills Commission could have an important role in working alongside the Growth Commission to consider how clusters of high-value activity in the area can be supported.

THE ROLE OF THE PUBLIC SECTOR IN FORWARD FUNDING FOR COMMERCIAL DEVELOPMENT

One of the fundamental issues in the delivery of commercial space is the "chicken and egg" scenario – i.e. a developer will not develop speculatively without a pre-let, but a business often cannot commit to a new commercial development so far in advance to enable that developer to invest - there is a need to bridge the gap between the developer and the eventual business tenant.

Central Government could help bridge this gap by making forward funding mechanisms available to enable local authorities to intervene in helping pump prime local commercial development.

THE ROLE OF THE PUBLIC SECTOR AS ANCHOR TENANT

The level of risk in speculative commercial development is high and seeking ways to lower the level of risk may encourage further supply of available commercial spaces. Suggested routes to reduce developer risk could be through a Public Authority offering themselves as Head Leasehold of the commercial space or as a guarantor[5]. This is an example where central Government could stimulate local growth by relocating government agencies, arms-length bodies or cultural institutions, as suggested in the final pillar of the Industrial Green Paper.

THE ROLE OF THE PUBLIC SECTOR IN TARGETED BUSINESS FINANCE SCHEMES

The other opportunity to help connect demand for commercial space to the supply would be to enable businesses themselves to more readily finance their relocation. KCC's successful RGF loan schemes demonstrate how local authorities are already working with businesses that have growth potential to help to tackle this barrier.

The private sector has a crucial role in the delivery of commercial sites. Issues of viability and access to finance are critical in delivery of commercial space. Working with the private sector to examine this viability issue is fundamental and needs to be addressed to prevent the County's economic outputs lagging behind the South East. It will also ensure that a place-based approach enables greater coordination of investment in homes, infrastructure and jobs, to build sustainable communities. Work on the viability of sites will be progressed, alongside working with local partners, including Kent Developer Group and Locate in Kent, to develop key actions to respond to gaps identified between supply and demand of commercial space.

MOVING FORWARD

In order to increase the level of commercial supply in Kent and Medway, a more detailed analysis will be undertaken in response to the imminent Enterprise and Productivity Strategy for Kent and Medway. This Strategy will be identifying the future economic trajectory for Kent and Medway, and will identify the particular economic characteristics and sector opportunities that Kent and Medway will aim to realise over coming years – and with this strategy in mind, a finer grain picture of the particular geographic opportunities for intervention will be developed. This work stream would seek to focus on how to increase the level of quality commercial supply within Kent and Medway.

Nepicar Park, Tonbridge & Malling BC

[5]The Development of Speculative Business Accommodation in East Kent, September 2017

5. INFRASTRUCTURE: MEETING THE NEED

Port of Dover

This chapter presents an assessment of current infrastructure provision against growth forecasts to 2031.

The following infrastructure categories are included:

TRANSPORT

- MOTORWAYS
- HIGHWAYS
- RAIL
- PUBLIC TRANSPORT & ACTIVE TRAVEL

CULTURE AND COMMUNITY

- LIBRARIES
- SPORTS & RECREATION
- COMMUNITY LEARNING AND SKILLS
- COMMUNITY & CULTURE

EDUCATION

- EARLY YEARS
- PRIMARY EDUCATION
- SECONDARY EDUCATION
- SPECIAL EDUCATIONAL NEEDS
- FURTHER EDUCATION

UTILITIES

- ENERGY
- BROADBAND
- WATER AND WASTE WATER
- WASTE

HEALTH

- LOCALHEALTHCARE
- MENTAL HEALTHCARE
- ADULT SOCIAL SERVICES
- ACUTE HEALTHCARE

NATURAL ENVIRONMENT

- NATURAL & GREEN INFRA-STRUCTURE
- FLOOD PROTECTION

5.1 TRANSPORT

CURRENT SITUATION

Kent and Medway is the strategic gateway from the UK to continental Europe. The County is therefore a vital part not only of the South East transport network, but the entire country in the physical movement of goods, services and people across markets. As an international gateway, Kent's motorway network facilitated 2.6 million vehicles in 2017 through the Port of Dover and 23 million passengers a year. About £120 billion of traded goods comes through Dover each year; 17% of Britain's total.

In addition, the County is a significant growth corridor in its own right, complimenting London's own growth. The County boasts a number of strategic locations that benefit from excellent rail connectivity provided through High Speed One and Eurostar. Also with future investment enhancing the strategic transport corridors, there is huge potential for planned development to be brought forward to meet the growth forecast to 2031. A smart and resilient road network is required alongside enhanced rail capacity, to accommodate rising international freight, housing and commercial growth across Kent.

STRATEGIC PRIORITIES

Kent and Medway is facing increased congestion on both road and rail infrastructure. KCC's Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031 (LTP4) clearly identifies the County's transport priorities. These priorities are being promoted with Government, the South East Local Enterprise Partnership (SELEP), and other organisations that fund the investment needed to support growth[1]. Similarly, the Medway Local Transport Plan 2011- 2026 sets out the trans-

port improvements to unlock growth potential in Medway.

It is clear that without significant investment and real innovation in how infrastructure is delivered to support the movement of goods and services, the County could be severely gridlocked in the medium to longer term. By 2050, smart and multi-functional infrastructure that incorporates the latest technology for capacity management will need to be in place along main corridors in Kent and Medway. The County will also need to plan for the transformation in vehicle technology, with the Government's newly introduced ban on the sales of new petrol and diesel vehicles after 2040 and the rise in autonomous vehicle technology – all of which could enable solutions to increased pressure on transport networks.

MOTORWAYS AND TRUNK ROADS

The motorway and trunk road network in the County is already congested and further growth in housing, commercial space and cross-Channel traffic will place additional stress on this network.

As highlighted in LTP4, the motorway network along the Channel Corridor is fragile and inefficient, as most traffic is routed along the M20/A20. There is a need for priority improvements to the Strategic Road Network (motorways and trunk roads managed by Highways England) in Kent and Medway to build resilience and fully utilise the two high quality motorway corridors; the M20 and M2. These improvements include:

- Delivering the Lower Thames Crossing to relieve congestion at Dartford, facilitate growth across the North Kent Thames Gateway area and create a new strategic route from the Port of Dover via the M2/A2 to the Midlands and North;

- Bifurcation of port traffic through Kent and Medway – including subsequent improvements to the M2/A2 and M20/

A20 corridors to address local capacity issues and facilitate growth. This includes removing pinch points on the network, such as at Brenley Corner (M2 Junction 7) where free-flow is required to create a continuous A2-M2 route and remove congestion due to the gyratory;

- Delivery of a solution to Operation Stack, as well as suitable navigational technology to enable efficient signposting of lorries in the event of cross Channel disruption.

Summary of total costs/funding for motorway projects (2017-2031)
Total Cost = £815,448,000
Total Funding = £792,116,000
Secured Funding = £326,900,000
Expected Funding = £465,216,000
Funding Gap = £23,332,000

HIGHWAYS

The highways network across Kent and Medway is also severely congested, especially in the major centres of Maidstone, Ashford, Canterbury, Dover, Dartford and Tunbridge Wells. Further growth, both in housing and cross Channel traffic, will place additional stress on this network and so the delivery of projects to relieve congestion in these centres will be critical to delivering growth. The initial findings from the Strategic Transport Assessment from Medway Council have found there are issues of congestion on the A2 through Medway, A289 Wainscott, A228 in the Medway Valley and M2 junctions, particularly junction 3 for Chatham.

Kent and Medway have a high demand for lorry parking spaces because of their excellent connectivity to continental Europe and therefore high volumes of cross-Channel freight

[1] Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031

using the Strategic Road Network. KCC is developing a strategy for a network of small lorry parks at suitable locations to meet this demand, in combination with a partnership approach with the district councils, Medway Council and Kent Police to address enforcement. The Lower Thames Crossing subsequent improvements should also consider how to address impacts on A228/A229.

Priority projects are:
- A2 Bean and Ebbsfleet Junction Improvements
- Network of lorry parks across Kent and Medway, with initial focus on north west Kent, where there is a particular shortage in sufficient spaces

Summary of total costs/funding for highways projects (2017-2031)
Total Cost = £6,489,597,000
Total Funding = £6,278,757,000
Secured Funding = £ 70,086,000
Expected Funding = £6,208,671,000
Funding Gap = £210,840,000

RAIL

Growth across the County will place additional pressure on the rail network, particularly towards London. LTP4 highlights three key projects for Kent that will support growth and connectivity in the County; the Ashford Spurs signalling upgrade, the Journey Time Improvement scheme and the delivery of Thanet Parkway Railway Station.

Rail capacity is also vital to unlocking the growth potential of locations across Kent, particularly Ebbsfleet Garden City and the planned Otterpool Park Garden Town. The proposed Crossrail extension to Ebbsfleet is vital to maximise the value of public investment in Ebbsfleet Garden City and across Kent. Further, the Mayor's draft Transport Strategy highlights the extension as important for London's own growth[2]. The Network Rail Kent Route Study, which will be published in late 2017/early 2018, will set out proposals for investment in the Kent route network during the period 2019 – 2024.

The new South Eastern Franchise will also be operational from April 2019, which will seek to provide a reliable and efficient service to passengers in Kent and Medway. For example, the Thameslink extension to Medway and improved services on the Medway Valley Line.

Priority projects are:
- Extension of Crossrail to Ebbsfleet (C2E)
- Ashford International Station Signalling (Ashford Spurs) – the upgrading of critical infrastructure at this vital international rail hub
- Journey time improvements; and
- Thanet Parkway Railway Station

Summary of total costs/funding for rail projects (2017-2031)
Total Cost = £2,560,050,000
Total Funding = £528,250,000
Secured Funding = £0
Expected Funding = £528,250,000
Funding Gap = £2,031,800,000

PUBLIC TRANSPORT AND ACTIVE TRAVEL

In LTP4, the strategic priority for bus improvements highlights the success of the FastTrack bus service in Kent Thameside. This service is an exemplar of a high quality bus service that has successfully encouraged greater bus usage and will be expanded and developed as the area grows.

LTP4 and the Active Travel Strategy show KCC's commitment to making active travel an attractive and realistic choice for short journeys in Kent. Walking or cycling as a means of transport can benefit a person's health and wellbeing, as well as reducing the number of motor vehicles on the road, and also improving air quality.

Summary of total costs/funding for public transport and active travel projects (2017-2031)
Total Cost = £98,567,000
Total Funding = £81,615,000
Secured Funding = £38,348,000
Expected Funding = £43,267,000
Funding Gap = £16,952,000

Summary of total costs/funding for all transport projects (2017-2031)
Total Cost = £9,963,662,000
Total Funding = £7,680,738,000
Secured Funding = £435,334,000
Expected Funding = £7,245,404,000
Funding Gap = £2,282,924,000

[2] Mayor of London, Mayor's Transport Strategy, draft for public consultation 2017
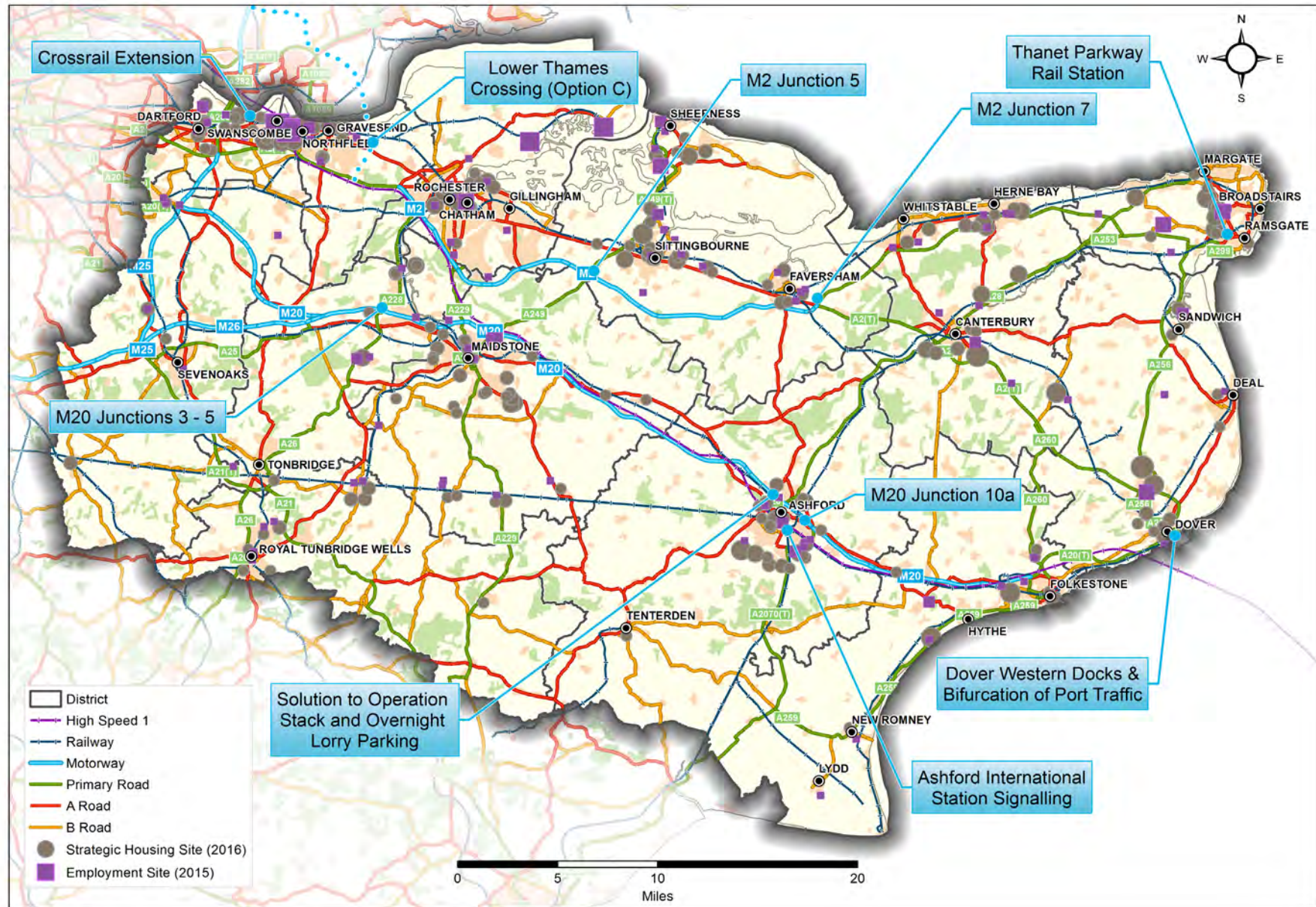
Figure 5.1: Strategic transport priorities in Kent and Medway

5.2 EDUCATION

Kent and Medway's education offer is diverse, with provision that includes nurseries, pre-schools, community schools, academies, free schools, colleges, foundation schools and Voluntary Aided schools.

The GIF education section focusses on the following areas:
- Early years
- Primary education
- Secondary education and Special Educational Needs (SEN)
- Further education

The GIF draws upon information from the following sources:
- KCC's Kent Commissioning Plan (KCP) 2017-21
- Medway's School Organisation Plan 2011-16 (new plan due 2018)
- KCC's GIF Single Forecasting System
- Kent and Medway Area Review (Further Education)
- KCC Business Intelligence

STRATEGIC HEADLINES

- The Government's extension to 30 hours of free early education, for 3 and 4 year olds, is forecast to exhaust current childcare surpluses in the next two years.
- Kent and Medway's target to maintain a 5% surplus in primary and secondary schools has been broadly achieved in 2016/17.
- The baby boom of the last decade is starting to come through into secondary schools, causing significant growth pressures.
- Issues with Government intervention in supply of essential school places whilst not having any school place planning responsibility.
- There remain significant challenges in receiving sufficient Government funding to deliver school places.

Summary of total costs/funding for all education projects (2017-2031)

Total Cost = £1,183,517,000

Total Funding = £643,804,000

Secured Funding = £239,473,000

Expected Funding = £404,331,000

Funding Gap = £539,713,000

EARLY YEARS

CURRENT SITUATION

Early Years and Childcare provision in Kent and Medway is mainly delivered by the private, voluntary and independent sectors who liaise closely with KCC and Medway Council.

Free Early Education is available for all children aged three or four years. It constitutes 30 hours per week accessible over a minimum of 38 weeks a year and is free to the parent at the point of delivery.

HEADLINES

- Take-up of 'Free for 2' places continues to rise, and all districts, except Gravesham, have a surplus of childcare places.
- Research carried out by KCC's Business Intelligence predicts that the current surplus of free early year education places for three or four year olds will be exhausted by the end of 2018.
- The take up of available places and vacancies is a constantly changing picture, affected by both parental demand and open market conditions.

Long term GIF forecasts[1] predict that early years growth will be approximately 8.2% across Kent and Medway from 2016 to 2031. This is broken down further in figure 5.2.
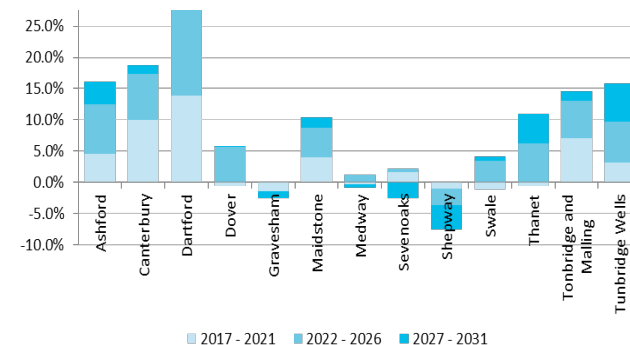
Figure 5.2: GIF forecast early years growth (0-4 year olds) - 2016 to 2031

The supply of free childcare places will be kept under review as new housing developments are built and the demand for places increases. Local authorities will be looking to developer contributions to mitigate the impact of new developments where there are local deficits in childcare places. This is to provide nursery accommodation and an agreement to secure community rental or leasehold accommodation availability for 0-4 childcare providers.

Summary of total costs/funding for early years projects (2017-2031)

Total Cost = £61,056,000

Total Funding = £80,000

Secured Funding = £0

Expected Funding = £80,000

Funding Gap = £60,976,000

[1] These forecasts include children aged 0-4 that are predicted to take up a space in an early years facility.

PRIMARY EDUCATION

CURRENT SITUATION

Since 2010, KCC has added 11,200 primary school places or the equivalent of 53 new 1FE schools, which has been sufficient to meet demand. However, future growth forecasts show that pupil numbers will continue to rise throughout the GIF period. In Medway, pupil numbers have increased and are at their highest since 2002. At present, there is enough capacity built into the system through the capital programme until 2018. Since 2013, Medway has provided 2,515 places.

HEADLINES

- KCC's target of maintaining at least a 5% surplus was broadly achieved (although the overall figure for 2016/17 was 4.6%).
- In 2015/16 there was a net surplus of 6,300 places in Kent (+5% of capacity).

Long term GIF forecasts[2] suggest that numbers of primary school age children (4-10 year olds) will rise 10.5% across Kent and Medway from 160,000 in 2016 to 177,000 by 2031 with growth most significant in Dartford (39.2%) and Ashford (16.1%). This growth is presented in figure 5.3.

FUTURE REQUIREMENTS

The Kent Commissioning Plan identifies the following needs in order to maintain sufficient capacity in primary schools - see table. This extra capacity will be a mix of expansion of existing schools, and the commissioning of new schools. Medway's current capital project will provide sufficient capacity to meet demand over the next 5 years.

Figure 5.3: Forecast primary age pupil growth (4-10 year olds) relative to 2016

YEAR	REQUIREMENT[3]
2017/18	9.5FE permanent 150 Year R places 30 Year 2 & 3 places
2018/19	12FE permanent 30 Year R places
2019/20	13FE permanent
2020/21 – 2022/23	49FE permanent

Summary of total costs/funding for primary education projects (2017-2031)

Total Cost = £393,439,000

Total Funding = £247,502,000

Secured Funding = £173,032,000

Expected Funding = £74,470,000

Funding Gap = £145,937,000

[2] These forecasts include ALL children aged 4 – 10 rather than just those that access a state-controlled school ; [3] Excludes Medway

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SECONDARY EDUCATION AND
SPECIAL EDUCATIONAL NEEDS (SEN)

CURRENT SITUATION

The baby boom that has occurred during the last decade is starting to come through into secondary schools, which is expected to cause significant growth challenges.

The Kent Commissioning Plan forecasts show that the number of secondary age pupils (years 7- 11) in Kent schools is expected to rise significantly, from 78,000 in 2015-16 to 93,700 in 2022-23. Medway secondary school pupil numbers are also expected to rise from 18,661 (2015-16) to 21,635 (2023-24).

As of January 2016, there were 7,043 Kent pupils with special education needs (SEN), i.e. those with a Statement or Education Health and Care Plan (ECHP). There has been a 6% increase in the number of pupils with Statements during the last year. As pupil numbers rise, the need for specialist provision will rise proportionally.

HEADLINES

- Additional new school places for September 2016 were delivered, with the majority within the secondary education sector for the first time in many years.
- The programme to refurbish or rebuild all special schools has continued and nears completion.
- KCC secondary schools operated a net surplus of 8,767 places in 2015/16. However, forecasts show that this will become a net deficit of 5,451 places by 2022/23.
- Pupils with an ECHP are moving through to secondary and there are pupils for whom local provision cannot be found, which is resulting in these pupils travelling greater distances daily.

Figure 5.4: Forecast secondary age pupil growth (11-15 year olds) relative to 2016

- Forecasts indicate that there will be significant pressure for secondary provision within special schools from 2018-19 onwards.
- Capacity for non-selective education in Medway exists until 2020, and capacity for selective education exists until 2019.

Long term GIF forecasts[4] that show secondary school age (11-15 year olds) numbers will increase significantly, up 22.6% across Kent and Medway from 105,000 in 2016 to 128,000 by 2031. This growth is forecast to be exceptionally high in Dartford (53.7%) and generally higher in the north and west of the County.

[4] GIF forecasts include ALL children aged 11 – 15 rather than just those that access a state-controlled school; [5] Excludes Medway

FUTURE REQUIREMENTS

Medway has identified £50m of secondary education expansions required by 2021. Also, the area will need 6 FE by 2020 and 10 FE by 2022.

The Kent Commissioning Plan identifies the following needs in order to maintain sufficient capacity in secondary schools:

YEAR	REQUIREMENT[5]
2017/18	10FE permanent
2018/19	26FE permanent
2019/20	17FE permanent 60 Year R places
2020/21 – 2022/23	26FE permanent 210 Year 7 places

Summary of total costs/funding for secondary and special education projects (2017-2031)

Total Cost = £644,622,000

Total Funding = £356,422,000

Secured Funding = £66,441,000

Expected Funding = £289,981,000

Funding Gap = £288,200,000

FURTHER EDUCATION

CURRENT SITUATION

A key priority for Kent and Medway is to ensure every young person up to age 19 is engaged in purposeful and effective learning and training.

Kent facilitates this through apprenticeship schemes, vocational training school sixth forms and further education colleges.

The Kent and Medway Area review for Further Education shows that whilst the quality of provision is good, there are a number of areas which have been identified for improvement including:

- Ensuring the mix and balance of provision, including apprenticeship and adult re-training, meets the future skills needs and priority sectors for the area;
- Providing more opportunities for higher and degree level apprenticeships to meet the current and future needs of employers and to resolve issues of skills gaps and the increasing demand for high level skills;
- Ensuring pupils at age 16 and their parents are fully informed about the full range of options available to them post-16;
- Ensuring the financial viability of FE provision and the local offer in the Kent and Medway area.

HEADLINES

With the significant increase in the numbers of primary school aged pupils in recent years, the roll numbers in school sixth forms are also likely to increase. However, there appears to be sufficient sixth form capacity for the medium term across each district to both accommodate future pupil increases and increased participation.

Since 2009, the number of under 19 apprenticeship starts has increased from 1,800 in 2009 to 2,560 in 2014/15. By the third quarter of 2015/16 there were 2,480 starts and it is expected that the total will be the highest ever by the end of 2015/16

GIF forecasts estimate that the Further Education cohort (16-18 year olds) will grow by 13.4% from 2016 to 2031 but not all of this growth will need to be accommodated by the Further Education estate within Kent and Medway.

FUTURE REQUIREMENTS

The Kent and Medway Area review provides a range of recommendations for improving the Further Education offer in Kent and Medway including:

- Canterbury College and East Kent College to merge by the end of 2017;
- KCC and Medway Council to lead collaborative initiatives to improve the effectiveness of transition arrangements between schools and colleges;
- KCC and Medway Council to establish a strategic planning forum for Kent and Medway to meet the SEND and high needs demand;
- Kent Further Education (KFE) to establish a strategic forum to deliver the recommendations from the area review and have oversight of skills provision in the area;
- A number of expansions are planned, including the Hadlow College Campus in Ashford and a new Arts Centre at the Dartford Campus of North Kent College.

Summary of total costs/funding for further education projects (2017-2031)

Total Cost = £84,400,000

Total Funding = £39,800,000

Secured Funding = £0

Expected Funding = £39,800,000

Funding Gap = £44,600,000

5.3 HEALTH AND SOCIAL CARE

The content for this chapter reflects a range of existing documents including:

- Kent and Medway Case for Change (2017)[1];
- The draft Sustainability and Transformation Plan (STP) (2016)[2];
- Clinical Commissioning Group (CCG) Strategic Commissioning Plans;
- Kent's Accommodation Strategy for Adult Social Care - Better Homes: Greater Choice (2016)[3];
- Medway Adult Social Care Strategy 2016-2021.

As Kent and Medway works towards an STP, future GIF iterations will be able to align infrastructure calculations with the STP priorities using a more structured approach and a demand modelling tool.

The Social Care Act (2012) preceded the adoption of the Joint Health and Wellbeing Strategy for Medway 2012-2017 which set out 5 strategic themes including:

- Give every child a good start;
- Enable our older population to live independently and well;
- Prevent early death and increase years of healthy life;
- Improve physical and mental health and wellbeing;
- Reduce health inequalities.

CHALLENGES AND CHANGE

As the population grows, with more people living longer, demands on the services are increasing; making it harder to keep up with rising costs. Challenges vary across CCG areas, however, some key themes facing the county are:

AN AGEING POPULATION
Older people (aged 80+) are the fastest growing group of people in Kent and Medway. Older people have a higher level of service use compared to other age groups, particularly hospital admissions and use of community services.

LOCAL CARE WORKFORCE CHALLENGES
Fragility within local care is characterised by low numbers of GPs and practice nurses per head of population, high vacancy rates and high stand-in use. Local care is struggling with practices closing, workforce issues and variable infrastructure.

THE TRANSFORMATION AGENDA
Health and social care commissioners, and providers across Kent and Medway, have created a five-year STP to set out how Kent and Medway services need to change over the next five years to achieve the right care for people in decades to come.

The work will be overseen by the Clinical Board, which includes:

- General Practitioners;
- Hospital consultants;
- Nurses;
- Public health professionals;
- Social care leads;
- Pharmacists; and
- Other clinical experts and geographic areas (e.g. East Kent Strategy Board).

The STP will identify actions to improve health and wellbeing, provide better standards of care as well as better use of staff and funds; with the aim of increasing efficiency to manage increasing demands.

Key priorities will be reducing the need for health and social care through self-management, ill health prevention and earlier diagnosis.

MAXIMISING THE ESTATE
Compared with England averages, the hospital estate within Kent and Medway is relatively new and fit-for-purpose.

There are new public finance initiative (PFI) hospitals - Tunbridge Wells Hospital in Pembury, Darent Valley Hospital in Dartford and the Gravesham Community Hospital. The William Harvey Hospital and the Kent & Canterbury Hospital have the oldest and least fit-for purpose estate (although still in line with the national average).

There is a large proportion of mental health estate that is dated and not fit-for purpose (eg. Thanet Mental Health Unit). At present, there is not a complete picture of the GP estates to understand the quality. CCGs are at different stages of assessing the quality of GP practices in each CCG area.

Engagement through local plan consultations is needed to ensure that there are adequate primary care services planned as part of future developments and adequate section 106 and CIL contributions are secured.

Furthermore, it is understood that there is a high level of under-utilisation within the community estate. In many community hospitals, for instance, up to half of the bed spaces are not used.

PREVENTION AND INTEGRATION
A focus on prevention and early intervention is very important in improving health and wellbeing for local people, particularly those in more deprived areas. Despite this, only 2% of health and social care funding is spent on public health in Kent and Medway.

A suite of preventative measures during and beyond the five year STP period is likely to bring a substantial financial and societal benefit to the Kent system, if delivered at the pace and

scale with the participation of the wider health, social care and wider public sector workforce. Preventative measures could include green space, outdoor gyms etc. that are available for the community to use to keep active and healthy.

HUB MODELS

The local care model plans to transform the locally based provision of care through the integration of primary, community, mental health and social care and at the same time move some elements of traditional acute hospital care into the community. This allows patients to get the right joined-up care that patients have consistently told services they want in the right place, and make the best use of available resources. The intent is to develop local care by scaling up primary care in clusters, based on patients registered with a GP within a defined locality. The model proposes enhancing primary care by wrapping community services around these groupings of GP practices to support the communities they serve, based on populations of 30 - 50,000 registered patients and also to commission and manage higher acuity and other out of hospital services at scale.

This growing focus on bringing local care into a single point within the community means the creation of local care hubs. In order to develop hubs, the preferred approach would be to relocate an existing practice or merge a number of practices into a new facility that, with the wider growth planned, will eventually become a hub facility or a larger GP practice that works at scale. This will depend on the population being served and the accessibility for patients. Hub working will not replace GP services, but will be additional to GP services.

In Kent and Medway, the picture of existing health services will require significant redesign and modernisation to move towards an integrated care strategy. This will place additional pressures on consolidation and refreshing existing healthcare infrastructure. In recognition of this, there will be additional pressures to consolidate existing healthcare infrastructure. An integrated Health and Social Care model could look like the proposed vanguard development at Estuary View in Whitstable (see case study).

In order to meet the future adult social care needs, there will be a changing requirement on the services provided by nursing care homes and extra care housing. It is anticipated that a significant sum will be required to modernise the healthcare model within Kent and Medway to provide fit for purpose facilities along the lines of the integrated Estuary View model.

WHAT COULD THIS MEAN FOR KENT AND MEDWAY?

The "Delivering better healthcare for Kent" discussion document supports and encourages community integrated health and social care. KCC is considering how the lessons learned from Estuary View can be applied to the delivery of future health and social care facilities in Kent.

Theoretically, the health and social care village hub is expected to serve a population of between 40 and 50,000 people, although many of the services listed are accessed from a larger population base. The additional population forecast in Kent and Medway to 2031 would require the equivalent of 9 to 10 additional Health & Social Care Villages, equivalent to up to £300 million in costs.

ADULT SOCIAL CARE

In "Kent's Accommodation Strategy for Adult Social Care (Better Homes: Greater Choice)"[5], estimates show that 30% of beds in care homes are occupied by people who could be better treated in their own homes or supported accommodation, such as extra care housing. It also predicts greater focus on care home provision for dementia services, with and without nursing care. Design is crucial. The vision is that people should live independently in their own home receiving the right care and support. There is real need for investment from the independent sector for larger, modern, fit for purpose services designed for people with complex dementia. However; there is an overprovision of standard general frailty care home provision, particularly around the East Kent coast.

CASE STUDY: ESTUARY VIEW MEDICAL CENTRE, WHITSTABLE: INNOVATIVE ASSET MANAGEMENT FOR HEALTH AND SOCIAL CARE

Estuary View in Whitstable is an integrated medical centre providing an example of maximising investment in capital assets. It is owned and managed by Whitstable Medical Practice (WMP), an NHS GP Partnership. Construction was completed in 2009 at an estimated cost of £7 million providing 2,400 m2 of floor space and including a variety of co-located facilities.

The existing medical centre has already seen reduced costs to the NHS with a two year study highlighting **£1.6million** in savings. This is versus standard NHS tariffs achieved through lower tariffs, use of GPs with a special interest, less outpatient follow-ups and A&E avoidance. Many clinics have been added since this survey, which will have enhanced the level of savings.

Estuary View is part of the Whitstable Medical Practice (WMP). WMP has expansion plans to develop the existing Estuary View Medical Centre into a Community Integrated Health & Social Care Village. Full planning permission has been granted as part of this complex for a 101 suite care facility and a 102 suite acute care home. This would include a co-located base for integrated community nursing and social care teams. It is estimated that the cost of delivering the integrated Health & Social Care Village would be between £20-30 million.

The community hub model also has the potential to deliver council services and complementary social infrastructure including dentists, opticians, crèche, library space, Citizens Advice and meeting rooms.
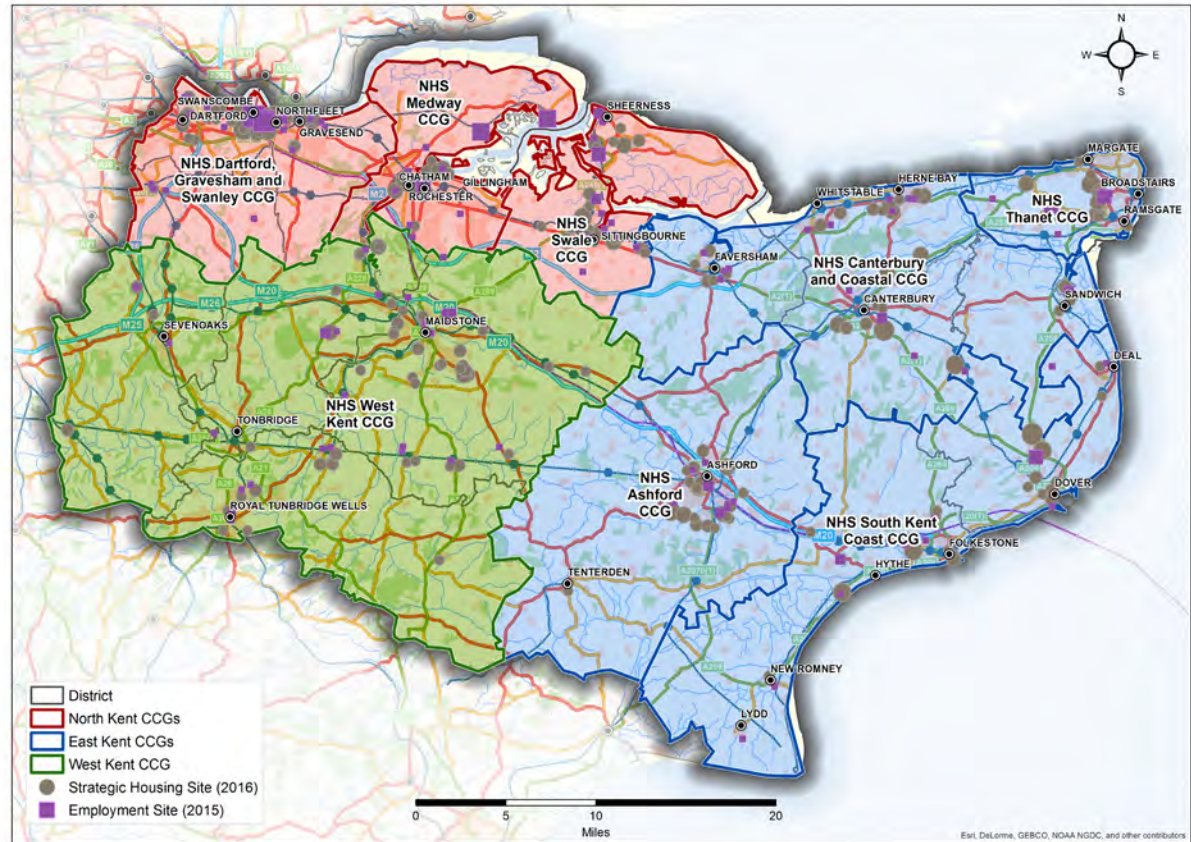
Figure 5.5: Kent and Medway CCG areas

For Medway there will be an increase in the number of younger adults with learning disabilities and an increase in the number of older adults. These adults from age 85 onwards are likely to have social care needs, including dementia. This increase is projected to grow exponentially to 2035.

The emerging Health and Social Care infrastructure costs that have been identified to date, arising directly from growth, are as follows:

Total Cost = £2,763,974,000
Total Funding = £1,825,324,000
Secured Funding = £9,688,000
Expected Funding = £1,815,637,000
Funding Gap = £938,648,000

[1] http://kentandmedway.nhs.uk/stp/caseforchange/ ; [2] http://kentandmedway.nhs.uk/resources/kent-medway-sustainability-transformation-plan/ ; [3] http://www.kent.gov.uk/__data/assets/pdf_file/0018/14634/Kent-social-care-Accommodation-Strategy.pdf ; [4] Delivering Better Healthcare for Kent; [5] Kent's Accommodation Strategy for Adult Social Care (Better Homes: Greater Choice"

5.4 COMMUNITY AND CULTURE

Kent and Medway's community and cultural services are diverse and encompassing for the population across the County.

The GIF community and culture chapter focusses on the following areas:

- Library Services
- Sports and Recreation
- Community Learning and Skills (CLS)
- Creative and Cultural

Summary of total costs/funding for community and culture projects (including youth services) (2017-2031)
Total Cost = £398,991,000
Total Funding = £270,865,000
Secured Funding = £15,772,000
Expected Funding = £255,093,000
Funding Gap = £128,127,000

LIBRARY SERVICES

CURRENT SITUATION

Library services in Kent are organised by the County Council's Library, Registration and Archive (LRA) Service. LRA is currently developing a future approach for library services focussed on outcomes that make a difference to people's lives. The service is delivered through library buildings across the County, the mobile library service, an 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, there is also access to ICT, a place to meet others and a range of events and activities for all ages.

Through these services, people improve their literacy and foster a lifelong love of reading. They are also supported in finding information, developing the skills to use online channels and becoming more active citizens.

INFRASTRUCTURE PROJECTS

The list below sets out key library investments to support population growth to 2031:

- Chilmington Green – capital cost to build library space in a new community hub in Ashford, contributions towards Stanhope Library, Ashford Gateway and the mobile library services.
- Library expansion at Queenborough – Development of library services in Queenborough and Rushenden, Swale.
- New Cultural and Learning Hub in Tunbridge Wells – new library provision as part of the wider redevelopment of the existing museum, art gallery, library and adult education centre.
- Southborough Community Hub – new library provision as part of the wider community space, including a replacement theatre and town council offices.
- Sittingbourne Town Centre –redevelopment with a new multi-service centre, including a library.
- Cranbrook Community Hub - new library provision under discussion, as part of the wider community space, including town council offices and multi-purpose indoor meeting space.
- Herne Bay Library - redevelopment including co-location with Canterbury City Council and multi-purpose use of the building.
- Medway - build upon and develop the existing library to cement the success of the Community Hub developments at Strood, Twydall, Chatham, Gillingham, Rochester and Hempstead.

Summary of total costs/funding for library projects (2017-2031)
The majority of the costings are focussed on the maintenance of library services in Kent and Medway.
Total Cost = £9,467,000
Total Funding = £4,911,000
Secured Funding = £815,000
Expected Funding = £4,096,000
Funding Gap = £4,556,000

SPORTS AND RECREATION (INDOOR AND OUTDOOR)

Community indoor sports facilities, outdoor sports and open play spaces/pitches, and children's playgrounds in Kent & Medway, comprising of both public and private facilities, are owned and operated by a mixture of private sector, voluntary organisations, local authorities and education establishments. Some of these existing facilities were built in the 1960's and 70's and consequently are in need of major modernisation.

HEADLINES

COMMUNITY AND INDOOR SPORTS FACILITIES

- Swale, Thanet and Gravesham have the largest gaps in indoor sports provision, with the supply below the Kent and Medway average.
- There are gaps in current facility distribution against the focus areas of housing growth, seen in Maidstone, Thanet, North East Canterbury and North West Medway.
- Ashford, Canterbury, Sittingbourne and Dartford all have relatively strong provision of indoor sports where future housing growth is projected.
- Medway Council is currently developing a new sport facility strategy with an update planned for 2018.

- Dover District Leisure Centre currently under construction and due to open early 2019.

OPEN SPACE AND RECREATION
- Shepway, Swale and Medway have the largest gaps in outdoor sports provision, with the supply below the Kent and Medway average.
- Ashford, Sevenoaks and Tonbridge and Malling have the highest levels of outdoor sport provision.
- The large urban centres of Maidstone, Ashford, Canterbury and northern parts of Dartford and Gravesham all have strong provision of existing outdoor recreational facilities.

Sport England has changed its approach to capital funding and now has a considerably reduced ability to fund sport infrastructure projects. This is particularly the case for community sporting facilities, but will be less acutely felt for sport infrastructure costing £1mn or more. However, the vast majority of the required infrastructure identified within this framework is of a value under £1mn and the opportunity to fill this funding gap has become much more challenging since 2015. This is in response to falling lottery sales, and a focus on informal sport being the best way to support the least active people to begin being active.

Many schools, universities and colleges allow the community to use its facilities. However, increasingly, some Free Schools and Academies do not. Some of the discrepancy between demand and under supply could be met by those education establishments being encouraged to be more willing to do so or being required to when applying for planning permission.

Summary of total costs/funding for sports and recreation projects (2017-2031)
Total Cost = £337,633,000
Total Funding = £235,676,000
Secured Funding = £10,500,000
Expected Funding = £225,176,000
Funding Gap = £101,957,000

COMMUNITY LEARNING AND SKILLS (CLS)

CURRENT SITUATION

Community Learning and Skills (CLS) is delivered by KCC, meeting central and local Government priority objectives in areas such as social inclusion and social mobility, personal health and wellbeing, skills and employability. Medway Adult Education service also delivers this service (including; community learning, employment skills, basic skills, volunteering and supported learning).

While CLS is wholly owned by KCC, its income is primarily derived through contracts with central Government departments, namely the Department for Business, Energy & Industrial Strategy and the Department for Education. Through the two funding streams, the following education and learning opportunities are provided:
- **Community Learning** - Kent Adult Education
- **Apprenticeships** - Kent Training & Apprenticeships
- **Traineeships** - Kent Training & Apprenticeships
- **Basic Skills** (English, Maths, Information Technology and Employability) - Skills Plus

CLS operates from twenty dedicated sites and in numerous community locations throughout Kent. CLS delivers a broad programme of vocational and non-vocational courses, each strand targeting specific audiences. Many courses work towards accreditation including GCSEs.

CLS BRANDS OPERATING IN KENT AND MEDWAY

- **Kent Adult Education** offers a varied programme to adults 19+ seeking additional skills, personal development or learning for pleasure and wellbeing. Courses seek to widen participation and engage with communities to increase skills and social mobility. Family programmes work to enhance parenting skills and enable parents and carers to support their children's education and development.

- **Kent Training and Apprenticeships** offers three strands to enable young people (16- 19) to enter work via study programmes, traineeships and apprenticeships. Apprenticeships for 21+ are also available.

- **Skills Plus** delivers English and maths to adults 19+ from entry level courses up to GCSE. For those whose first language is not English, a wide range of courses exist to improve their English.

FUTURE REQUIREMENTS

In line with KCC Asset Management Strategy, the CLS property estate is currently under review. Investment is planned to acquire better education and learning facilities and to accommodate growth in sectors that are aligned to national and local priorities. The geographical areas in which investment is being planned are:
- Tunbridge Wells
- Tonbridge
- Sevenoaks
- Thanet
- Shepway
- Maidstone

The most significant projects are the Lifelong Learning Centre at Eastern Quarry (£1.46mn) and CLS services at both the Sittingbourne Gateway (£1.2mn) and at the Tunbridge Wells Cultural Hub (£1.2mn).

Summary of total costs/funding for CLS projects (2017-2031)
Total Cost = £3,336,000
Total Funding =£2,261,000
Secured Funding = £1,892,000
Expected Funding = £369,000
Funding Gap = £1,075,000

CREATIVE AND CULTURAL

CURRENT SITUATION

Incorporated within the NPPF is the objective of promoting cultural wellbeing. The Industrial Strategy White Paper 2017 has identified the Creative Industries as one of nine growth sectors. Employment in the creative industries sector is growing four times faster than in all other industry sectors.

The Kent and Medway Cultural Strategy 2017-2027 'Inspirational Creativity, Transforming Lives Every Day' commits to "*Embed culture and the creative economy firmly within planning frameworks…cultural provision and good design is at the heart of all new developments and integral to the growth of strong, resilient and successful communities.*"

Ambitions for economic growth need high quality places where people choose to live, not soulless dormitory towns. Developers are recognising the value culture brings to new developments.

Participation in creative activity generates aspiration and innovation: some communities in Kent (North Kent, Dover District, Ashford, rural Shepway) have poor access to cultural infrastructure.

HEADLINES

- At present, up to 92% of the creative & digital sector workforce in Kent is freelance[1]. Reductions in commuting and increased local spend can be enhanced by provision of shared workspace close to housing and town centres.

- With predictions that 30% of London's creative sector workspace is disappearing in the next five years[2], London is moving east and the creative and digital sectors are leading

the way. The number of creative and digital businesses located in Kent and Medway has grown 82% in five years; in Gravesham growth is 150%; Dartford is 121%[3].

- Land values and conversion of commercial spaces to residential use is preventing workspace development for digital/tech start-ups in Kent's strongest growth clusters - Tunbridge Wells (e.g. The House) and Sevenoaks[4].

- Redundant commercial and retail spaces, under-used public assets and seaside buildings from a past era blight the landscape and their values restrict development. Such buildings – Thanet Press Site, Margate being an example - are often intrinsically attractive to the creative sector who, incentivised to invest with long term leasehold/freehold security, offer economic activity in areas of weak growth and high unemployment.

- The Thames Estuary Production Corridor proposes large-scale cluster development of world-class production facilities with a digital super-highway for the creative and digital industries. It will re-purpose redundant commercial spaces in North Kent and Medway, provide skills training, employment and provide a national focus for innovation and the knowledge economy.

- Investment planned in West Kent, notably £100mn investment in a new Cultural & Learning Hub and state of the art 1,200 space theatre to support the local cultural and creative economy.

FUTURE REQUIREMENTS

Residential developments such as Ebbsfleet and Otterpool include consideration of access to cultural infrastructure as

part of master planning. This could be in the form of on-site facilities (shared with other community services) and transport options to nearby cultural 'hub' towns, particularly to support the night time economy.

Areas of future development could include:
- Cultural programming to contribute to early activation of residential developments, to add value and generate social cohesion;
- High quality design, public realm and use of public art to create welcoming and appealing places to live;
- Shared work space to be considered as part of residential developments to support freelance and home working;
- Redundant commercial and other assets supported by planning policy and promoted to the creative and digital sector to relieve pressure on Kent's hotspots where growth is stalling;
- The Kent Creative Workspace Report identifies Kent and Medway's Thames Estuary area as a 'creative opportunity area' requiring the alignment of planning and investment policy to deliver the sector growth.

Summary of total costs/funding for creative and cultural projects (2017-2031)
Total Cost = £42,725,000
Total Funding = £24,180,000
Secured Funding = £0
Expected Funding = £24,180,000
Funding Gap = £18,545,000

[1]The Impact of the Creative Economy in the South East, Shared Intelligence 2016 ; [2]GLA Creative Workspace Study 2015; [3]Mint Business List 2014-17; [4]Kent Creative Workspace Report 2014

5.5 UTILITIES

ENERGY

CURRENT ENERGY CONSUMPTION

Gas and electricity combined account for approximately 54% of total fuel consumption. Petroleum products account for 41% of total consumption, the large majority of which is associated with road and rail transportation. Bioenergy and waste, manufactured fuels, and coal combined account for just over 4% of total fuel consumption.

HEADLINES

Total fuel consumption for Kent and Medway in 2015 is shown in figure 5.6 by fuel type and by district in Figure 5.9. Figure 5.8 shows the breakdown of fuel use by sector.

- Since 2012, gas consumption has reduced by 10% and electricity by 20%, across Kent and Medway;
- There is a greater need for dispersed, low carbon power sources and battery storage;
- There is 187.9 MW of proposed large scale renewable energy projects in Kent and Medway (majority solar projects)

PREDICTED ENERGY CONSUMPTION TO 2031

Figure 5.7 shows the projected annual gas and electricity sales from 2014/15 to 2030/31, for current dwellings and projected new dwellings in Kent and Medway.
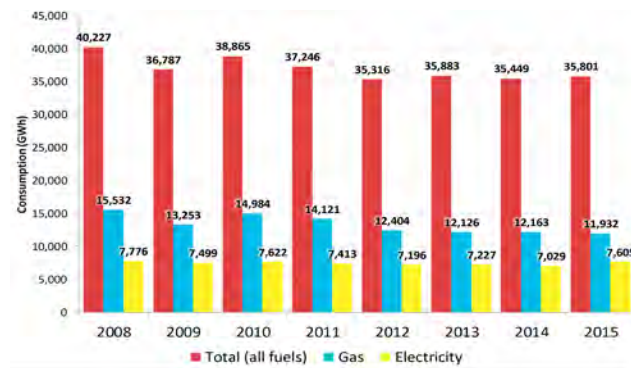
Figure 5.6: Total fuel consumption in Kent and Medway 2015

Figure 5.7: Project domestic energy sales in Kent and Medway to 2031

Over this period of time, gas demand in Kent and Medway is expected to increase by approximately 23% (from 8,556 GWh per year to 10,550 GWh per year) and electricity demand is expected to increase by approximately 19% (from 3,101 GWh per year to 3,699 GWh per year).

By 2031/32, nearly one in five homes are likely to have been built after 2015. Therefore, the rate at which Kent and Medway minimise energy demands in the domestic building sector is likely to be highly sensitive to the energy efficiency of those new buildings.

FUTURE REQUIREMENTS

The energy system in the UK and Kent is changing. Two thirds of UK's existing coal, gas and nuclear power stations are set to close by 2030 and any future power stations must be largely decarbonised if the UK is to achieve its legally binding targets of cutting CO_2 emissions by 80% by 2050 .

To meet the rising pressure on energy demand, new and more diverse sources of electricity generation will need to develop. There will be a need for an increased number of smaller, dispersed, low carbon generation power sources, often located near to people's homes and businesses. Due to the variable nature of this generation, there will also be an increased need for technologies, such as battery storage, to manage seasonal and diurnal variations.

Demand for electricity is also changing and increasing, for example, as a result of the electrification of heat and transport as highlighted in the 2050 chapter of the GIF.

Changing supply and demand, though an enormous opportunity, also presents significant challenges to our existing system nationally and locally. It will require large amounts of investment in infrastructure and the transmission and distribution networks.

NEW GENERATING CAPACITY

Renewable energy generation in Kent has increased significantly since 2012, with the currently installed capacity of solar, wind, waste, and CHP being over 1,800 MW, compared to approximately 230 MW in 2012. The majority of the capacity has been delivered through solar and wind installations with wind contributing over 1,000MW and solar over 450MW.

FUEL CONSUMPTION (GWH)	NON-DOMESTIC	DOMESTIC	ROAD TRANSPORT	RAIL	BIOENERGY & WASTE	TOTAL BY FUEL TYPE
Gas	3,376	8,556	-	-	-	11,932
Electricity	4,504	3,101	-	-	-	7,605
Bioenergy & Waste	-	-	-	-	897	897
Coal	455	53	-	9	-	516
Manufactured fuels	41	16	-	-	0	56
Petroleum products	1,102	609	13,034	43	0	14,788
Total by sector	9,477	12,335	13,034	51	897	35,794

Figure 5.8: Total fuel consumption by fuel type in Kent and Medway 2015

Wind energy capacity is mostly from large scale installations, although there is a small amount of small scale wind energy delivering 5.5MW of installed capacity in Kent.

Proposed scale renewable energy projects could make up 187.9MW. The majority of these are for solar projects (small scale projects have not been accounted for in these figures as the data is not freely available at this time).

CONSTRAINTS AND FUTURE INVESTMENT

Energy security is vital to the development and growth of Kent and Medway in the coming years. However, much of the County is subject to electricity grid network constraints, which can inhibit supply and demand.

The push to 'decarbonise' energy, as we see more heat generated by electricity, greater numbers of electric cars and the associated energy infrastructure, will lead to an increased demand on the electricity grid.

A drive towards local generation of renewable energy will further ramp up pressure on the grid network. It will be essential to map existing electricity and gas grid constraints against future development to identify potential issues early, as well as potential local generation solutions such as district heating systems.

Looking forward, the County could consider an integrated circular energy 'system' that is balanced and provides energy that is affordable, environmentally sustainable and secure. A smart and flexible system will provide and use energy only when it is needed and as close to the customer as possible to minimise transmission waste and maximise use of waste heat.

Summary of total costs/funding for energy projects (2017-2031)
Total Cost = £423,511,000
Total Funding =£423,511,000
Secured Funding = £100,187,000
Expected Funding = £323,324,000
Funding Gap = £0
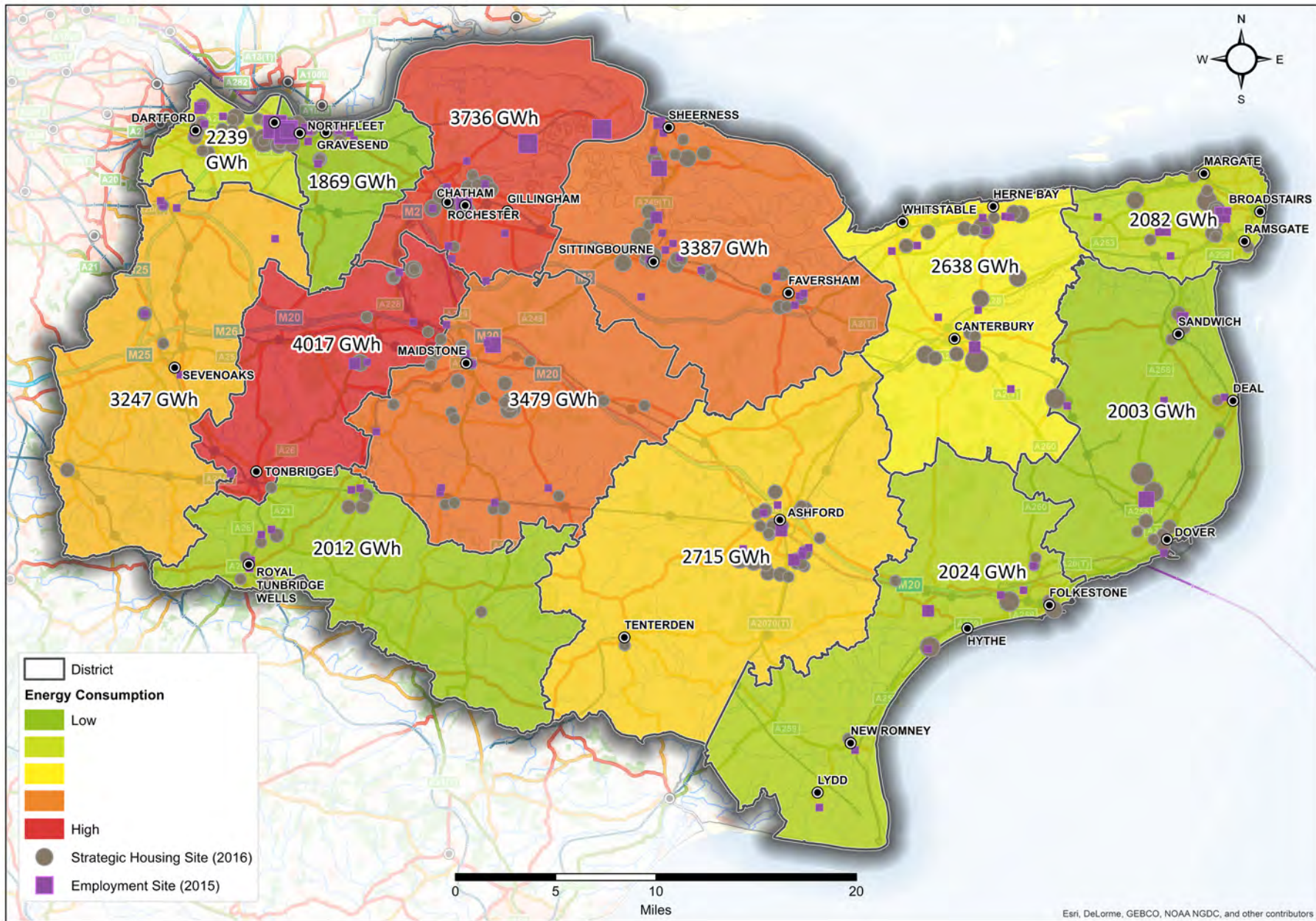
Figure 5.9: Energy consumption per district (2014 statistics); (Source: Department of BEIS; total final energy consumption at regional and local authority level)

Map labels:

2239 GWh (Dartford)
1869 GWh (Gravesend / Northfleet)
3736 GWh
3387 GWh
2638 GWh
2082 GWh
4017 GWh
3247 GWh
3479 GWh
2003 GWh
2012 GWh
2715 GWh
2024 GWh

Cities/towns: DARTFORD, NORTHFLEET, GRAVESEND, SHEERNESS, MARGATE, BROADSTAIRS, RAMSGATE, WHITSTABLE, HERNE BAY, CHATHAM, ROCHESTER, GILLINGHAM, SITTINGBOURNE, FAVERSHAM, CANTERBURY, SANDWICH, SEVENOAKS, MAIDSTONE, DEAL, TONBRIDGE, ASHFORD, DOVER, ROYAL TUNBRIDGE WELLS, FOLKESTONE, TENTERDEN, HYTHE, NEW ROMNEY, LYDD

Legend:

District

Energy Consumption
Low
Yellow-green
Yellow
Orange
High

Strategic Housing Site (2016)
Employment Site (2015)

0   5   10   20
Miles

Esri, DeLorme, GEBCO, NOAA NGDC, and other contributors

BROADBAND

CURRENT SITUATION

Broadband Delivery UK (BDUK), part of the Department for Culture, Media and Sport, has set targets for 95% of properties in the UK to have access to superfast broadband by 31 December 2017.

The target is being delivered through a combination of:
- Market-led investment by broadband infrastructure providers (e.g. BT Openreach, Virgin, Gigaclear); and
- Programmes funded by BDUK and KCC to upgrade areas of market failure (i.e. where there are no plans for market-led investment) by retrofitting superfast broadband provision into existing business and residential premises.

The investment has already meant that 94.5% of homes and businesses across Kent and Medway can now access superfast broadband of at least 24mbps. The current Kent and Medway BDUK project is aiming to bring superfast broadband to 95.7% of homes and businesses by September 2018.

HEADLINES
- Too many homes are being built without access to decent, high quality broadband, which is inconsistent with Government's policy of extending the availability of full-fibre connections to meet future needs.
- Opportunities are being missed to install 'future proofed' fibre-to-the-premise broadband at a minimal cost.
- The failure to plan for broadband connectivity in many new developments is creating distress for new occupants, as well as new areas of market failure. This is due to:
    - A general reluctance of broadband infrastructure

providers to invest their own funds in retrofitting new sites;
- A general reluctance of developers to pay for retrofit costs where issues around poor connectivity have been identified by residents.

FUTURE REQUIREMENTS

It is essential that new-build properties are able to access high quality and 'future proofed' broadband connectivity. In contrast to the retrofit process, ultra-fast fibre-to-the-premise connectivity can be easily installed at the point of build, offering homes and businesses 'future proofed' broadband speeds of over 300mbps.

To prevent areas of market failure and lack of connectivity, national regulation is required to deliver this. However, there is currently little incentive for developers to guarantee such connectivity. Buyers often assume that this infrastructure is included and therefore there is little additional return for a developer that invests in the additional infrastructure from the outset. Latest analysis for Kent new builds show that approximately 40% of new homes are being delivered with sub-superfast broadband connections.

Digital infrastructure will form the bedrock for driving Kent's prosperity and supporting innovation and smart infrastructure to 2050. There is a need to implement stronger incentives and regulations to ensure that new development is taking this new connectivity into account and driving innovation in the provision of digital connectivity.

If broadband connectivity is not installed at the point of build, it is estimated that the costs of retrofitting these new residential properties from 2017-2031 would be:

Total Cost = £18,259,000
Total Funding = £0
Secured Funding = £0
Expected Funding = £0
Funding Gap = £18,259,000

WATER AND WASTE WATER
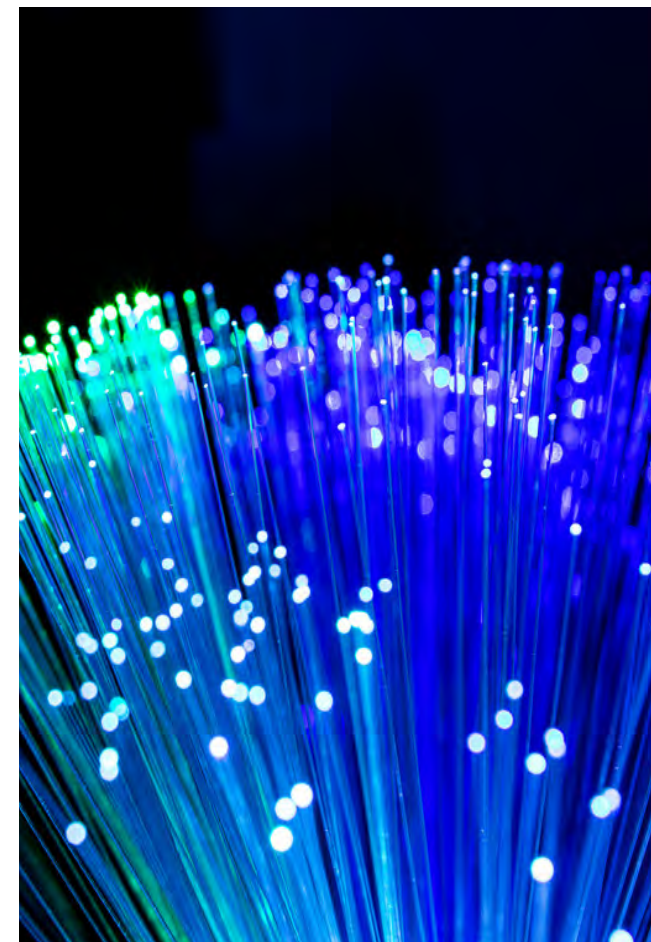
CURRENT SITUATION

The provision of new housing, jobs and associated infrastructure presents challenges to the water environment through the need to provide clean water supplies and to manage increased amounts of waste water. Additional demand needs to be met from the abstraction of existing groundwater or surface water resources, or through the development of new resources. Kent and Medway is already in an area of serious water stress.

KCC commissioned a study - Water for Sustainable Growth (WfSG) - to assess the impact of growth on the water environment and to identify sustainable measures required to manage water environment impacts to 2031. The study aims to support spatial planning decisions, as well as the strategic planning of water service infrastructure in the medium to long term.

HEADLINES

The WfSG study indicates the following current pressures on water and waste water provision:

- Long-term groundwater abstraction pressures from the chalk affecting the Darent Catchment;
- Significant pressure from wastewater discharges in the Medway catchment;
- Abstraction and discharge pressures within the Stour and Rother Management Catchments;
- Concerns for investment at the wastwater treatment works at: Paddock Wood, Tunbridge Wells, Leeds, Edenbridge and Biddenden and for the phasing of growth within the catchments of these.

Waste water generated by new development needs to be treated and returned to the environment without impacting the water quality and ecosystems of water bodies. At present, there is no consistent approach to the management of wastewater, in particular for wastewater treatment, discharge and the planning of environmental capacity within the water environment.

FUTURE REQUIREMENTS

The WfSG study identifies three key drivers that Kent and Medway will have to plan for, to 2031:

1. Water availability: changes in land use, climate change and population growth are all likely to exacerbate water availability and increase the economic impact of water scarcity;

2. Legislative Compliance: water abstraction and wastewater discharges can impact the status of water bodies and water dependent ecological sites;

3. Strategic Planning: early steps can be made in the spatial planning process and planning of water services infrastructure to jointly deliver sustainable solutions.

Without significant investment by 2030/31, all except one Water Resource Zone (WRZ) in Kent and Medway are predicted to have a negative supply and demand balance; largely as a result of increased demand from a growing population, but also climate change effects leading to more extreme weather events.

Figure 5.11 demonstrates the supply and demand balance to 2031, before any measures are included to balance the deficit or surplus of water supply.

There are already significant abstraction pressures on the water resources in Kent and Medway and the need to provide further resource presents a significant challenge to the water companies.

Medway has carried out an initial assessment of infrastructure needs and produced an Infrastructure Position Statement in 2017. Part of this work examined water supply and wastewater treatment. The findings from this work suggest that supply is balanced until 2021-22 and then a deficit will emerge.

The WfSG study sets out recommendations for different stakeholder partners to undertake, in order to address the challenges and demands:

- Water companies operating in Kent and Medway should ensure that population growth is taken into account in the 2019 Water Resource Management Plan updates;
- All Local Planning Authorities should consider adopting Building Regulations optional standard for water use as the preferred policy target for new development (with respect to water efficiency); and
- Water supply companies should consider enhanced programmes of retrofit of existing properties with water efficient fixtures and fittings.

Summary of total costs/funding for water and wastewater projects (2017-2031)
(These are based on average connections costs for new dwellings plus costs identified by the WfSG study for overcoming locally specific wastewater constraints)
Total Cost = £332,600,000
Total Funding = £332,600,000
Secured Funding = £ 2,320,000
Expected Funding = £330,280,000
Funding Gap = £0

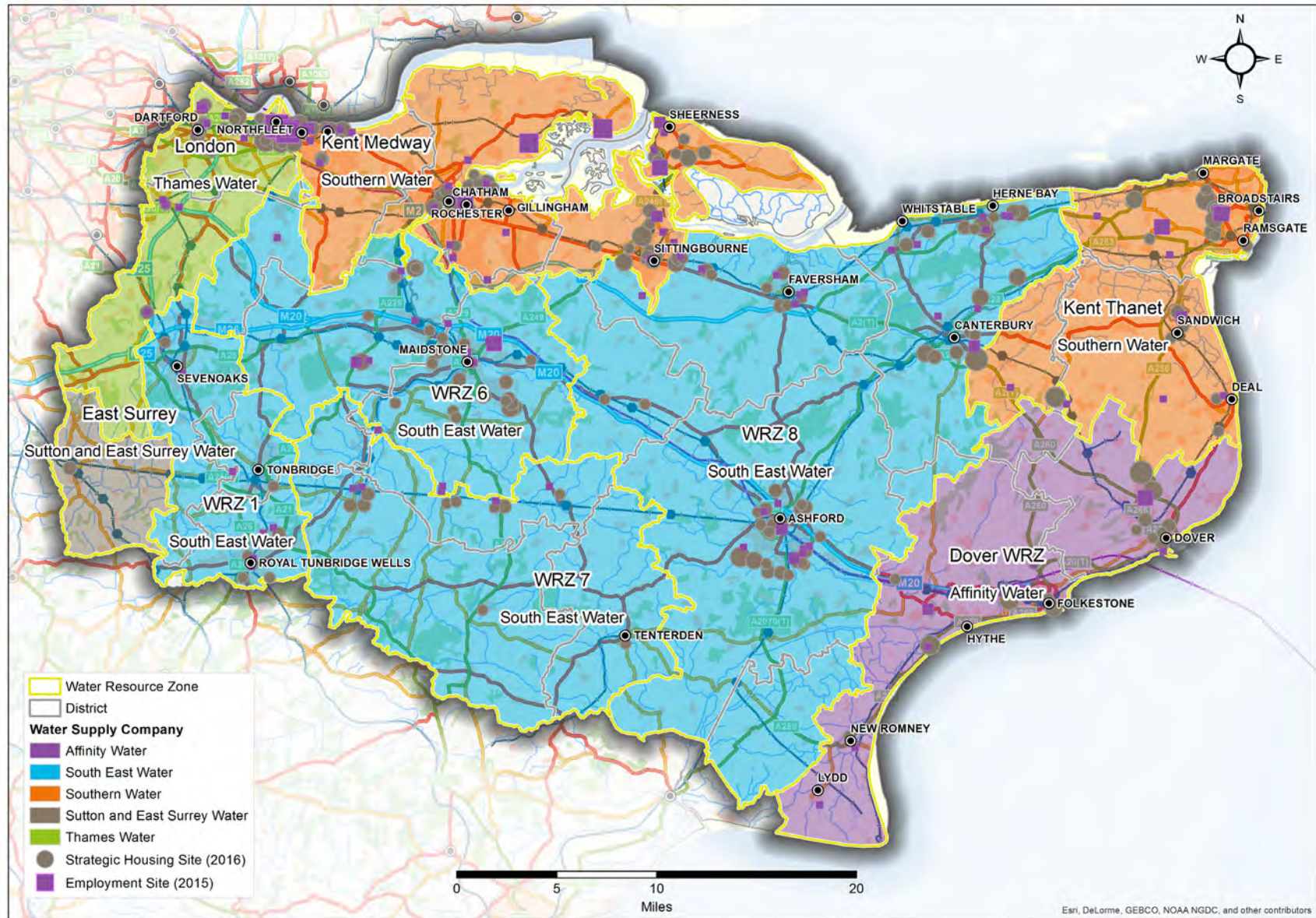*Figure 5.10: Water supply companies in Kent and Medway*
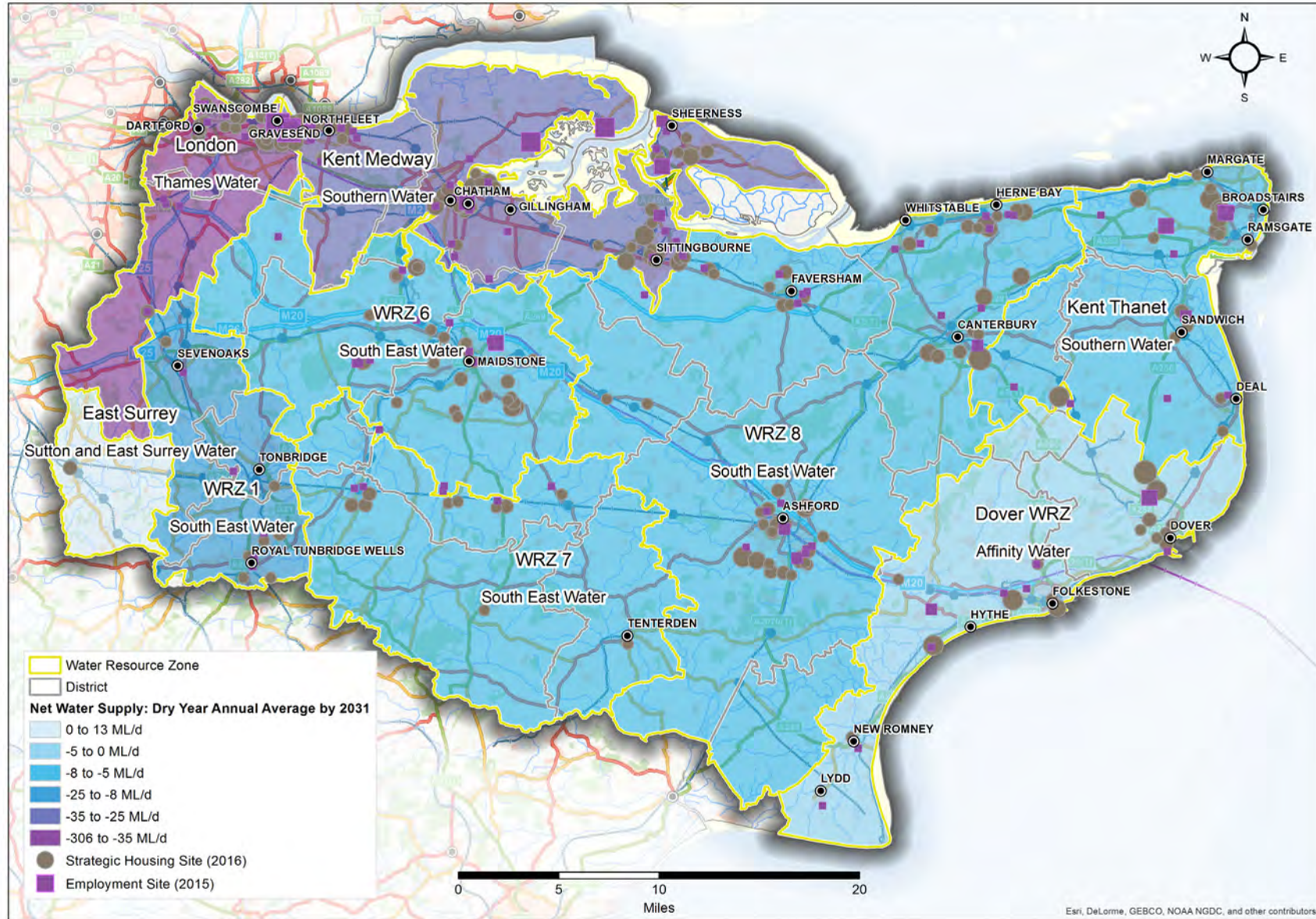
Figure 5.11: Net water supply: Dry year annual average by 2031

Legend:
- Water Resource Zone
- District

Net Water Supply: Dry Year Annual Average by 2031
- 0 to 13 ML/d
- -5 to 0 ML/d
- -8 to -5 ML/d
- -25 to -8 ML/d
- -35 to -25 ML/d
- -306 to -35 ML/d
- Strategic Housing Site (2016)
- Employment Site (2015)

HOUSEHOLD WASTE

CURRENT SITUATION

Kent County Council Waste Management operates as the Waste Disposal Authority (WDA). KCC currently provides eighteen household waste recycling centres. These sites provide facilities for reuse, recycling and safe disposal for a range of materials delivered by Kent residents.

Co-located at six of these sites are Waste Transfer Stations (WTSs) for the deposit and bulk loading of waste collected by the district/ borough councils. There are also two transfer stations contracted at Allington and Hersden. KCC also manages and maintains nineteen closed landfill sites, to ensure that they comply with environmental standards.

Medway provides three HWRC and has responsibility for the collection, treatment and disposal of municipal waste in Medway. Medway Council must also sustainably plan for the capacity necessary to process other waste streams in the area, including commercial and industrial waste, construction, demolition, excavation waste and hazardous waste.

HEADLINES - KEY FACTORS AFFECTING DELIVERY

- Waste growth - as housing growth and population increases, there will be a rise in waste volume. Projections suggest an increase of 20% in household waste by 2031.

- Market provision - the waste collection and disposal service is becoming more commercially volatile.

- Legislation and performance targets - waste services are currently influenced primarily by legislation, targets and require-

ments that are passed down from the European Union and transposed into national law, policies, and strategies. The future of waste legislation performance targets will be part of Brexit. Existing EU recycling targets will continue to apply once the UK has left the EU. The government may consult on changes to regulatory frameworks in the future.

Whilst Kent currently achieves self-sufficiency for each of the waste streams, new facilities will need to be developed for each stream if it is to remain net self-sufficient throughout the Minerals and Waste plan period to 2030.

ACTIVITY SINCE LAST YEAR

- The re-development of Sittingbourne Waste Transfer Station, including the introduction of a food waste compactor and a second weighbridge and new site offices.

- Lowering of the carriageway under Gas Road Bridge on the approach to Sittingbourne Household Waste Recycling Centre (HWRC) and Waste Transfer Station (WTS) to allow for the entry of haulage vehicles servicing the facility.

- Re-engineering of the river embankment along Richborough closed landfill site.

- Upgraded maintenance to the gas control system at Cryalls Lane closed landfill site.

KEY DELIVERABLES FOR THE NEXT FIVE YEARS

Alongside municipal waste, Medway Council must also sustainably plan for the capacity necessary to process other waste streams in the area including: commercial and industrial waste, construction, demolition and excavation waste and hazardous waste. At present the service has not identified any capacity is-

sues or infrastructure improvements are needed other than routine maintenance in the short-term. However, in the long-term, waste services will review the capacity of HWRC sites to cope with the potential increased demand resulting from development.

KCC Waste Management is in the process of undertaking a Household Waste Recycling Centre and Waste Transfer Station Infrastructure Review, to determine the requirement of sites to ensure strategic location and capacity (based on waste growth) in a phased approach at 2020, 2025, and 2030.

Consideration will need to be given to retaining the eighteen Household Waste Recycling Centres and six Waste Transfer Stations, as well as increasing Waste Transfer Station provision in East and West Kent, and increasing Household Waste Recycling Centre provision in west Kent.

The key infrastructure projects for 2017/18 are:
- Tunbridge Wells (North Farm) Household Waste Recycling Centre (HWRC) and Waste Transfer Station (WTS) – permanent repair to WTS following fire damage in 2016 and upgrades to infrastructure including building/site drainage and the replacement of concrete base used for waste handling and storage;
- Re-engineering and repair works at Cryalls Lane closed landfill site to Gas Control and Ground Water protection systems;
- Works to upgrade environmental performance of leachate treatment plant at Sturry Road (Canterbury), a closed landfill site.

FUTURE REQUIREMENTS

- Based on household numbers alone, the tonnage accepted at every Waste Transfer Station is predicted to increase by 2030.

- The contract with Kent Enviropower Limited for the Allington Waste for Energy contract runs until 2030, meaning that there is provision for the recovery of energy from waste until the end of the GIF period.

- KCC Waste Management will undertake a review of provision of onwards waste disposal infrastructure for household waste in 2018/19.

- Lack of investment or recycling infrastructure in parts of Mid Kent and all of East Kent results in high haulage costs and highway network congestion. In these regions of Kent, there is a need for materials recycling facilities, food processing and composting facilities.

- Environmental permitting changes have added pressure to new construction and existing infrastructure.

- The UK has to find different markets or ways to deal with waste, either through increasing recycling or to send more waste to energy recovery in the UK.

Summary of total costs/funding for household waste projects and mineral and waste projects (2017-2031)

Total Cost = £252,900,000

Total Funding = £238,125,000

Secured Funding = £0

Expected Funding = £238,125,000

Funding Gap = £14,775,000

Figure 5.12: KCC and Local Authority Waste Recycling Centres

5.6 NATURAL ENVIRONMENT

NATURAL AND GREEN INFRASTRUCTURE

CURRENT SITUATION

Green infrastructure has the potential to deliver a wide range of benefits, including recreation, biodiversity, health, climate change mitigation and adaptation, sustainable travel and water quality.

There is strong economic evidence to show that green infrastructure is an essential component of building communities where people want to live, in attracting and retaining businesses and in tackling obstacles to economic growth in ways which enhance the environment.

Green infrastructure is also less expensive than 'grey infrastructure' (pipes, ditches, detention ponds) and improves quality of life and health and wellbeing. Green infrastructure can no longer be viewed as a 'nice to have' option but instead as a fundamental part of building communities and resilience for the future.

HEADLINES – WHAT KENT AND MEDWAY CURRENTLY HAVE

- 45,000ha of broadleaf woodland.
- 116 sites of national and international importance for nature conservation.
- The Kent Downs and High Weald Areas of Outstanding Natural Beauty cover approximately 32 % of the County.
- 3,030ha of parks, gardens and amenity greenspace.
- The Public Rights of Way (PRoW) Network extends to 4375 miles (7000Km) across Kent.

- The PRoW network represents 42% of Kent's highway network.

IDENTIFIED INFRASTRUCTURE PROJECTS

- Green corridors around Ashford.
- Green and blue infrastructure improvements in Maidstone Borough.
- A range of green infrastructure provision and enhancement in Canterbury and Dover.

FUTURE REQUIREMENTS

Green infrastructure planning and delivery is essential in underpinning future sustainable economic growth. All of Kent's local authorities have carried out green infrastructure network planning at a strategic level, but there is a need for increased green infrastructure and better connections across the County. There is also a need for better planning of green infrastructure so it can help meet the challenges faced from future risks arising from climate change, in particular extreme weather events.

Investing now in green infrastructure can help reduce some of the future burdens on other infrastructure, such as health and flood management; investment will be needed to:

- Provide significant quantities of new greenspace for Kent and Medway's residents, so that future generations have the same level that current residents enjoy;
- Provide robust green infrastructure planning so that local authorities can provide and manage green infrastructure which fully supports adaptation to climate change, improves flood management and prevention, improves urban air quality and provides the other important benefits which underpin sustainable economic growth;
- Continue to ensure that people can enjoy recreational activities, and the health and well-being benefits these

provide, without causing harm to Kent's most sensitive wildlife habitats and species;
- Improve the connectivity of habitats to provide robust ecological networks;
- Provide new allotments to provide for an increased population;
- Provide green infrastructure as an intervention to ensure healthier communities

If local authorities are to meet their locally set standards with an increased population in 2031, the following will be required:
- 404 hectares of parks and gardens;
- 782 hectares of amenity greenspace;
- 135 hectares of allotments; and
- 1,126 hectares of natural and semi-natural greenspace.

Summary of total costs/funding for natural and green infrastructure projects (2017-2031)
Total Cost = £38,971,000
Total Funding = £20,335,000
Secured Funding = £16,089,000
Expected Funding = £4,246,000
Funding Gap = £18,636,000
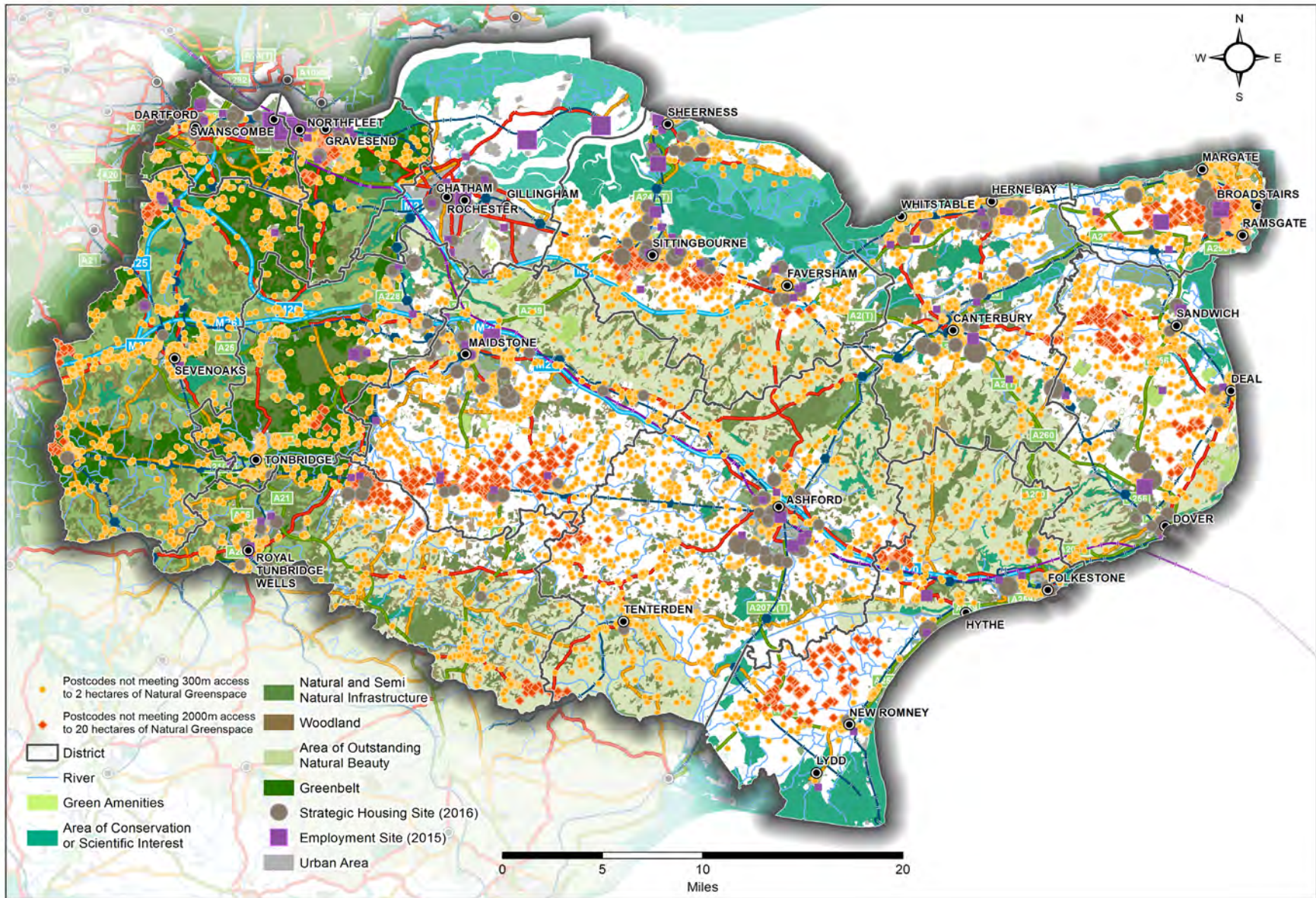
Figure 5.13: Natural and green infrastructure provision in Kent and Medway

Legend:

- Postcodes not meeting 300m access to 2 hectares of Natural Greenspace
- Postcodes not meeting 2000m access to 20 hectares of Natural Greenspace
- District
- River
- Green Amenities
- Area of Conservation or Scientific Interest
- Natural and Semi Natural Infrastructure
- Woodland
- Area of Outstanding Natural Beauty
- Greenbelt
- Strategic Housing Site (2016)
- Employment Site (2015)
- Urban Area

0   5   10   20
Miles

FLOOD PROTECTION

CURRENT SITUATION

Kent and Medway have one of the highest flood risks in England, with risks of flooding from coastal, fluvial, surface water and groundwater in the county. Surface water is behind the majority of flooding incidents and there have been 2,500 historical flood events in Kent and Medway since 1986.

- Approximately 60,000 homes at risk of fluvial and tidal flooding.
- 22,000 homes at risk of surface water flooding.

The chalk aquifers in Kent and Medway present a risk of groundwater flooding, notably in the Nailbourne Valley in Canterbury. An example of management includes the Kent Local Flood Risk Management Strategy that exists to identify objectives to manage local flood risk to local communities.

HEADLINES

The Environment Agency (EA) has currently identified 79 flood defence projects in the future pipeline. The risks associated with climate change and increased building on flood plains will need to be managed in the future, as the population continues to increase. The EA is also currently developing the Medway Estuary and Swale Strategy for the River Medway.

Flood risk management can only progress with sufficient capital funding. There needs to be better follow-through of policy into the policy drivers (e.g. funding and more compatibility between the various funding drivers in different sectors).

ACTIVITY SINCE LAST YEAR

The River Medway Flood Partnership was introduced in January 2017 to enable a collaborative approach to support flood risk and watercourse management. The partnership is working to ensure that multiple capital investment programmes are aligned with local planning policies and highway authority investments.

Working with the partnership, the EA has completed its initial assessment of the flood risk management option for the River Medway to provide protection for Tonbridge, Hildenborough, Yalding, Collier Street and the surrounding areas.

The initial assessment was undertaken to consider a wide range of options, including flood storage, to ensure the best solution is found for these areas. The outcome of this work is to increase the capacity of the Leigh Flood Storage Area, provide an embankment to protect Hildenborough and deliver property and community level resilience measures for Yalding, Collier Street and other communities in the Middle Medway.

The EA and its partners are now working on an outline business case, which will lead to the full business case being submitted to Defra in 2018. Once approved, the project will then move to the detailed design phase in 2018-2019. Currently, the indicative funding programme shows construction between 2019 and 2022 .

KEY INFRASTRUCTURE PROJECTS

- Flood risk and coastal erosion protection for the Romney Marshes, from Folkestone to Cliff End.

- Leigh Flood Storage Area and flood defences to protect Hildenborough and property/commercial resilience for Middle Medway.

- Great Stour Flood Alleviation Scheme: the EA is working on a flood defence scheme for Canterbury and Fordwich to protect against flooding from the River Great Stour. The scheme protects over 400 properties at risk of flooding from the 1 in 100 year event.

FUTURE REQUIREMENTS

The Thames Estuary 2100 project is one of the most important strategic projects tackling flood risk management in Kent and Medway. The project addresses the implications of climate change, sea level rise and ageing flood defences along the Thames Estuary, including Dartford, Gravesham and Medway.

Sustainable Drainage Systems (SuDS) offer opportunities to mimic natural drainage that can reduce flood risk and offer other benefits, such as amenity space and habitats. The lack of a formal adoption mechanism by a recognised authority with a funding stream is a barrier to the delivery of effective SuDS . This is impeding the delivery of the most cost-effective drainage techniques that have the potential to enhance the local environment.

Looking ahead, there needs to be far more integration of water policy – such as taking a catchment approach, where all measures are considered collectively. Water policy needs to be imbedded into infrastructure delivery as a fundamental principle; where developments incorporate water efficiency measures and ensure water discharges are clean and do not increase flood risk.

Summary of total costs/funding for flood defence projects (2017-2031)
Total Cost = £999,929,000
Total Funding =£984,017,000
Secured Funding = £1,311,000
Expected Funding = £982,706,000*
Funding Gap = £15,912,000

*Dependent on the scheme design delivering the benefits as outlined when the project is entered on this programme.
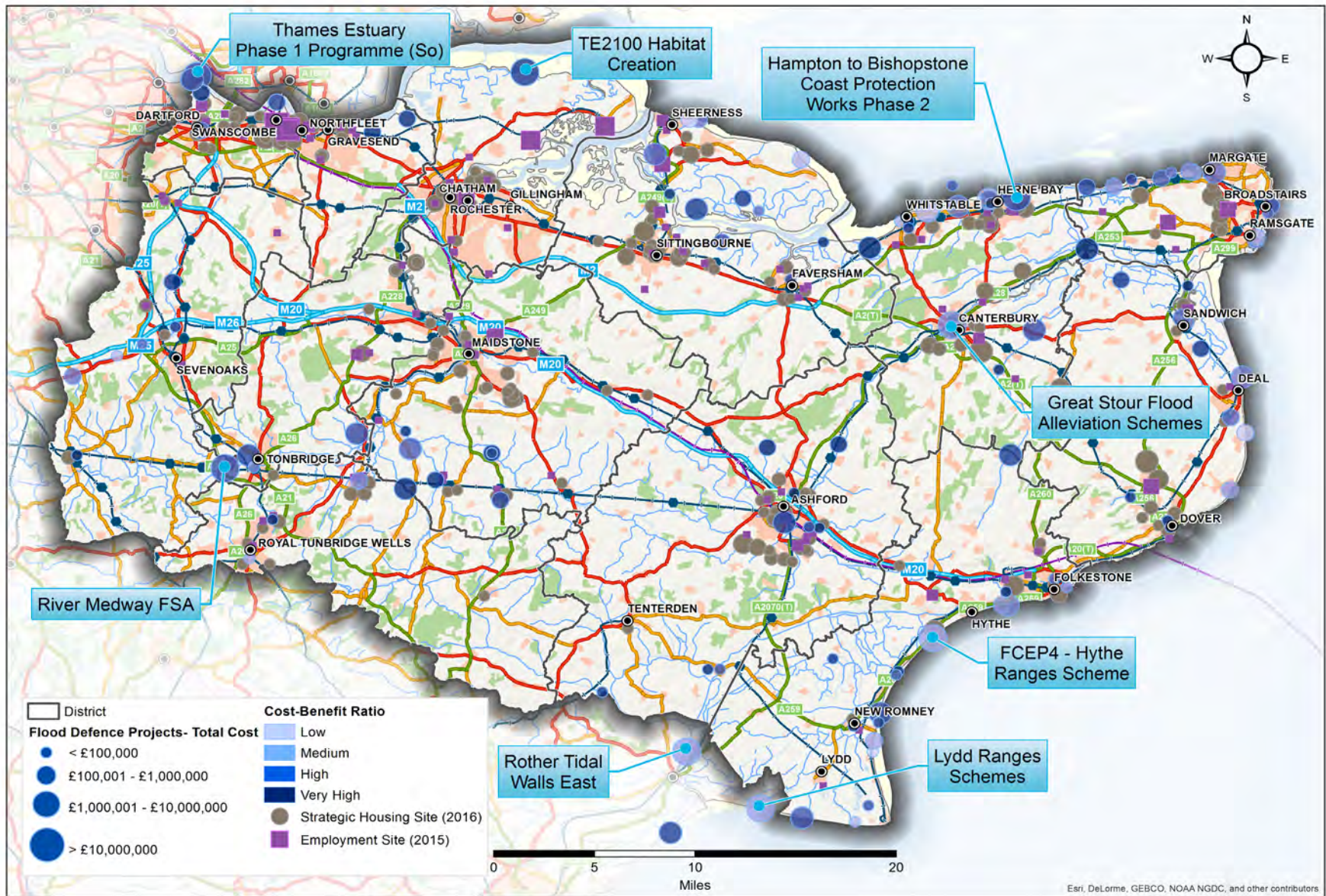
Figure 5.14: Major flood defence projects in Kent and Medway

6. RENEWAL OF EXISTING INFRASTRUCTURE

Leigh Flood Barrier, Tonbridge

BALANCING MAINTENANCE AND REPAIR OF EXISTING ASSETS WITH CONSTRUCTION OF NEW ASSETS

Maintenance of infrastructure is often overlooked in current infrastructure funding regimes – whether as part of Central Government funding or for the current mechanisms for value capture.

HIGHWAYS MAINTENANCE AND ASSET MANAGEMENT

There are significant challenges in maintaining a safe and reliable highway network during a time of diminishing resource, ageing assets, growing backlogs and increasing public expectation. To address this challenge, Kent has adopted a new Highway Asset Management approach, which seeks to ensure monies are spent effectively across the network.

The estimated value of KCC highway assets (including land) is £25bn. The rate at which these highway assets are deteriorating exceeds the current rate of investment in maintenance. The resulting maintenance backlog of KCC roads is estimated to be around £630mn; from knowledge of this asset and deterioration modelling KCC estimates that this will rise to around £1bn over the next ten years, even if the current level of investment is maintained.

Within KCC assessments of the annual investment need for maintenance in 2016/17, priorities and service levels have identified an annual capital requirement gap of £45mn. In addition to these backlogs and funding shortfalls, KCC has a number of priority schemes that meet with the intervention levels but are currently unfunded, totalling around £31mn.

Given the substantial and increasing costs associated with asset maintenance, it is essential that opportunities for sourcing funding for maintenance purposes are maximised and the costs are considered in the planning and provision of new infrastructure. A proactive approach would assist in obtaining the essential funding required to meet future demand, as well as help to avoid the unnecessary decline in necessary infrastructure.

An equitable and adequate funding regime is needed, which reflects the needs of the expanding road network. The current disparity in funding between regions, which experience vastly differing traffic levels, and between the Highways England and local highway network, is unsustainable. For example, Highways England's network received an allocation of £15 bn in the first Road Investment Strategy (2015 – 20). This equates to approximately £200,000 per mile per year[1]. KCC's network receives £25mn per year for maintenance and £6.8mn from the integrated

transport block (small schemes, safety critical, etc.), which equates to only £6,000 per mile per year[2].

PUBLIC RIGHTS OF WAY

The County Council formally adopted the 'asset management principles' for the management of its PRoW network in February 2008. Kent was the first Highway Authority to adopt asset management principles for the maintenance of its PRoW network.

The asset includes:

- **3,046 bridges** - a combination of simple short span sleeper bridges, kit bridges, culverts, more complex longer span bridges, through to a footbridge crossing the railway at Ashford and a footbridge crossing the M20
- Path furniture (signposts, stiles, gates, steps, barriers etc.) – **32,000 Items**
- Aggregate surfacing and repair of bridleways and byways - **256 miles**
- Metalled PRoW resurfacing and repair - **460 miles**

The asset management plan was developed to ensure that investment in the PRoW network by the County Council delivers:

- Maintenance programmes that meet the County Council's statutory obligation to maintain PRoW.
- Maintenance programmes that meet the policy objectives of the County Council.
- A PRoW network that is fully utilised and protected for future generations.
- Consistent levels of service.
- Optimum lifespan for the infrastructure.
- Maximum efficiency from the investment.

The PRoW Asset Management Plan currently places the value of the asset at **£107mn** with an annual requirement for maintenance expenditure to meet the County Council's obligations in full of £2.4mn, of which 90% (£2.1mn) is identified as capital expenditure. The asset value and annual requirement are based on an optimistic view of likely asset life and performance.

CYCLE ROUTES

Kent manages the maintenance of off road cycle tracks and the clearance of vegetation along routes to allow their use by bicycles. These routes are normally away from main routes and travel across rural areas.

DRAINAGE SYSTEMS

KCC carries out planned maintenance on main roads – these are mostly A roads and the key routes that connect Kent's towns and villages.

Once every 12 months, KCC cleans roadside drains as part of the planned programme. This is the most cost effective way to work on these roads and helps reduce the disruption for local residents.

Once every 6 months KCC cleans drains in over 250 locations in Kent that are particularly vulnerable to serious flooding when the drains become blocked. Once every twelve months KCC cleans roadside drains as part of the planned programme. This is the most cost effective way to work on these roads and helps us to reduce the disruption for local residents.

KCC also maintains a small number of ponds and lagoons that hold water drained from the highways.

KCC owns and maintains 14 pumping stations across the county. Each pumping station is routinely inspected and serviced every 12 months.

[1]Highways England's network is 4,300 miles - equates to £3.5 million per mile over 5 years or £697,674 per mile per year (as a national average). Dividing mileage by 3 lanes in each direction on motorways and trunk roads, HE is funded with c £200,000 per mile of road; [2]KCC's total of £31,867,000 (2016/17) – assumes 1 lane in each direction - equates to £6,000 per mile pa for 5,400 miles of local roads.

HEALTH AND SOCIAL CARE MAINTENANCE

The condition, suitability and the ability to expand current provision varies significantly across the County and the total cost of delivering a fit for purpose infrastructure to support Health and Social care is estimated to require in excess of £6 billion of investment over the life of the GIF.

The backlog maintenance for acute healthcare is **£199,931,871.**

The backlog maintenance is sourced from the Estates Return Information Collection (ERIC) which is collected on behalf of the Department of Health.

Backlog maintenance returns for the mental health and community trust providers are currently unavailable across the whole of Kent and Medway and have consequently not been included.

Figure 6.1: Backlog maintenance for Acute Healthcare provision in Kent and Medway.

Source: 2016/17 Estates Return Information Collection (ERIC)

The collection is to enable the analysis of Estates and facilities information from NHS Trusts in England and is a compulsory requirement. The information is from the 2016/17 ERIC returns for the 4 NHS Trusts that operate in Kent and Medway. Darent Valley Hospital and the Tunbridge Wells Hospitals have a backlog return of 0 as these are PFI hospitals.

ORGANISATION NAME	SITE NAME	TOTAL BACKLOG COST (£)
DARTFORD AND GRAVESHAM NHS TRUST	DARENT VALLEY	0
MEDWAY NHS FOUNDATION TRUST	MEDWAY MARITIME HOSPITAL	76,757,989
EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST	WILLIAM HARVEY HOSPITAL	38,410,000
EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST	QUEEN ELIZABETH THE QUEEN MOTHER HOSPITAL	52,460,000
EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST	KENT AND CANTERBURY HOSPITAL	29,660,000
MAIDSTONE AND TUNBRIDGE WELLS NHS TRUST	MAIDSTONE GENERAL HOSPITAL	2,643,882
MAIDSTONE AND TUNBRIDGE WELLS NHS TRUST	THE TUNBRIDGE WELLS HOSPITAL	0
TOTAL		199,931,871

Estuary View Medical Centre, Whitstable (Clague LLP)

7. SUB-COUNTY OVERVIEWS

St Mary Magdelene Cobham, Gravesham

NORTH KENT

North Kent is made up of four districts: Dartford, Gravesham, Maidstone and Swale, and Medway as a Unitary Authority. It borders Thurrock and Essex to the north and the London Borough of Bexley to the west.

Growth ambitions are focused on the positioning of North Kent, developing its culture and creative economy sectors, transport, technology and regenerating its town centres.

The Thames Gateway Kent Partnership (TGKP)* is a partnership comprising public and private sectors. It champions sustainable growth across North Kent and aspires to create the best conditions to attract investment and deliver sustainable economic growth in North Kent. The Partnership's vision is for North Kent to be recognised as:

- An area of exciting towns and cities complemented by an outstanding natural environment, providing an exemplar of urban regeneration;
- A thriving business centre attracting leading investors and businesses through its diverse and skilled workforce, high-quality commercial sites and local services, and accessibility to transport links and strategic routes to UK and Continental markets;
- An area of strong, integrated communities with harmony between new and existing businesses and residents – where the benefits of development and investment are shared by the whole community; and
- A vibrant cultural hub with a thriving social scene and civic pride – attracting a growing student population, bringing youth and vigour to the community.

HOUSING GROWTH (2011-2031):
78,600

TOTAL INFRASTRUCTURE REQUIREMENT
£2,498,810,000

INFRASTRUCTURE FUNDING GAP:
£ 666,048,000

POPULATION GROWTH (2011-2031):
186,800

TOTAL FUNDING IDENTIFIED:
£1,832,759,000

*Maidstone Borough Council not a member of TGKP at time of writing

NORTH KENT - DISTRICTS AND BOROUGHS

Dartford is the gateway into Kent and the South East with the Dartford Crossing being a prominent feature of the Borough. It has a strategy in place already delivering new infrastructure and high levels of growth. There is an expected increase of 59% in the size of the Borough (households) up to 2031. This growth is largely being delivered through a number of large brownfield sites set out in the Dartford Core Strategy, supported by Dartford's Community Infrastructure Levy (CIL). In particular, this supports regeneration led by a large increase in population in and around Dartford town centre.

Dartford is a net importer of labour, as more people travel to work from outside then commute out of the Borough. The Borough delivered over 2,000 new homes in the last two years, doubling previous annual completion rates. The boom is reflected in Dartford seeing the one of the fastest rates of home sales in the country, and the highest house price growth on mainland UK in the year to April 2017.

At **Ebbsfleet Garden City**, major mixed use development is planned alongside Ebbsfleet International Station and the major leisure/tourism London Resort proposal will be primarily located at Swanscombe Peninsula. Sustainable forms of travel will require investment in train, bus, cycle and pedestrian infrastructure, with an enhancement of the FastTrack network and potential extension of the Elizabeth Line (Crossrail 1) to Ebbsfleet. Relief for the Dartford Crossing through provision of the Lower Thames Crossing east of Gravesend is very welcome; but with the M25 and A2 carrying strategic traffic through the Borough, continued investment in these routes will be required in order to enable growth and keep Dartford moving.

Gravesham's development strategy for the Borough is to retain and improve the existing stock of housing and suitable employment land, and to make provision for the Borough's objectively assessed need for at least 6,170 new dwellings. The strategy prioritises development in the urban area as a sustainable location for development by:

- Promoting regeneration by prioritising the redevelopment and recycling of underused, derelict and previously developed land in the urban area;
- The continued development of a new sustainable mixed use community in the Ebbsfleet (Gravesham) Opportunity Area, which will include the provision of high quality employment floorspace;
- Revitalising the Gravesend Town Centre Opportunity Area as a focal point for retail, leisure, cultural and tourism facilities and small scale office provision to serve the needs of the Borough;
- Bringing forward a range of suitable sites in other parts of the urban area for residential and employment development.

In the rural area, development will be supported within those rural settlements inset from the Green Belt.

Medway has the largest urban area in Kent and Medway, with over 278,000 people, concentrated between the A2 and M2 around the River Medway and its estuary. The Hoo Peninsula is characterised by strategic infrastructure installations and important natural habitats. Whilst there has been significant growth in recent years, this has placed pressures on services and infrastructure and housebuilding rates are still struggling to recover after the recession to meet demand.

Medway has a longstanding regeneration agenda and has seen the successful transformation of many brownfield sites, most notably around Chatham Maritime, with the development of a learning quarter, leisure, commercial and residential areas. The Medway Local Plan 2003 focused growth in the urban area especially through brownfield site regeneration. Important to this strategy were urban sites such as Rochester Riverside, Strood Civic Centre and Chatham Waters.

AUTHORITY	DOCUMENT	STAGE	EXPECTED ADOPTION (AS OF NOV 2017)
DARTFORD BC	DEVELOPMENT POLICIES PLAN	ADOPTED JULY 2017	
	LOCAL PLAN	REG 18 CONSULTATION	TBC
	CIL	ADOPTED 2014	
GRAVESHAM BC	LOCAL PLAN CORE STRATEGY	ADOPTED 2014	
	SITE ALLOCATIONS AND DM POLICIES	REG 18 CONSULTATION	JULY 2021
MAIDSTONE BC	LOCAL PLAN	ADOPTED SEPT 2017	
	CIL	ADOPTED AUTUMN 2017	
MEDWAY COUNCIL	LOCAL PLAN	REG 18 CONSULTATION	2019
SWALE BC	LOCAL PLAN	ADOPTED JULY 2017	

Maidstone is expected to grow significantly in the coming years. The Local Plan provides for some 17,660 new homes and allocates strategic residential development areas to the North West and South East of Maidstone, with key regeneration sites within the town. Proportionate development is allocated at the Borough's Rural Service Centres of Lenham, Harrietsham, Staplehurst, Headcorn and Marden.

Maidstone Town Centre is the focus for regeneration and retail development, with several initiatives now underway. Strategic employment and commercial development sites are allocated at Junctions 7 and 8 of the M20 motorway.

To facilitate the sustainable delivery of planned development, the Local Plan identifies a number of strategic infrastructure schemes to support planned development including junction improvements on the M20 (such as J5), new primary schools and new and expanded primary healthcare.

Swale is the point where North and East Kent meet and is named after the narrow channel of tidal water between mainland Kent and the Isle of Sheppey. It is a Borough of some 140,800 people who primarily live in its three main towns, Sittingbourne, Faversham and Sheerness. London is accessible in a little under an hour by high speed rail services. As a coastal Borough, the Port of Sheerness gives access, via its deep water berths, to the largest ships in the world; its imports distributed to all corners of the UK.

Over the last 60 years, population growth has been amongst the most rapid in Kent. Now, Swale has the third largest district population in Kent and built development has similarly physically grown.   Over the last 20 years, most of the villages and towns in Swale have experienced growth, with growth in the towns the most rapid. In the last 10 years, more employment floorspace has been built than anywhere else in the County.
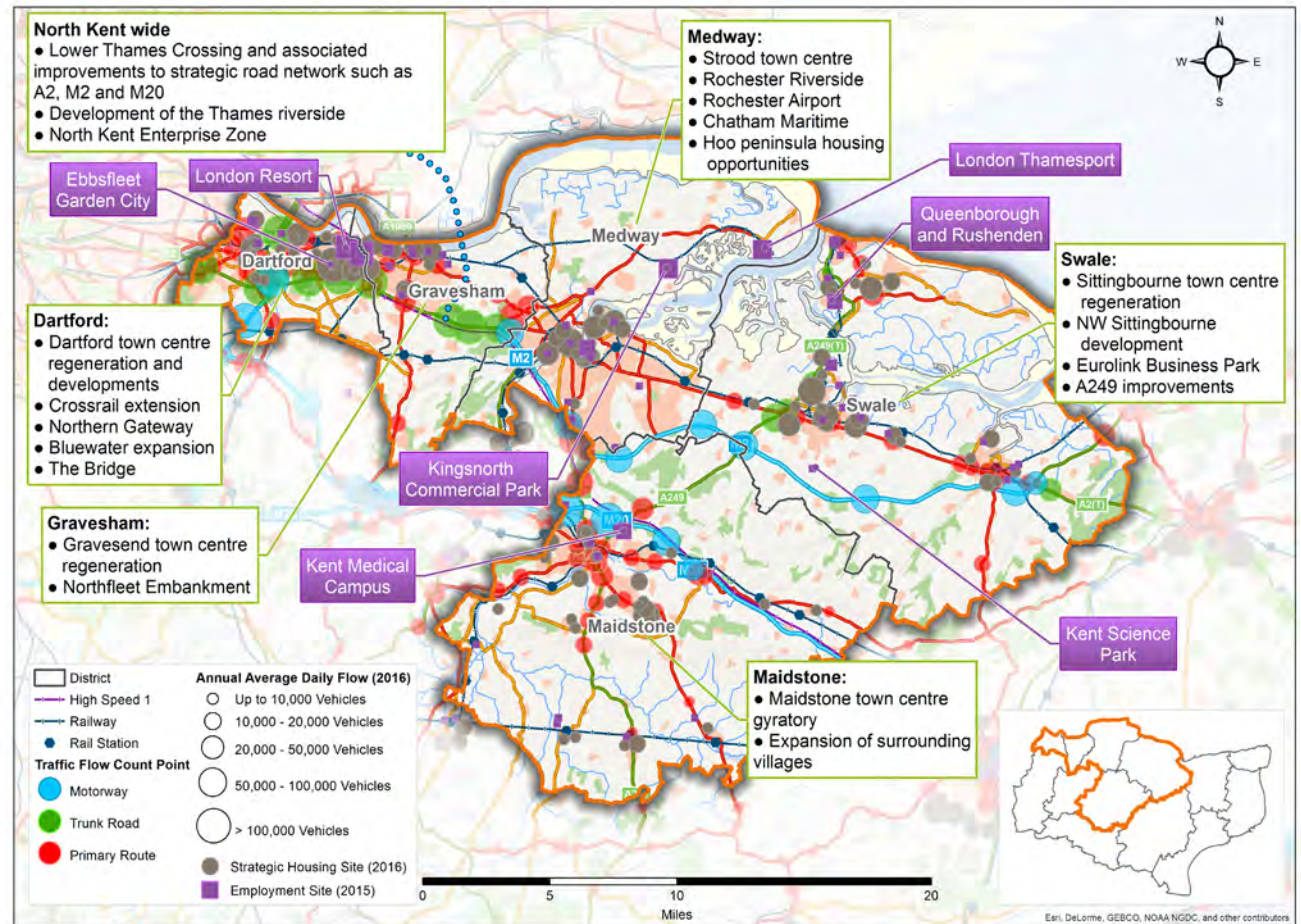
Figure 7.1: North Kent - example strategic projects for economic growth

NORTH KENT OVERVIEW – GROWTH CHALLENGES AND OPPORTUNITIES

Sustainable development of balanced communities will benefit those who currently live/work in Kent and support migration. Community facilities, commercial space and employment opportunities alongside residential development will provide for sustainable growth in North Kent.

CHALLENGES	OPPORTUNITIES
Congestion on highway networks in town centres and arterial routes	Excellent high speed rail and transport links to London
The capacity limitations of the M2 especially in the context of the Lower Thames Crossing	The Wider Thames Estuary is an opportunity for new housing and commercial growth
Rail capacity on the North Kent line is stretched and will shortly be overcapacity with current growth rates	A possible extension of Crossrail to Ebbsfleet (C2E)
An ethnically and socially diverse sub-region, with areas of prosperity and dynamic growth, but also some of the most deprived localities in the South East	Lower Thames Crossing (LTC) has the potential to relieve congestion from the Dartford Crossing
Unemployment remains above the regional average	Development of North Kent's strengths in advanced manufacturing, technology and logistics (both port and non-port related) and science related activities
Significant annual net migration into the area from London and population growth is placing pressure on local services	Promoting good value business accommodation and low value housing accommodation compared to London
Growth has been in retail and hospitality related sectors, rather than in knowledge industries, with their potential for high value added growth	Extensive tracts of brownfield land are readied for the market for development
Deficiencies have been identified in early years, primary and secondary education, especially in areas of growth (such as Ebbsfleet)	Rochester Riverside will offer mixed use development served by the new Rochester railway station
There are currently only two Profound, Severe and Complex Needs schools (PSCN) schools and both are operating at maximum capacity	Ebbsfleet Garden City developing up to 15,000 homes and 30,000 jobs
Healthcare provision struggling to keep up with growth	Proactive marketing of North Kent locations as realistic growth hubs for commercial occupiers
New housing in Bexley is enabling pupils to enrol in schools in the west of Dartford	Considerable improvements to the public realm in the town centre, Week St to Gabriel's Hill
Significant growth across the North Kent CCG areas, which the health care state has struggled to keep up with	
Delays to the Thameslink train service being launched from Maidstone East	

NORTH KENT - INFRASTRUCTURE PICTURE

Key common strategic issues across North Kent:

- Delivering growth in key locations;
- Attracting and retaining investment;
- Focusing on quality;
- Supporting businesses: growth in key industry sectors;
- Supporting businesses: increasing innovation, enterprise and creativity; and
- Improving skills, qualifications and employability.

Essential to this will be ensuring an adequate supply of good quality commercial space to attract businesses to North Kent and maintaining and growing an adequately skilled workforce meeting the demands of employers.

Transport

- The Lower Thames Crossing has the potential to reduce congestion on the Dartford Crossing, provide opportunities for investment and regeneration, offer safer and more reliable journeys and provide a brand new transport corridor at a critical part of the road network. The impacts on the surrounding road networks will also need to be managed.
- Highways improvements to support growth of key projects including Ebbsfleet Garden City.
- Improvements to rail connections to boost opportunities for residential and commercial growth, whilst supporting current facilities.
- Long term, to reduce journeys and change patterns for modal shift.

Education

- Expansion of existing schools and development of new facilities - ensuring education capacity remains on course with residential development by the expansion of existing schools (e.g. Swales Skill Centre in Sittingbourne) or the de-

velopment of new schools (e.g. a lack of further education provsion in Swale).

- In order to fulfil some of the deficiencies, Medway Council encouraged academy trusts to make bids for Free Schools to the Education Funding Authority in 2016. Four bids were successful which secured approximately £60m worth of funding to provide new school places. At present Medway Council is working with partners to identify sites for these schools.
- Proposals are welcome for a secondary special free school to augment both existing special schools serving North Kent.

Health and Social Care

- Medway Model - the expansion of healthy living centres

from four to six, with new investment in Chatham and Strood. The CCG is working closely with Medway Council to enable these schemes to be developed utilising One Public Estate (OPE) and Estates and Technology Transformation Fund (ETTF) funding.

- Three integrated community hubs located in Dartford Town Centre, Ebbsfleet and Stone. The CCG is working closely with Dartford Borough Council to deliver a fully integrated town centre hub, utilising OPE and ETTF funding; Gravesham utilising Gravesham PFI Hospital; and a replacement facility in Swanley Town Centre. The hubs will provide wider support to GP practices within the neighbourhood, with provision of integrated services, diagnostics and IT, enabling patients better access to healthcare within the community.
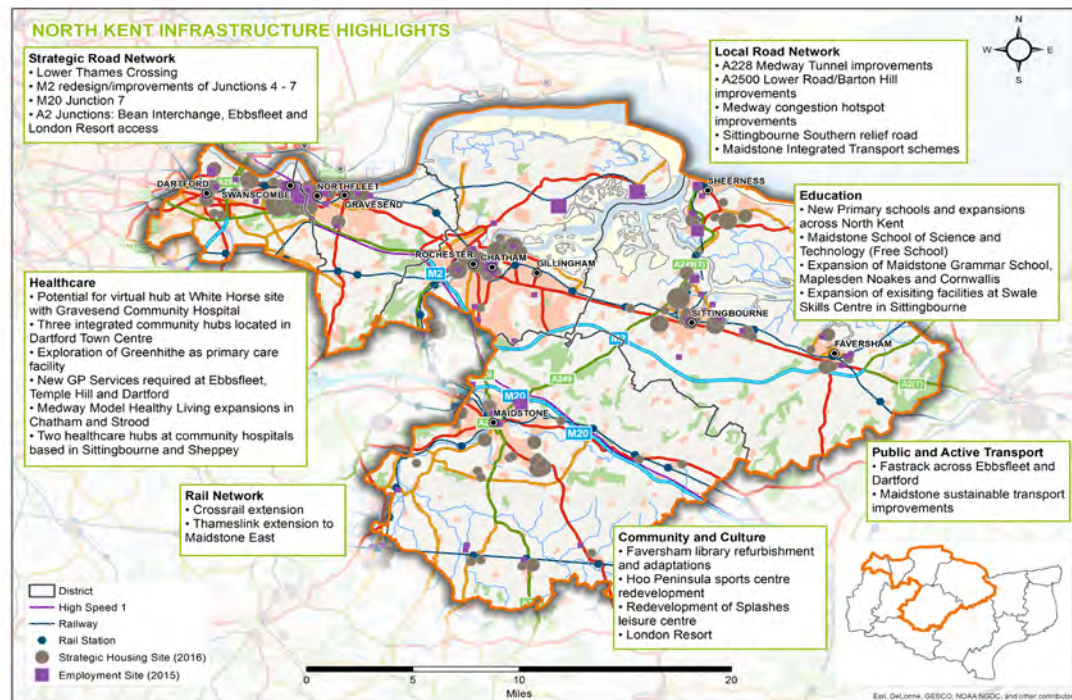
Figure 7.2: North Kent – key projects for each infrastructure sector

Figure 7.3: North Kent Infrastructure Funding Requirements

Bar chart values (Figure 7.3):

- Natural and Green Infrastructure: £12,966,000
- Flood Defence: £12,625,000
- Water and Wastewater: £140,221,000
- Minerals and Waste: £1,800,000
- Energy (Electricity & Gas): £184,409,000
- Broadband: £7,950,000
- Rail: £3,900,000
- Motorways: £274,250,000
- Highways: £363,253,000
- Active and Public Transport: £46,932,000
- Community Healthcare: £73,418,000
- Mental Healthcare: £22,089,000
- Adult Social Services: £543,293,000
- Acute Healthcare: £61,641,000
- Further Education: £34,500,000
- Special Educational Needs: £4,750,000
- Secondary Education: £314,237,000
- Primary Education: £199,146,000
- Early Years: £22,868,000
- Youth Services: £1,754,000
- Sports and Recreation: £153,463,000
- Libraries: £3,408,000
- Community/Cultural Facility: £14,219,000
- Community Learning: £1,718,000

Legend: Secured Funding, Expected Funding, Funding Gap
Axis: £Millions (£0, £100, £200, £300, £400, £500, £600)

Figure 7.4: North Kent Service Sector Breakdown (Funding vs Gap)

Chart values (Figure 7.4):

- Community and Culture: £60M (Funding Gap), £112M (Expected Funding), £2M (Secured Funding)
- Education: £203M, £198M, £175M
- Health and Social Care: £181M, £513M, £6M
- Transport: £206M, £408M, £75M
- Utilities: £10M, £274M, £50M
- Natural Environment: £6M, £13M, £6M

Legend: Funding Gap, Expected Funding, Secured Funding

EAST KENT

East Kent is made up of five districts: Ashford, Canterbury, Dover, Shepway and Thanet.

The East Kent Growth Board (EKRB) has prepared the East Kent Growth Framework (EKGF) (currently in draft), which sets out an overarching strategic approach for identifying priorities to achieve long-term economic growth across East Kent between 2017 and 2027. The EKGF has been produced through collective working to define the following key objectives for driving continued and sustainable growth across East Kent:

- Unlocking growth through infrastructure;
- Delivery of business space;
- Supporting skills and productivity within business;
- Place making and shaping.

HOUSING GROWTH (2011-2031): 68,600

TOTAL INFRASTRUCTURE REQUIREMENT £2,184,157,000

INFRASTRUCTURE FUNDING GAP: £592,422,000

POPULATION GROWTH (2011-2031): 146,700

TOTAL FUNDING IDENTIFIED: £1,591,734,000

EAST KENT - DISTRICTS AND BOROUGHS

Ashford is the largest Borough in Kent and has the fastest growing population which has more than trebled in the last 40 years to around 118,000 residents. Ashford Borough Council is preparing a new Local Plan to 2030 with the aim of ensuring that future development within Ashford is well planned and managed effectively, whilst having a positive impact on local communities, the economy and the environment. Whilst the urban area of Ashford is expanding, much of the borough is rural in character and includes protected areas such as the North Downs and the High Weald Area(s) of Outstanding Natural Beauty (AONB's). The Local Plan seeks to balance the need for growth with protection of these important natural assets.

The Local Plan seeks to capitalise on the opportunities offered by the High Speed rail and road links to Europe and London which define Ashford's economic and housing growth. This

trend has led to some 15,000 new homes planned to 2030, as well as the facilitating the delivery of a number of strategic infrastructure and economic projects.

Canterbury includes the historic City of Canterbury, the coastal towns of Herne Bay and Whitstable and attractive countryside and villages. The district has a rich built environment, recognised internationally by the designation of World Heritage Sites by UNESCO comprising the Cathedral, St Augustine's Abbey and St Martin's Church. The Kent Downs AONB covers about a third of the district to the south, together with local landscape designations covering the Blean Woods, one of the largest areas of ancient woodland in England.

The district is an important sub-regional employment centre in East Kent. Canterbury has a strong service and education sector, with four higher and further education institutions. The strong education sector has implications for the population structure and the private rented market, with students competing for rented properties. The manufacturing sector is largely located at the coastal towns and has experienced some decline over the years although there are several successful business parks at Whitstable and Hersden. Canterbury suffers from congestion at peak times and the A2 junction at Bridge

requires substantial upgrading. Canterbury District Council recently adopted Canterbury Local Plan proposes new relief roads for Herne and Sturry and a new A2 junction at Bridge to be provided as part of the development of the strategic sites.

Dover comprises of the White Cliffs coastline, nationally valued landscape and spectacular heritage (e.g. Dover Castle). The Port of Dover is a vital international gateway to Europe as well as strategic transport links to London. Housebuilding has increased and strategic infrastructure issues are being addressed, with a major regeneration of Dover Town Centre and a new leisure centre currently under construction. An Area Action Plan for Dover Waterfront will provide improved connectivity to the town centre and a continuous commercial area to the seafront. Viability issues, particularly in the Dover urban area, place great pressure on the district in meeting its growth requirements. More recently, the district sucessfully expanded the flagship Enterprise Zone in the Sandwich Discovery Park.

Dover is likely to benefit from the proposed Lower Thames Crossing and along with the Port of Dover, is pressing for the comprehensive upgrade of the M2/A2 route, including improvements at Brenley Corner and the A2 from Lydden through to the Port of Dover.

Shepway's appeal is primarily based on its connectivity and wide variety of towns, villages and rural environments. The Kent Downs AONB and Romney Marsh has Grade 1 classified agricultural land and both have a rich and diverse influence on the landscape character. Significant areas of the district are low-lying and subject to a high risk of flooding.

The Council is progressing with a Core Strategy Review (CSR) to identify and define strategic site allocations up to 2037 with the following key sites identified to be redeveloped at Folkestone Seafront, Shorncliffe Garrison, New Romney Broad Location and the Urban Sports Park, Folkestone. With Government backing for the development of a new locally-led Garden Town at Otterpool Park, comprising up to 12,000 new dwellings, a planning application is being prepared by Arcadis on behalf of the site owners, SDC and Cozumel, programmed for submission in Spring 2018. Consultation on plans to build a major new lorry area in Kent to the north of M20 J11 to tackle disruption caused by Operation Stack commenced in August 2016. A decision by Government on the project has been delayed pending the outcome of a Judicial Review that is to sit in December 2017.

Thanet lies at the eastern end of Kent, with three main coastal towns of Margate, Ramsgate and Broadstairs. There are 32 kilometres of coastline with chalk cliffs and beaches and bays, many of which have been awarded European Blue Flag status. Much of the coast is also recognised for its internationally important habitats, including coastal chalk and significant populations.

Thanet is the fourth most populated district in Kent, with the second highest population density. Thanet is also a popular area for retired people to live with the highest number of 65 years old and over in the county. The built up area is densely populated and forms an almost continuous urban belt around the North East

coast. There are areas of countryside between the towns providing open green space in contrast to the urban areas. About 30% of the district is urban with 95% of the population living in the main urban area around the coast. Through its close proximity to Europe and easy access to London, Thanet plays an important role in East Kent. The Local Plan, which is currently in draft publication, is looking to build on this and has identified its growth potential as a location for business investment.

Thanet has seen substantial coastal regeneration, with investment in the Turner Contemporary, Dreamland and hotel development.

AUTHORITY	DOCUMENT	STAGE	EXPECTED ADOPTION (AS OF NOV 2017)
ASHFORD BC	CORE STRATEGY (2006-2021)	ADOPTED 2008	
	LOCAL PLAN 2030	SUBMISSION FOR EXAMINATION - DEC 2017	SUMMER 2018
CANTERBURY CC	LOCAL PLAN (2011-2031)	ADOPTED JULY 2017	
DOVER DC	CORE STRATEGY AND LAND ALLOCATIONS LOCAL PLAN	ADOPTED 2010/2015	
	LOCAL PLAN (2014-2037)	EVIIDENCE GATHERING	SUMMER 2018
SHEPWAY DC	CORE STRATEGY (2031)	ADOPTED 2013	
	PLACE AND POLICIES LOCAL PLAN	REG 19 CONSULTATION - WINTER 2017	SPRING/SUMMER 2018
	CORE STRATEGY REVIEW	GATHERING EVIDENCE	2020
THANET DC	THANET LOCAL PLAN	ADOPTED 2006	2019
	LOCAL PLAN (2031)	REG 19 CONSULTATION - EARLY 2018	

EAST KENT - GROWTH CHALLENGES AND OPPORTUNITIES

Sustainable residential and commercial growth will provide benefits for those who live and/or work within East Kent.

The East Kent Growth Framework identifies twelve spatial priorities, with 36 projects identified as being strategically significant for future economic growth, within these priorities. The twelve spatial priorities are:

- Ashford Commercial Quarter;
- Chilmington Green;
- Romney Marsh Regeneration (commercial);
- Folkestone Seafront and Town Centre;
- Dover Port, Town Centre and Waterfront;
- Whitfield, Dover;
- Discovery Park, Sandwich;
- Ramsgate Port, Marina and Waterfront (commercial);
- Thanet Centre Island and Manston;
- Margate and Cliftonville Regeneration;
- Canterbury Knowledge City; and
- Wincheap, Canterbury.

CHALLENGES	OPPORTUNITIES
Signalling on the Ashford Spurs requires upgrading to operate the new Eurostar Class e320 trains	The Port of Dover is Europe's busiest passenger port and handles 17% of the total UK trade in goods. Western Docks Revival developing Dover's cargo business with a new cargo terminal and distribution centre to boost productivity and employment
Implications and uncertainties regarding post-Brexit border control management	Otterpool Garden Town demonstrates an exceptional opportunity to enable accelerated growth in quality homes and jobs, helping to address the housing need in Kent
Strategic network improvements to A2/M2 are required to support the new Lower Thames Crossing, the growth of Canterbury and the ports of Dover and Ramsgate	Good progress in the delivery of new homes boosting the housing stock options for purchasers
The cost of rail travel, especially to London is currently high	Growth of higher value and knowledge based sectors with skills and training development boosting workforce capabilities
The effects of Operation Stack and the risks associated with its implementation (estimated to cost Kent and Medway over £1.5mn per day)	High demand for managed commercial space for new businesses
Congestion exacerbated by freight traffic and overnight lorry parking	High demand for high quality, adaptable commercial spaces
High house prices affecting affordability in urban centres	Enterprise Zone East Kent Spatial Development Company, a cross-authority investment vehicle that is developing high-quality business space such as Discovery Park
Ageing population challenging healthcare and local community services	Visitor economy boosted by the rural and coastal offer in East Kent
Challenges to the viability of commercial development and limited speculative development	Higher education facilities have ambitious future programmes and masterplans
Low high grade stock of commercial space has potential to hinder employment growth	
Housing affordability issues, especially in Ashford and Canterbury, are limiting options for many purchasers who are forced to move outside these urban areas to live	
An ageing population and the education and healthcare facilities required to support it	
Variations in deprivation	
New schools and school expansions required to support growth aspirations	

Figure 7.5: East Kent - example strategic projects for economic growth

EAST KENT - INFRASTRUCTURE PICTURE

The East Kent Growth Framework top priorities are:

- **Strategic network improvements to A2/M2** required to support the new Lower Thames Crossing, the growth of Canterbury and the ports of Dover and Ramsgate;
- **M20/A20 improvements** including junction 10A, the proposed lorry holding area, HGV overnight parking and access to Dover;
- **Improvements to rail capacity**, speeds, frequency and associated infrastructure including Ashford SPURS, Westenhanger Station enhancement and Thanet Parkway; and
- **A28 corridor artery** stretching across East Kent from Margate in Thanet to Ashford via the City of Canterbury requires improvements through eight separate but connected transport infrastructure projects to improve road links, address bottlenecks and problems of congestion.

Transport

- Investment in the road network at Westwood Cross to alleviate traffic problems and unlock development sites as well as the port at Ramsgate.
- Rail capacity, speed, frequency and associated infrastructure including Ashford SPURS, Westenhanger Station enhancement and Thanet Parkway. Dover is also investigating options for additional capacity on the High Speed route and investigating a new Whitfield Station.
- Park and Ride systems are a success in the city and could be future schemes for the coastal towns. Introduction of accessible transport options at the Folkestone harbour redevelopment.
- Improvements to the A260 creating the most easterly link between the M20/A20 and M2/A2 routes.

Education

- Secondary school pressures in Ashford begin in Year 7 in 2018-19, with demand expected to exceed supply in 2019–20. This is to be managed in the short term through existing schools admitting additional pupils and a new school in the Chilmington Green development.
- Total primary school rolls will continue to rise until 2018-19 in Shepway. Subsequently, the pressure for Year 7 places means a new Secondary Free School will be needed in 2018-19.
- Reception year numbers are forecast to reduce from 1,678 in 2016-17 to 1,609 in 2020-21 in Thanet. However, continued inward migration and new housing may result in an increase over the forecast period. The impact of a decade of rising numbers in the primary phase will begin to impact on the secondary phase significantly from 2019-20 and provision will have to be put in place.

Health and Social Care

- Healthcare responding to growth in demand from residential development – e.g. primary healthcare required in the Westwood Cross area, Thanet, where major new development is planned.
- The need for four community service hubs has been identified in the South Kent Coast CCG area, in Deal, Dover, Folkestone and Romney Marsh. The CCG will look to utilise the existing estate where possible.
- The offer of a new hospital 'shell' in Canterbury from housing developers is being formally analysed and scrutinised to see if it is a viable option. The STP Programme Board acknowledged that if it is considered to be viable, this would have a considerable impact on the proposals for hospital services in East Kent. The work to develop proposals for East Kent continues, with a focus on finding potential long-term solutions to the current challenges as quickly as possible.

EAST KENT INFRASTRUCTURE HIGHLIGHTS

Strategic Road Network
- M2/A2 strategic network improvements to support Lower Thames Crossing
- M20 Junction 10a and M20/A20 improvements
- Solution to Operation Stack and overnight lorry parking

Education
- Plans in place for new secondary school in the Chilmington Green development from 2022-23
- Ashford international College
- Expansion of The Canterbury Academy, Spires Academy and Barton Court Grammar School
- Goodwin Academy rebuild to increase capacity

Community and Culture
- Herne Bay library improvements
- Dover replacement indoor sport and recreation facility

Local Road Network
- A28 corridor improvements between Ashford and Margate via Canterbury
- Folkestone public realm, junction and vehicle capacity improvements
- Canterbury Park and Ride capacity improvements
- Thanet transport link improvements especially around Westwood Cross

Healthcare
- Canterbury provision within the Local Plan to support relocation of the existing Kent and Canterbury Hospital
- Primary healthcare development in Westwood Cross Area
- Community Service Hubs in Deal, Dover, Folkestone and Romney Marsh

Rail Network
- Ashford SPURS
- Westenhanger station enhancement
- Thanet Parkway rail station

District
High Speed 1
Railway
Rail Station
Strategic Housing Site (2016)
Employment Site (2015)

Esri, DeLorme, GEBCO, NOAA NGDC, and other contributors

Figure 7.6: East Kent – key projects for each infrastructure sector

Figure 7.7: East Kent Infrastructure Funding Requirements
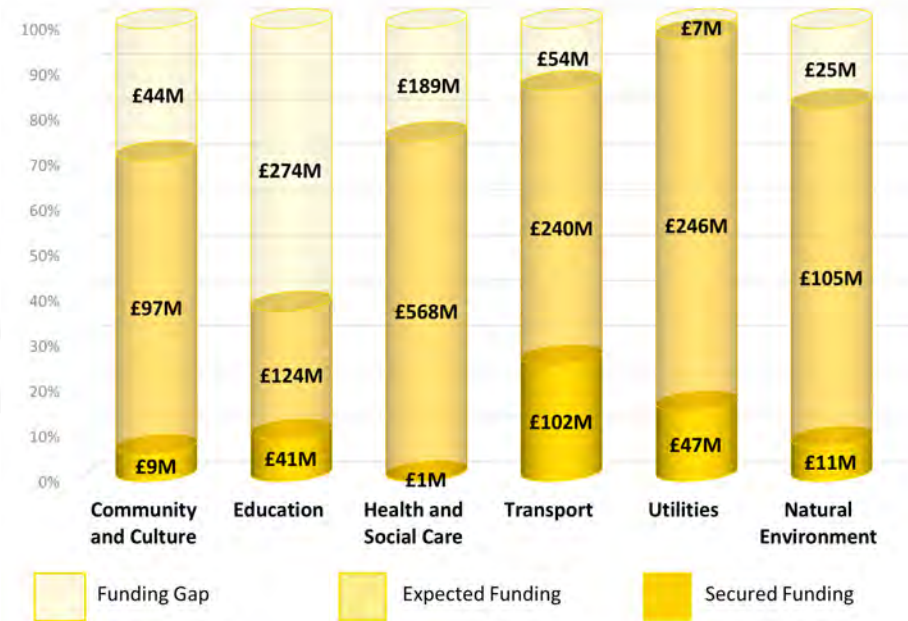
Figure 7.8: East Kent Service Sector Breakdown (Funding vs Gap)

WEST KENT

The West Kent sub-county area includes Sevenoaks, Ton-bridge and Malling and Tunbridge Wells and is bordered by East Sussex, Surrey and the London Boroughs of Bromley and Bexley.

The economy of West Kent plays a vital role in promoting and sustaining the Kent economy as a whole. It has historically enjoyed strong job growth and is forecast to continue to do so with good prospects for securing economic growth over the next 20 years. West Kent has the highest proportion of business start-ups in Kent, a stronger representation of higher value, knowledge-based industries than anywhere else in Kent and boasts the strongest business survival rates. The area provides significant employment to those living elsewhere in Kent including high skilled, well paided jobs.

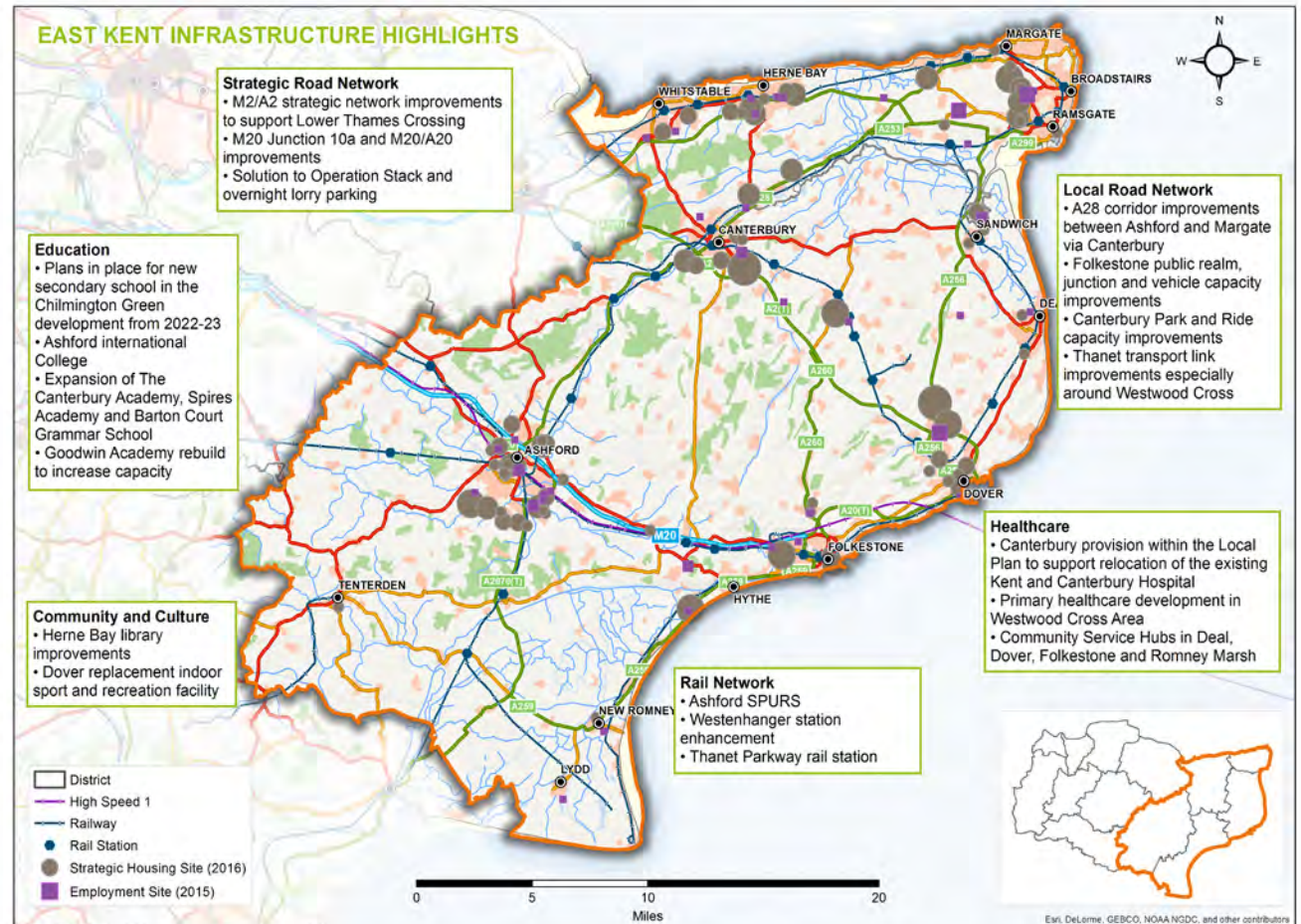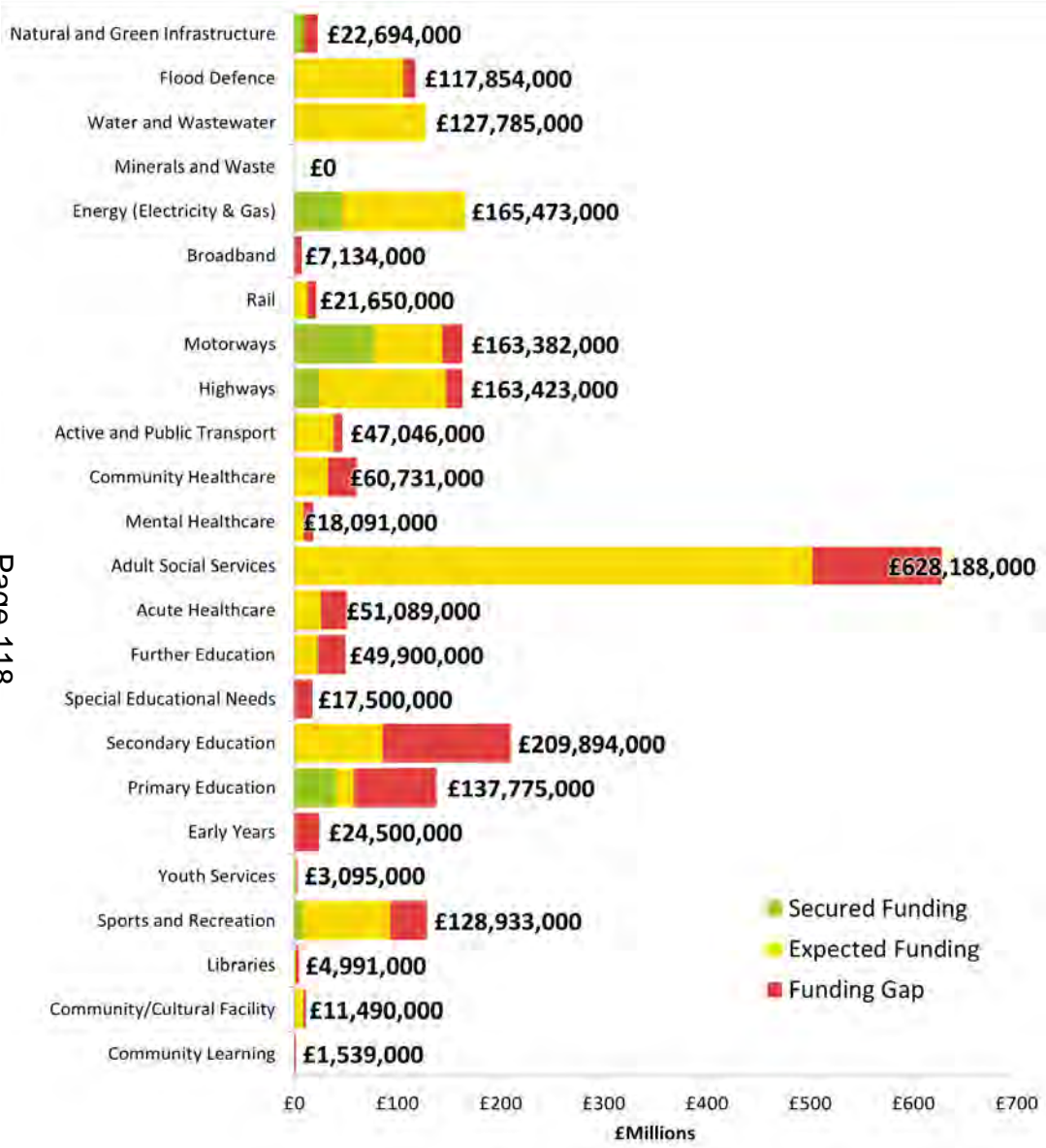The West Kent Partnership is an economic and strategic partner-ship that operates across the area, to promote West Kent, cham-pion key economic issues and engage with industry and business to support the local economy. Its vision for West Kent is:

"To sustain a dynamic and well-connected local econo-my, to ensure that West Kent remains a key location for business success and growth, and that our local popula-tion has access to quality jobs and skills development".

WEST KENT - DISTRICTS AND BOROUGHS

Sevenoaks District has one of the highest proportions of Metro-politan Green Belt in the country (93%) and contains parts of two Areas of Outstanding Natural Beauty; the High Weald and the Kent Downs, both of which cover a total of 60% of the District.

Sevenoaks District Council (SDC) is at the beginning of produc-

HOUSING GROWTH (2011-2031): 31,400

POPULATION GROWTH (2011-2031): 62,800

TOTAL INFRASTRUC-TURE REQUIREMENT £785,697,000

TOTAL FUNDING IDENTIFIED: £603,713,000

INFRASTRUCTURE FUNDING GAP: £181,985,000

ing a new Local Plan to cover the period 2015 to 2035. Headline figures include a housing need of 12,400 units, a need to identify up to 11.6ha of employment land and up to 32,100m^2 of retail floorspace. SDC has completed its Local Plan Issues and Options in autumn 2017 and will be producing its draft Local Plan in spring 2018.

Due to its Green Belt constraints, the Local Plan will look to focus development within its existing town and village centres. This will

be achieved by increasing densities, prior to looking for brownfield development opportunities in the Green Belt and only then the re-lease of other Green Belt in 'exceptional circumstances'. Schemes that enable regeneration benefits or provide key infrastructure to support the needs of communities will also be considered.

Tonbridge and Malling is mainly rural in character, with villages and small towns of varying size and character, many of which are of architectural or historic interest. The largest rural settlements are

AUTHORITY	DOCUMENT	STAGE	EXPECTED ADOPTION (AS OF NOV 2017)
SEVENOAKS DC	CORE STRATEGY (2015-2035)	ADOPTED 2011	
	LOCAL PLAN 2015-2035	ISSUES AND OPTIONS CONSUL-TATION - SUMMER 2017	SUMMER 2019
	CIL	ADOPTED 2014	
TONBRIDGE AND MALLING BC	CORE STRATEGY (2021)	ADOPTED 2007	
	LOCAL PLAN (2031)	REG 19 CONSULTATION - EARLY 2018	SPRING 2019
TUNBRIDGE WELLS BC	CORE STRATEGY (2026)	ADOPTED 2010	
	NEW LOCAL PLAN (2033)	ISSUES AND OPTIONS (REGULA-TION 18 - JUNE 2017)	SPRING/SUM-MER 2019

West Malling, Borough Green, Hadlow, Hildenborough and East Peckham. An extensive area of the Borough lies in the floodplain of the River Medway although the potential negative impact of this in Tonbridge is reduced to some extent by the Leigh Barrier to the west of the town .

Tonbridge and Malling Borough Council is looking to adopt a new local plan mid-2019, after public examination at the end of 2018. The Borough has an excellent strategic communications network, especially with London and a high percentage of the workforce with NVQ4+. There is strong evidence of speculative commercial development being delivered and coming forward, such as; Nepicar Park, Cricketts Farm and London Road, showing confidence in the market.

Leybourne Grange, Holborough Quarry and Nepicar Park are all near completion or complete as substantial areas of growth in the district. Planning permissions have been approved and are being delivered for Kings Hill (Phase 3) and Peter's Village with redevelopment of the Aylesford Newsprint site due in the near future.

Tunbridge Wells lies in the south west of Kent bordering East Sussex. Royal Tunbridge Wells forms the majority of the main urban area and provides a large proportion of the social, cultural and economic opportunities available in the Borough. The quality of the built and natural environment is very high with 70% of the Borough designated as part of the High Weald AONB and 22% of the Borough is also designated as Metropolitan Green Belt.

Tunbridge Wells has a strong residential market and the Borough is considered to be an attractive location for business investment given the close proximity to London and the access to a highly skilled workforce. However, limited land and premises is currently available. The Borough's Economic Needs Study identifies the

need for 11-15 hectares of employment land equating to approximately 10,000 new jobs over the Plan period and to increase the Borough's economic attractiveness to potential investors. In addition, investment in the next 5 years in Royal Tunbridge Wells town centre, will build on its role as a cultural centre for West Kent and Sussex.

Tunbridge Wells Borough Council's Development Plan consists of the Adopted Local Plan 2006, the Core Strategy 2010 and the Site Allocations Local Plan 2016. The Council is currently preparing a new Local Plan to cover the period to 2033 which

will replace the previous Plans for the Borough and will set out the scale of development required during this period and the key locations to meet this need.

The Borough faces significant challenges over the Plan period, in order to meet the development needs whilst maintaining the exceptional quality of the built, natural and historic environment and promote economic growth. The Council has recently undertaken an Issues and Options consultation for its new Local Plan and as part of this consultation five strategic options were set out to meet the required growth.
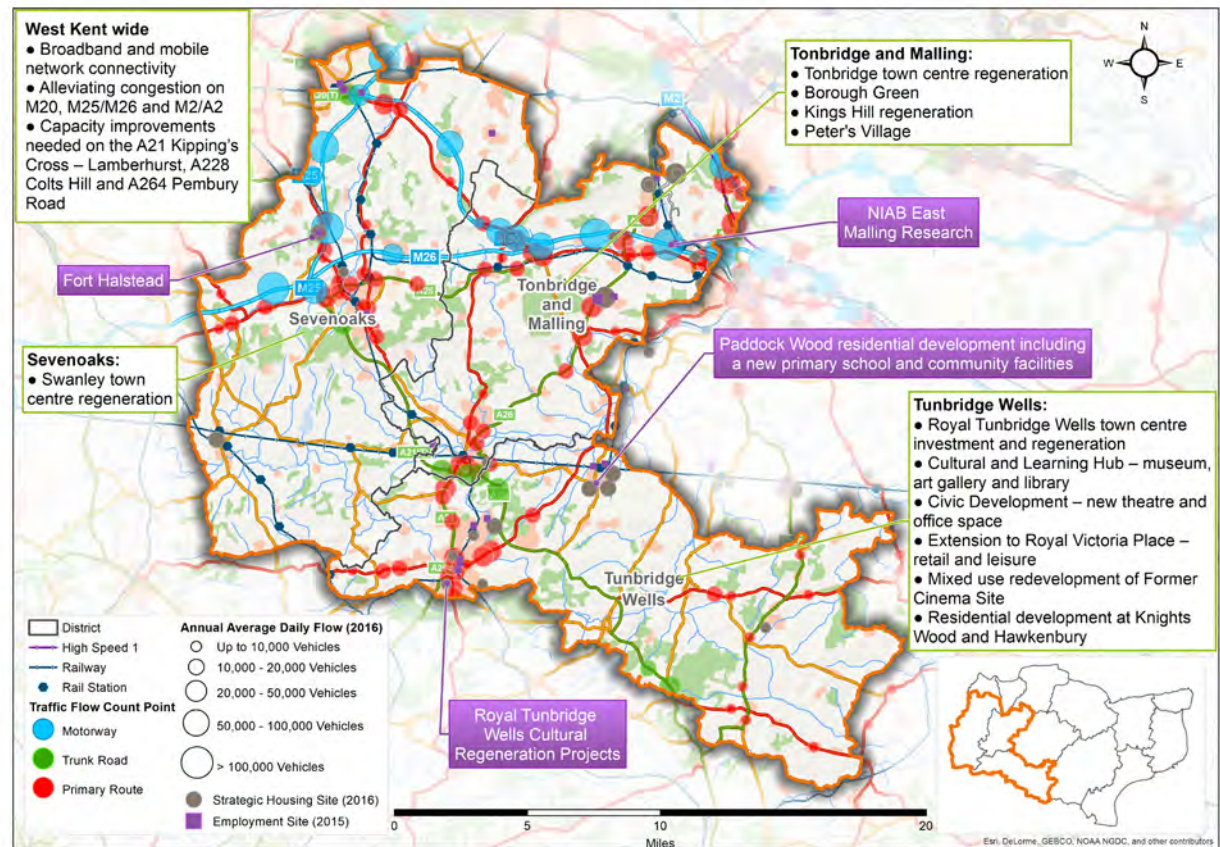

Figure 7.9: West Kent - example strategic projects for economic growth

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WEST KENT OVERVIEW – GROWTH CHALLENGES AND OPPORTUNITIES

West Kent is highly constrained by environmental and planning issues including Green Belt, Areas of Outstanding Natural Beauty and flooding. Despite the constraints, West Kent has a number of thriving towns and regeneration sites which are providing new homes and employment opportunities for the area.

CHALLENGES	OPPORTUNITIES
Highly constrained districts, Green Belt, AONBs and flood zones result in a limited supply of sustainable land options	An attractive location for business investment due to close proximity to London and the access to highly skilled workforce
There are pockets of significant deprivation amongst relatively affluent areas, contributing to a wide variation between wards	Some strong evidence of speculative commercial development being delivered and coming forward in some locations (such as Nepicar Park and Cricketts Farm)
House prices affecting affordability in the sub-county area, as well as affecting recruitment	Broadband and mobile connectivity infrastructure improving
Pressure on commercial space, with permitted development rights exacerbating the loss of town centre office stock	High residential land values result in a strong residential market
Relative lack of choice of good quality sites and premises for modern business operations	Continued regeneration/investment of sites such as Swanley Vision, Kings Hill, Peter's Village and Royal Tunbridge Wells town centre
Above average business property and labour costs	Successfully delivering major highways schemes in the area will assist in unlocking development, reducing congestion and encourage economic growth
No major higher education institution	Investment in Royal Tunbridge Wells will build on its role as a cultural centre for West Kent and Sussex, and grow the visitor economy
Broadband speeds in some rural locations causes problems for businesses/home-working	Entrepreneurial population and SMEs with growth potential across a range of sectors
The proportion of the local population in the 65+ age group is higher than the national average and is expected to grow.	High proportion of businesses in the Knowledge Economy
New transport infrastructure is required in order to unlock further opportunities for growth (housing and economic)	

WEST KENT - INFRASTRUCTURE PICTURE

Key common strategic issues across West Kent are focussed on roads, schools, health and regeneration.

Transport

- There is a need to improve the strategic/major road network including M20, A21, A228 and also access to the M25/M26 which could increasingly impact on both West Kent and the coastal area to the south. Following completion of the dualling between Tonbridge and Pembury, the A21 now experiences significant congestion further south at Kipping's Cross.
- Congestion on radial routes into Royal Tunbridge Wells remains a significant issue at peak times. Options to increase vehicular capacity on the A264 Pembury Road and to increase opportunities for sustainable travel on the A26 are being explored.
- Sevenoaks, Tonbridge and Tunbridge Wells are all heavily dependent on rail for commuting into London and there is a need to maintain and enhance services to satisfy growing demand.
- Enhancements to the public realm in Tonbridge and Royal Tunbridge Wells town centres are aimed at enhancing the environment (including addressing air quality) for pedestrians, cyclists and improving access to bus and rail services.
- New infrastructure is needed to encourage walking and cycling for shorter journeys between residential areas and local facilities.

Education

- Currently, specialist secondary provision for pupils with Autistic Spectrum Disorder (ASD) in Kent is at opposite ends of the County. This leads to pupils having to travel long distances to the nearest suitable provision. The

scale of forecast demand for high functioning second-ary aged ASD pupils would be better accommodated through the establishment of a new school.

- A new primary Free School, Bishop Chevasse, is antici-pated to meet the demand for places in central Tonbridge when it opens in September 2017.
- There are two allocations for new primary schools in Tunbridge Wells Borough, a new primary Free School at Paddock Wood and in Royal Tunbridge Wells, a new school at Hawkenbury forming part of the expansion of St Peter's Primary School. These schools will seek to mit-igate pressures from new housing developments within these areas.
- There is a also an existing demand for a new secondary school in Royal Tunbridge Wells to increase the capacity in the area as well as new provision likely as part of the new Local Plan.

Health and Social Care

- The CCG's Local Care Plan (July 2017) sets out the framework for delivering out of hospital care at four different levels – general practice, clusters, local care hubs and West Kent-wide services. As part of the Local Care Plan, estate is recognised as a key enabler for the delivery of out of hospital care.
- Additional GP capacity will be required in key areas to ensure adequate provision for new residents. The CCG will work with GPs to develop sustainable premises solutions for the longer term; this will include identifying shared opportunities for co-locating with other services (heath and non-health).

Flood Defences

- Leigh Flood Storage Area had LGF3 funding announced in Jan-uary 2017, with a view to submitting in Autumn/Winter 2017;
- Focus on immediate collaborative actions and long term

strategies to reduce the risk of flooding from non-tidal rivers and surface water in the Medway Catchment through the Medway Flood Partnership.
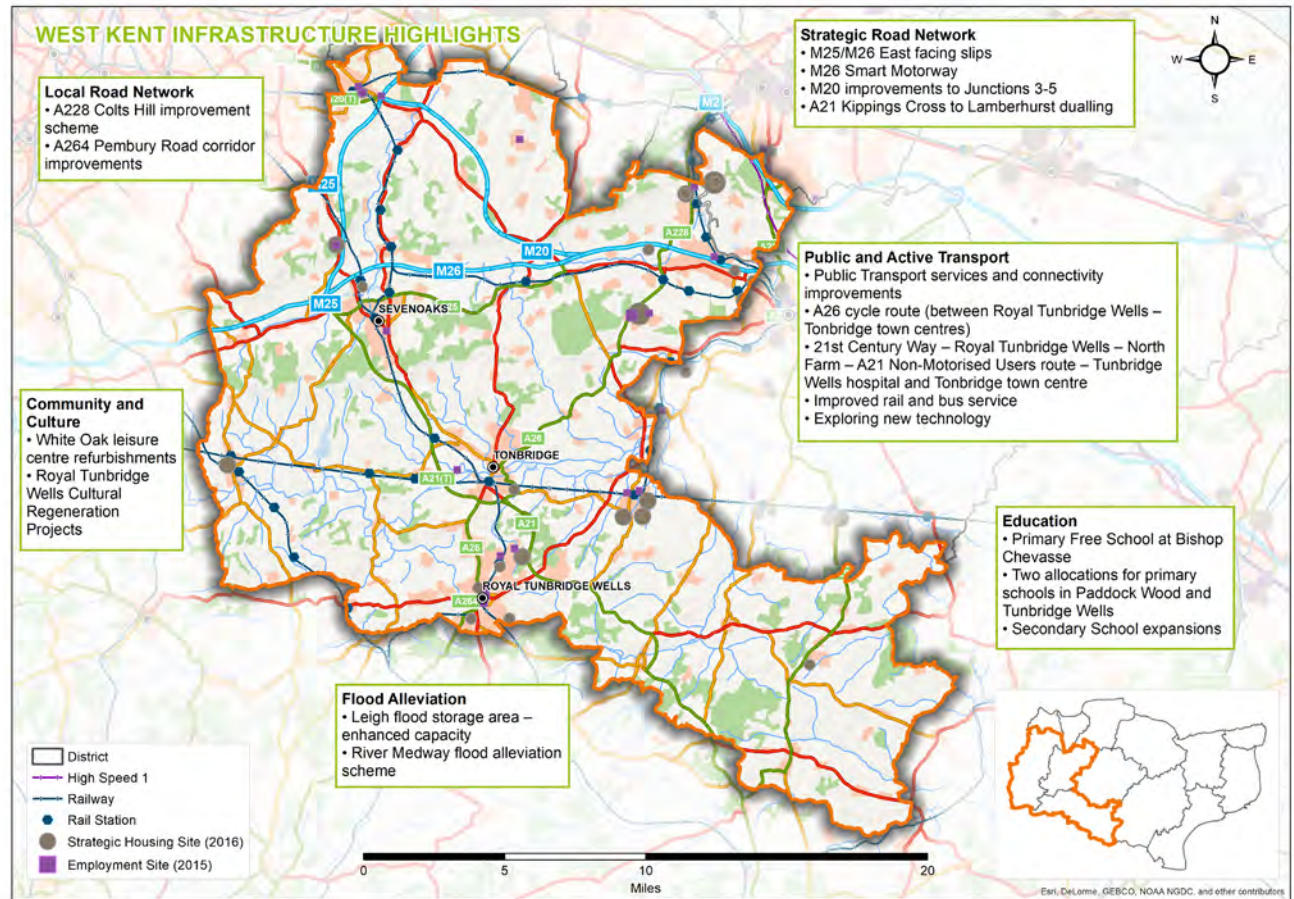
Figure 7.10: West Kent – key projects for each infrastructure sector
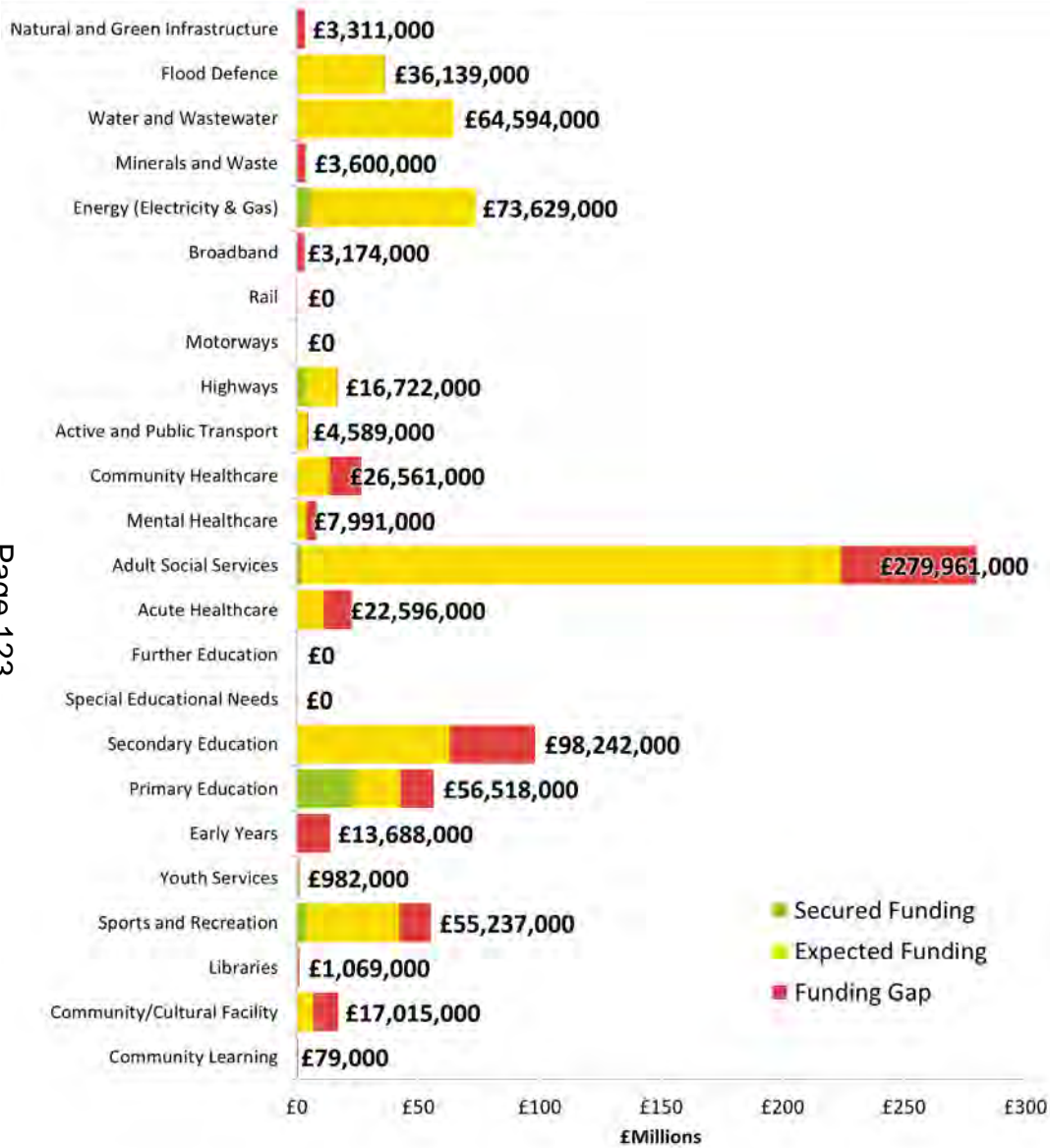
Figure 7.11: West Kent Infrastructure Funding Requirements
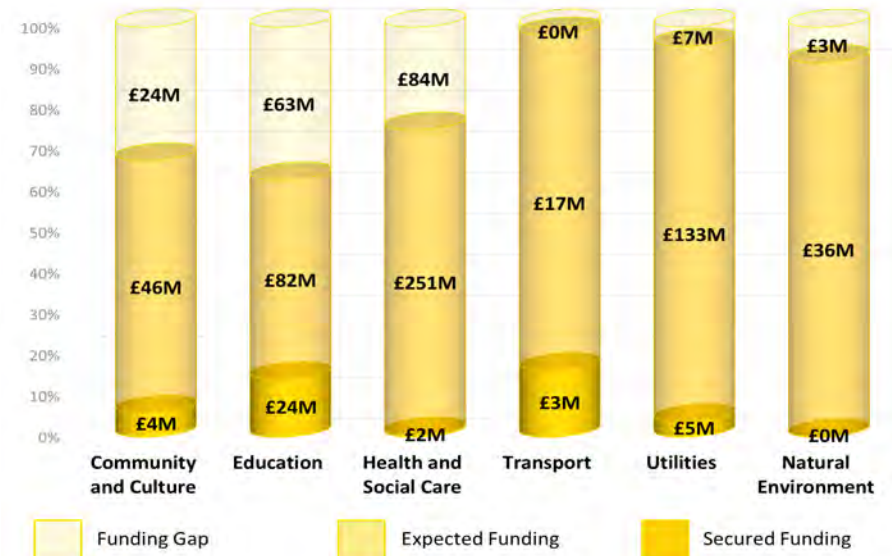
Figure 7.12: West Kent Service Sector Breakdown (Funding vs Gap)

8. EBBSFLEET GARDEN CITY - CASE STUDY

BUILDING A 21ST CENTURY GARDEN CITY AT EBBSFLEET

Sitting on the banks of the Thames, only 17 minutes from Kings Cross/St Pancras, Ebbsfleet is being planned to grow out of the chalk quarries and industrial heritage of Northern Kent to become a Garden City for the 21st Century. By 2035, a new settlement of up to 15,000 homes will have grown around Ebbsfleet forming a centre of excellence for health, education and learning, and a major transport interchange for the South East.

Ebbsfleet Development Corporation was established to address delays in the building-out of significant existing planning permissions within Ebbsfleet, and in so doing to drive ambition and deliver development at quality and pace.

Aligning the Vision
The starting point of the programme was the co-development of an 'Implementation Framework' to align ambition between stakeholders, and assimilate the planning of city-wide infrastructure into a single plan. The framework and subsequent investment programmes are structured into 6 delivery themes each addressing the challenges around a key infrastructural system.

Kick-starting infrastructural investment
Factors affecting delivery include: the omission of critical utilities; strategic infrastructure within the current AMP period; congestion on the A2 around Bluewater; and it's associated impacts on load road networks and public transport services; and the impact of the proposed International Theme Resort on Swanscombe Peninsula.

Building on the connections
The success of Ebbsfleet's transport strategy is dependent on the integration and development of its existing networks. The existing Fastrack bus service will be upgraded to a world-class rapid transport system, developing a comprehensive segregated network, integrated ticketing and enhanced fleets of electric vehicles to ensure a frequent and reliable service.

Recognising the value of 'the Garden'
The 'Garden Grid' underpins the entire planning of Ebbsfleet. This network of parks and green corridors is the garden of the 'Garden City', recognising the value and operational efficiencies of green infrastructure to manage water, flood resilience, local climate and air quality, whilst supporting healthier lifestyles, growing food and reducing congestion for residents.

Delivery Theme #1
Homes and neighbourhoods// Healthy homes
Progress:
- 700 Homes now constructed in Ebbsfleet.
- 7,274 Homes granted full planning permission by September 2017.
- 10 new walkable neighbourhoods planned.
- 'Building for a Healthy Life' design tool being developed to benchmark quality of homes.
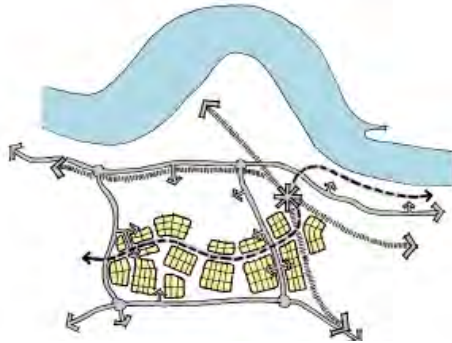
Delivery Theme #2
Enterprising Economy // Focus on Centres
Progress:
- New visitor information centre opened at Ebbsfleet International.
- Planning permission granted for first new local centre, at Castle Hill.
- Planning permission for new commercial space and business centre granted at Northfleet East.

Delivery Theme #3
Connecting People + Places // Building on connections
Progress:
- £45mn EDC investment to bring forward Ebbsfleet and Bean A2 junction upgrades. Public consultation completed and scheme in development.
- Major package of upgrades for Fastrack system developed with stakeholders to ensure direct route to Bluewater delivered by 2021.
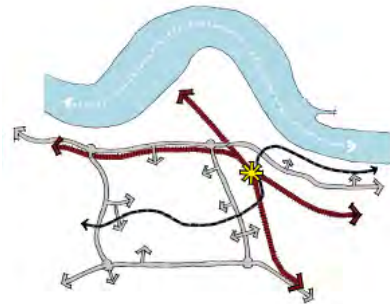
Delivery Theme #4
Healthy Environments // Bringing in the green and the blue
Progress:
- 1.5 km new walking and cycling routes being constructed in 2017-2018.
- Stakeholder's Water Forum established to co-ordinate management of water.

Civic Communities// Celebrate and reflect Ebbsfleet's landscape, people and cultural heritage

Healthy New Town Programme launched to develop new models of care, promote active lifestyles, and empower community engagement in health planning.

'Active Ebbsfleet' programme now has over 100 fit-bit users sharing knowledge to create a healthy community, and providing data to inform investments in green infrastructure.

Integrated utilities and services//

EDC investing £30mn in new electricity sub-stations to secure power for future development.

Working pro-actively with water companies to agree a water strategy, and investigate use of innovative new technologies.

9. ADDRESSING THE GAP

Canterbury Cathedral

This framework identifies a number of challenges for delivering infrastructure to support growth:

- Cross-cutting challenges around the complexities and timeliness of delivery of infrastructure to enable sustainable growth in the County;
- Solutions are needed to addressing viability gaps that are impeding timely and sustainable delivery;
- The cost of maintaining existing and new infrastructure. 2050 scenario testing emphasises the need to provide future-proofed and resilient infrastructure to avoid the need to reactively retrofit new technology at great expense.

Fundamental to overcoming the problem of delivering infrastructure is the need to correct what is ultimately a flawed system of infrastructure funding. The GIF analysis has shown a significant gap between the funding required and that secured from Central Government and other investment.

It also highlights the significant dependency of infrastructure on expected funding – a proportion of funding which is calculated based on past rates of attracting funding from developer contributions and other sources. In a challenging financial climate, there is increased risk that investment cannot continue to be secured at historic rates.

9.1 THE INFRASTRUCTURE GAP

Funding is the primary risk to delivering the infrastructure required to support growth across Kent and Medway, with a **total gap of £3.96bn**. There are significant gaps in funding across all types of infrastructure identified within the GIF; a situation that will not be improved with the shape and level of public sector funding proving very difficult to predict.

The funding situation outlined reflects current approaches to the delivery and funding of infrastructure. However, there is clearly uncertainty as, over the GIF time frame to 2031, there will be at least two general elections, making it difficult to anticipate Central Government policy with respect to various infrastructure types. Furthermore, estimated project requirements will be dependent on future housing growth being realised.

This framework takes a significant step in providing a picture of the infrastructure need across Kent and Medway, allowing partners to start looking to strengthen their approach to existing funding streams through making the most of existing mechanisms (such as Section 106 and CIL), whilst also looking to diversify.
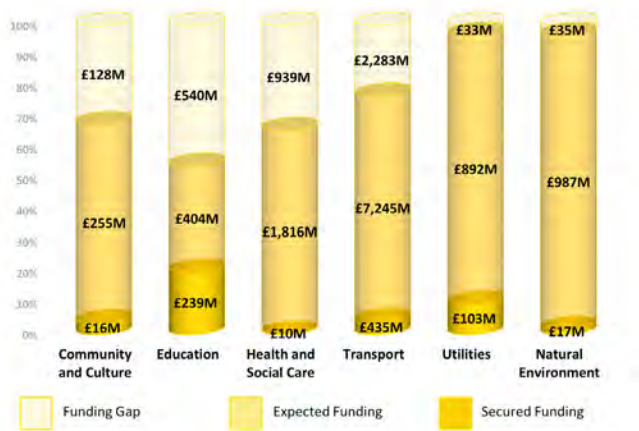
Figure 9.1: Infrastructure Sector summary of funding gaps vs identified funding

FACTORS THAT MAY INCREASE THE FUNDING GAP	FACTORS THAT MAY DECREASE THE FUNDING GAP
Expected funding not realised	Using current infrastructure more efficiently; reducing the need for new infrastructure
Current funding schemes discontinued	Technological improvements
Increases in the cost of delivering capital infrastructure e.g. Increased material costs	Modal shift- changing behavioural and usage patterns
Increases in inflation or interest rates	New funding streams becoming available
Changes in Government policy- prioritising house building to the point where mitigating infrastructure cannot cope	Decreased pace of housing delivery reducing the need for upfront infrastructure to be put in place

FILLING THE GAP

Whilst this framework identifies an overall funding gap of £3.96bn, there are a number of factors that could affect this gap as time progresses. The greatest risk amongst these is how much funding is "expected" as these anticipated amounts may not be received.

Over **90%** of the total funding to meet Kent and Medway's infrastructure requirement is identified as expected. This is particularly true within the transport sector where the GIF assumes that funding will be found for critical national infrastructure ,such as the Lower Thames Crossing, and county-wide priorities such as rail improvements.

Given current national trends in both demographic change and the financial challenges that local authorities are currently facing, this funding is at significant risk of not being available.

Figure 9.2: Breakdown of secured, expected and funding gaps by each infrastructure sector

9.2 INFRASTRUCTURE FUNDING

Infrastructure in the County is largely funded through public funds from taxation, developer contributions, consumer utility bills, and user charging. These sources provide the revenue to cover the costs of construction, operation and maintenance. Upfront capital investment is required in order to get projects underway.

In light of this funding challenge, it is imperative that delivery partners explore every potential avenue of funding as part of the project delivery process.

In recent years, the amount of money available from Government has been decreasing, while demands for public sector services have been increasing – a trend that is expected to continue. Within that overall context, local Councils have already made significant cost and efficiency savings.

Funding Policy - Increased limitations and complexities and lack of forward funding

Funding Bids - Local planning authorities and developers spend disproportionate amounts of time navigating a complex, and at times contradictory, set of bids for funding

Disproportionate Risk - The risk of developing a business case for investing in major infrastructure is too heavily slanted towards local authorities and developers

Developer Contributions - Funding secured through developer contributions is proving insufficient in providing comprehensive infrastructure that communities would and should expect from sustainable new developments

Figure 9.3: Infrastructure funding bodies in the South East

Figure 9.4: Estimated breakdown of secured and expected funding by source

FUNDING BODIES

There are a wide range of organisations responsible for the delivery and funding of infrastructure within Kent and Medway as shown in figure 9.3.

9.3 DEVELOPER CONTRIBUTIONS AND DEVELOPMENT VIABILITY

DEVELOPER CONTRIBUTIONS

Where proposed developments will directly create a pressure on infrastructure which cannot be accommodated, the planning system allows for obligations to be placed on the developer to either directly provide additional infrastructure or to contribute financially so that the public body responsible can. Historically, the majority of developer contributions have been secured through Section 106 agreements (s106); whilst highways improvements, which tend to be delivered directly by the developer, have been through s278 agreements.

S106

Section 106 monies are secured for a range of infrastructure. The County Council secures contributions towards; primary and secondary education, highways and transportation, adult social care, libraries, adult education, youth and community facilities. The district Councils secure contributions towards infrastructure such as; affordable housing, healthcare, local play areas and further education.

The legal tests used to consider a s106 agreement are set out in regulation 122 and 123 of the Community Infrastructure Levy Regulations 2010. The tests are that the contributions must be:

1. Necessary to make the development acceptable in planning terms;
2. Directly related to the development; and
3. Fairly and reasonably related in scale and kind to the development.

S106 agreements are secured on a site by site basis with payments typically being made in instalments as the development is built out. As an indicator, figure 9.5 shows the s106 amounts that KCC has sought and secured for its services between 2014/15 and 2016/17.

However, limitations have been introduced on the use of s106 agreements; in particular, restrictions on how contributions can be pooled to deliver strategic infrastructure. This, combined with an increased use of CIL, will make it challenging to achieve the same levels of developer contributions in the future as have been secured in the past.

SERVICE	AVERAGE CONTRIBUTION SOUGHT (£ PER UNIT)	AVERAGE CONTRIBUTION SECURED (£ PER UNIT)	% SECURED FROM SOUGHT
Primary Education	£3,412	£3,261	96%
Secondary Education	£1,644	£1,617	98%
Adult Social Care	£54	£48	89%
Libraries	£116	£106	91%
Adult Education	£35	£29	85%
Youth & Community	£75	£56	74%
Total KCC Services (less transport)	£5,337	£5,119	96%

Figure 9.5: Average active s106 agreements made to Kent County Council 2014/15 to 2016/17. Agreements applied against 27,400 units

CIL

The Community Infrastructure Levy came into force in April 2010 designed to largely replace the s106 regime and allows local planning authorities to raise funds from developers though a tariff style approach to help fund infrastructure. As at December 2017, only four authorities in Kent have an adopted CIL in place – Dartford, Maidstone, Sevenoaks and Shepway.

Under CIL, each district is to create a charging schedule which is applied to the floorspace of the development. The funding raised from CIL is collected by the districts, pooled into a 'pot' and can be spent on a wide range of infrastructure types. The infrastructure that receives CIL funding will be determined by the local Council.

As the allocation of CIL monies takes place independently of assessing the impact of the development proposal, in the majority of cases it won't be until after the development has been built that it will be known which infrastructure service the district is to allocate money to. It may be that money won't be allocated under CIL to some services which would have contributed via s106. This compares to s106 which sets out what infrastructure the development will fund from the moment it is granted planning permission.

The Government commissioned an independent review of CIL in November 2015 to assess the extent to which CIL, does or can, provide an effective mechanism for funding infrastructure, and to recommend changes that would improve its operation in support of the Government's wider housing and growth objectives. The independent review group submitted their report to ministers in October 2016, the report was published in February 2017 and proposes significant changes to how CIL could operate in the future.

It is not known to what extent the Government will change the current CIL mechanism in response to the review; prior to the general election it had been announced that policy changes would be

implemented through the Budget in November 2017. These decisions could have wide reaching impacts on infrastructure delivery across Kent and Medway.

DEVELOPMENT VIABILITY

A development's ability to contribute to infrastructure is dependent upon the value that it will generate. This in turn is in part dependent on the value of the land. The "viability" of a scheme will impact on its ability to contribute through Section 106, CIL and other contributions to supporting infrastructure such as highways provision, affordable housing, education and green infrastructure.

As a result of the current financial climate the country faces, a number of major schemes have had to reconsider the amount of infrastructure and affordable housing being provided. As a result, LPA's across Kent and Medway have had to renegotiate s106 agreements due to viability issues, resulting in the loss of necessary infrastructure provision to mitigate the impact of development.

The Kent and Medway Economic Partnership (KMEP)

- Set up in 2013, KMEP is the economic partnership for Kent and Medway
- Aims to drive forward economic growth and prosperity throughout the region.
- One of the four federated partnerships that comprise SELEP
- Governed by a Board, whose membership is drawn from business, local government, further and higher education
- KMEP has been pivotal in unlocking transport, skills (FE colleges), capital and commercial growth.

AFFORDABLE HOUSING

Affordable housing is defined (by the NPPF) as social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market.

Providing for the range of housing needs and securing homes that are affordable for all is vital in ensuring sustainable and balanced communities. This can be achieved through the delivery of a range of housing and tenure options that can support those on lower incomes as well as those who are able to purchase a home on the private market.

The graph below demonstrates the level of affordable housing delivered against the overall level of housing delivery across the County.
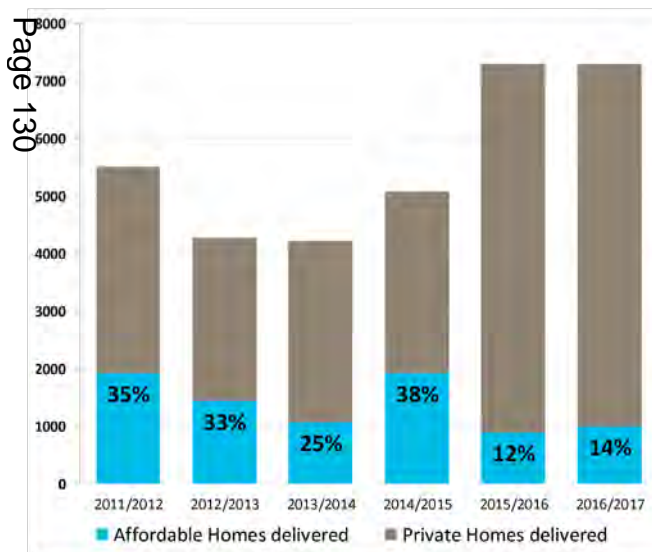
Figure 9.6: HCA Affordable housing 2016/17 and Kent and Medway Local Authorities (Business Intelligence Statistical Bulletin July 2017)

Figures from DCLG and the HIA for 2016/17 show that there were 1,500 affordable dwelling completions in Kent (KCC area). This represents about 21% of all dwelling completions. In addition, a total of 100 affordable units were completed in Medway making a total of 1,600 affordable homes for the whole County.

At the local level in Kent (KCC area), Dartford provided the most affordable units (550 units completed), about 39% of the County total. Five Kent local authorities each completed 100 or more affordable units[1].

The Housing Strategy for Kent and Medway recognises there is a great diversity of housing across Kent and Medway. One of the amibitions is to provide choice and affordability in housing for the citizens of Kent and Medway, including rural communities[2].

The level of affordable housing required depends on each district's housing market needs and is set out in Local Plan policies. The actual level delivered is often determined on a scheme by scheme basis through a viability assessment process within individual planning applications and then secured through section 106 agreements. The viability assessment process tests the level of affordable housing that can be delivered whilst still securing a viable scheme.

The viability assessment is normally carried out on behalf of the developer to calculate the level of affordable housing that can be delivered (alongside other policy requirements), whilst still retaining a viable scheme. The main factors that influence the level affordable housing are:
- Land remediation costs;
- High infrastructure costs or delivery; and
- Other section 106 obligations.

The determining authority will make a judgement as to where the financial or on site provisions/ contributions should be focussed – whether for education provision, affordable housing, or a mix of other infrastructure contributions. The level of affordable housing provided within a scheme, and more widely across the County, is often reduced, or sometimes sacrificed completely, to enable a viable scheme to go ahead. Additionally, in some instances, the tenure has to be flexed in order to meet the viability issues – it could result in the delivery of more shared ownership than is set out in policy. This has an impact on reducing the amount of other affordable housing tenures (e.g. rented housing), which there might be a higher demand for. Since the introduction of affordable rent, there can be virtually no social rent delivered in some areas, which is very much needed.

This approach to housing delivery is a real challenge to ensuring that balanced communities, offering the right range of affordable housing for all residents' housing needs, are provided.

This is not a problem specific to Kent and Medway. The charity Shelter states that "while Section 106 continues to make an important contribution to affordable housing delivery, this system is not delivering the numbers of affordable homes that it should – and could"[3].

EXTRA CARE HOUSING

Within Kent, there are currently 19 extra care schemes and since 2009, the majority of the completed units are affordable rented flats. The tables on the next page show the extra care schemes delivered and in development for Kent. The housing providers comprise of; Housing and Care 21, West Kent Housing Association, Orbit, Abbeyfield Kent Society, Sanctuary Housing and Optivo.

EXTRA CARE HOUSING (APR '09-DEC'17)			
AREA	TOTAL NUMBER OF AFFORDABLE UNITS	AFFORDABLE RENT UNITS	AFFORDA- BLE SHARED OWNERSHIP UNITS
KENT	895	811	97

EXTRA CARE HOUSING - IN DEVELOPMENT (FORECAST COMPLETION APR '18-DEC'19)			
AREA	TOTAL NUMBER OF AFFORDABLE UNITS	AFFORDABLE RENT UNITS	AFFORDA- BLE SHARED OWNERSHIP UNITS
KENT	279	239	40

RESIDENTIAL LAND VALUES (VOA)

A key component of viability is the value placed on the land which is to be developed. Land values are typically tied to factors such as land quality, access, existing and potential use and availability, as well the socio-economic features of the area.

The latest available information from the Valuation Office Agency (VOA) December 2015 provides an estimated average price per hectare of land with planning permission for residential uses.

It should be noted that the values illustrated are produced on a theoretical basis and provide a means to compare variations across Kent and Medway. They do not necessarily represent true land values, and are not able to demonstrate variations between sites or conurbations within each district or borough. LPAs have or are undertaking more detailed work on viability which includes additional detail on land values within districts.

The average land value for Kent and Medway is estimated at **£2,950,000** and ranges from £6,865,000 in Sevenoaks to £1,275,000 in Dover, at district level. This is above the England average land value of £2,100,000, but below the South East average of £3,600,000 (excluding London). London has an average land value of £29,000,000 per hectare.

AVERAGE HOUSE PRICES

Average house prices are directly related to residential land values and are driven by demand and supply. Areas with high house prices indicate a potentially higher rate of return for developers but come at the risk of low availability and high prices for acquiring the land. The opposite is true for areas with low house prices.

Since the height of the UK financial crisis in 2009, average house prices have risen by 41% with the average house price in Kent and Medway being **£311,000 in 2016**. This is below the South East average of £353,000. Unsurprisingly, areas in close proximity to London or with fast links to the Capital see higher average house prices, the greatest being Sevenoaks at £484,000.

Coastal regions tend to see lower average house prices such as Thanet, Dover and Shepway. However, similar to the rest of Kent and Medway, these areas have also seen significant average price increases since 2009, suggesting that the supply of desirable and affordable housing across Kent and Medway is constrained.
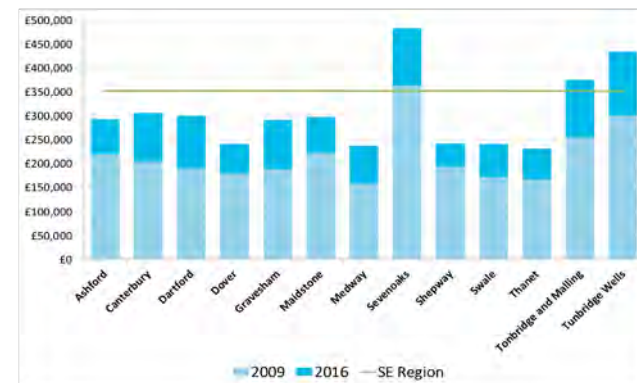
Figure 9.7: Average house prices across Kent and Medway 2016

HISTORIC COMPLETIONS			
AREA	5 YEAR AVERAGE COMPLE- TIONS TO 2016	GIF PLANNED TRAJECTORY (2011-2031)	PROPORTION OF GIF PLANNED TRAJECTORY (ANNUAL AVERAGE)
NORTH KENT	2,440	78,600	3.1%
EAST KENT	1,840	68,600	2.7%
WEST KENT	990	31,400	3.2%
KENT AND MEDWAY	5,280	178,600	3.0%

[1]Affordable Housing 2016/17 Kent Local Authorities, Business Intelligence Statistical Bulletin (Jan 2018); [2]Better Homes: localism, aspiration and choice (2011); [3]https://england.shelter.org.uk/__data/assets/pdf_file/0010/1434439/2017.11.01_Slipping_through_the_loophole.pdf

HISTORIC COMPLETIONS

The table on page 89 shows average housing completions in the sub-county areas of Kent and Medway in the five years to 2016. This is compared to the total housing identified by the GIF from 2011 to 2031. As a rule of thumb an annual delivery of 5% of the total requirement could be considered to be a target for sites to 2031. The table demonstrates relatively constrained growth across the County in comparison to the total GIF planned housing trajectory, reflecting in some cases depressed market conditions for the period and in other cases reasons such as, long lead in times or difficult site preparation.

KEY FINDINGS

- Limitations introduced on the use of s106 agreements will make it challenging to achieve the same levels of developer contributions in the future as have been secured in the past.
- As at December 2017, only four authorities in Kent have an adopted CIL in place – Dartford, Maidstone, Sevenoaks and Shepway.
- Development values vary widely across Kent and Medway in terms of residential land values and average house prices.
- Values and prices are higher in the west of the County, despite the majority of development capacity being to the north and east around existing towns, in particular Ashford, Dartford and Medway.
- High land values have implications on the ability for developers to make contributions to support development and infrastructure across the County, without negatively impacting upon scheme viability. Similarly, low land values can also cause lower sale values.
- The pace of housing delivery remains below an average requirement of 5% per year.
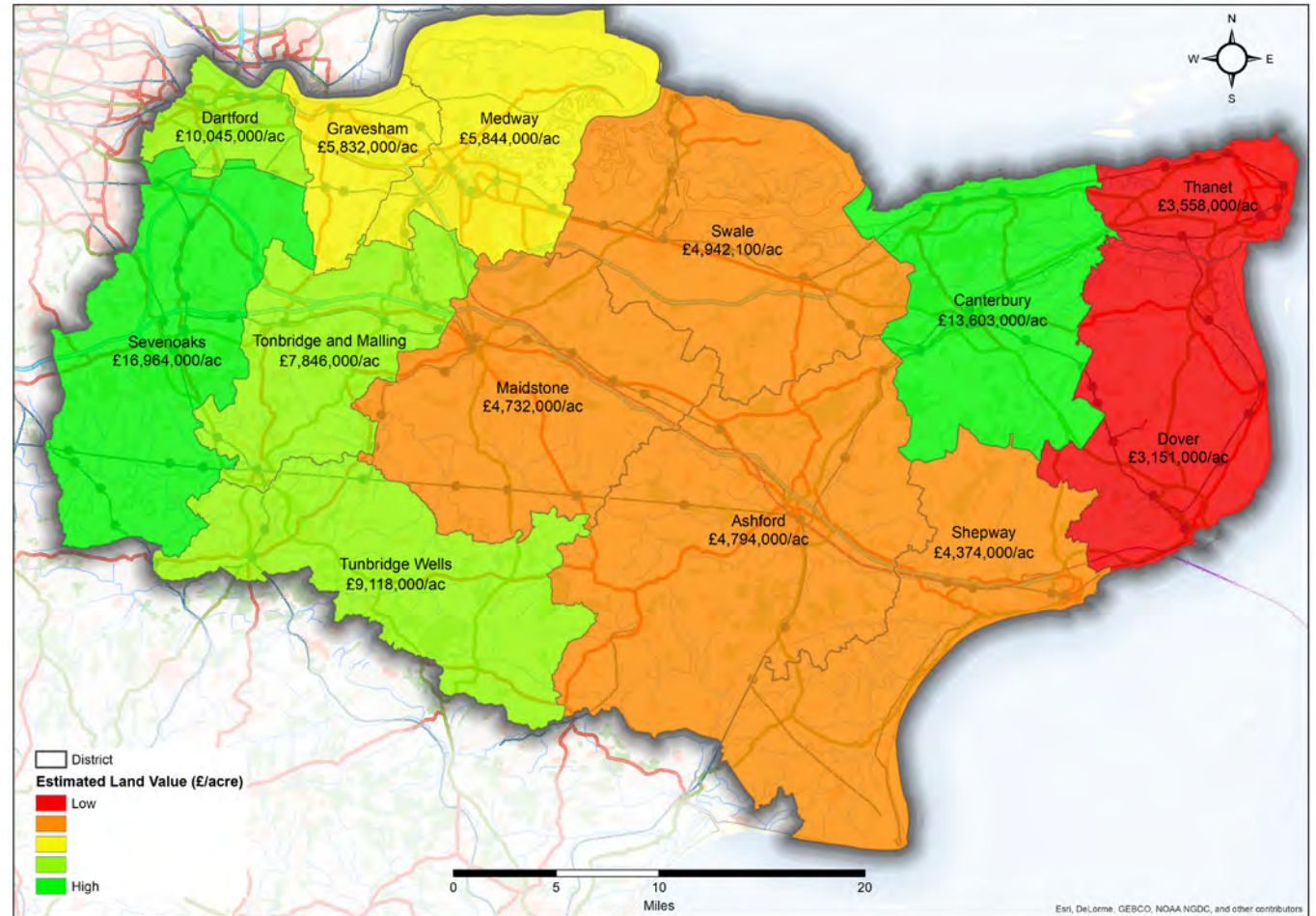
Figure 9.8: Residential Land Values across Local Authority area in Kent and Medway (VOA, December 2015 - latest figures available)

AN IMPERFECT SYSTEM

What is clear is that both s106 and CIL have limitations in levering sufficient developer contributions to fully mitigate the impact of planned growth and enable sustainable communities across Kent and Medway.

S106 agreements are generally not applied on smaller developments or permitted development, which are a significant part of Kent and Medway's planned residential housing growth. Recent pooling restrictions also make it difficult to use s106 to help deliver necessary strategic infrastructure. CIL is not widely adopted in Kent and Medway and takes some time for sufficient funding to come in before a project can be delivered and there is no certainty where CIL will be applied.

Both are adversely affected by development viability issues associated with land values and the pace of housing delivery which affect a developer's upfront rate of return.

Taking this into account and acknowledging that developer contributions are just part of the funding puzzle, the GIF demonstrates that there is a case for a form of strategic infrastructure delivery framework, either at a County or National level that can lever in contributions proportionate to the size of housing developments.

9.4 UNLOCKING BARRIERS TO DELIVERY

Unlocking the barriers to enable the timely delivery of housing growth is essential to ensure that Kent and Medway's critical role in the national economy can continue. These barriers will be overcome through either a more efficient approach to the way infrastructure is delivered, and/or improving the way that infrastructure is funded.

Below are several recommendations as to how the barriers to providing the infrastructure required to support growth as outlined in this framework can be overcome.

VALUE CAPTURE

- Opportunities to develop more effective land value capture, where land owners are able to sell land for development at a high price once planning permission is granted.
- Exploring ways of fairly and effectively claiming back value to support the provision of infrastructure for the development.
- Requirement for a more effective approach to developer contributions and effective application of user charges based on robust strategic spatial planning with a direct link to infrastructure funding.

MORE INTEGRATED SYSTEMS

- New ways of working across infrastructure providers are emerging, enabling a more holistic and ultimately more efficient approach to delivering infrastructure at a time when resources are stretched.
- Providing services through collaborative working and taking a multi-functional, integrated infrastructure approach will help reduce the amount of infrastructure required as well as its cost.

Kent and Medway examples where service provision systems are being integrated include; the Health & Social Care Sustainability and Transformation Plan and the Medway Flood Partnership.

PRIVATE FINANCING

- Opportunities to explore the use of private sector financing to fund major infrastructure that is well-constructed, well-commissioned and fit for purpose.
- Needs to be targeted at infrastructure in cases where an appropriate return on investment can be found.
- Further work will be needed to provide a more robust understanding of where there is genuine potential for private finance in Kent and Medway.

For example, financing the Lower Thames Crossing could be met through private financing, if explored by Government. This could allow the scheme to be delivered more quickly. In a similar way to the M6 Toll road system, future crossing receipts could be used to pay back the initial investments put forward for the scheme and make it self-funding.

PETER'S VILLAGE

Peter's Village is a major development site in Tonbridge and Malling on the east bank of the river Medway. The plans included building a bridge across the river to provide better transport links for the new development. However, construction of the bridge had significant costs and came at the same time as the recession, putting the development on hold.

In 2014, the developers Trenport obtained a repayable loan from the Homes and Communities Agency (HCA) of £19.5m to kick start the development of the bridge. In September 2016, the £15m bridge was opened, offering easy access to the river's west bank and on to London.

SPREADING THE RISK

- A more appropriate spread of risk between Central Government and local partners throughout the life cycle of developing a business case, through to delivery of projects on the ground.
- Long-term funding streams need to be guaranteed, with simplification of the pots available to bid for local authorities.
- Government to bear more risk of delivering key strategic infrastructure through the introduction of more forward-funding for infrastructure and funds for a business case preliminary appraisal system.
- If provided through long-term, low-cost finance arrangements, forward funding would allow necessary infrastructure to be delivered and would be paid back over time from local tax receipts and business rates.

SWIFTER AND SIMPLER SYSTEMS

- Swifter Government evaluation of bids would help speed up delivery. As an example, from an LGF bid submission in July 2016, it took a further seven months (February 2017) for a Government announcement to be made.
- A more streamlined system is needed where the Government is funding and/or delivering infrastructure, to reduce the complexities and bureaucracy which make access to approvals and funding for major strategic development difficult to navigate.
- Faster lead-in times for the identification and funding of key infrastructure are required. Otherwise development may precede the necessary infrastructure required to support it.
- Better follow-through of policy into the policy drivers and more compatibility between the various funding drivers in different sectors.

FUTURE PROOFING

- Ensuring that planned infrastructure is delivered in such a way that makes it resilient to future advances and avoids the need to reactively retrofit new technology at great expense.
- Maximise opportunities for sourcing funding towards asset maintenance.

The Pantiles, Royal Tunbridge Wells

10. NEXT STEPS

Archbishop's Palace, Maidstone

Kent and Medway is embracing growth. We recognise the benefits business and housing growth brings to the County in terms of new jobs, new facilities, and new communities.

However, the GIF makes it clear that the current mechanisms in place for the planning, funding and delivery of infrastructure are not sufficient for accommodating the level of growth planned for Kent and Medway. New approaches are required to secure the additional public and private investment needed. The next steps for the County in closing this investment gap are summarised below.

A) Defining the investment gap

The evidence provided through the GIF clearly demonstrates the need for new and additional sources of finance to enable the ambitious levels of growth planned for the County. If not addressed, the investment gap will impede this growth. It will also severely limit the ability to accommodate any further growth in the form of additional pressures coming from London or from new Government policy. This includes recent proposals to increase housing targets significantly through a new approach and methodology for calculating the Objectively Assessed Housing Need.

Action 1) We will work with Government and partners to ensure that there is clear recognition of the shortfall in capital investment identified for delivering planned, high-quality growth across Kent & Medway. The evidence base presented in the GIF will be used and the approach could be a potential model for supporting improved spatial planning and delivery. Recognition will be particularly important in the context of the Government agenda on housing and emerging plans around housing requirement and delivery tests. We will also use the GIF to help package investment opportunities.

B) Pioneering a "place-based" approach

In Kent and Medway, our joint working on housing, planning and growth is both proven and impressive including; the previous Growth & Infrastructure Framework (2015); Kent & Medway Housing Strategy and Kent & Medway Growth Plan and our local chapter of the South East LEP's Strategic Economic Plan. We will develop new ways of working with government and its agencies recognising the need for increased "place-based" activity with greater co-ordination of investment in homes, infrastructure and jobs to build quality communities. We will further achieve this through new joint initiatives including the GIF, refreshed Housing Strategy and our bids for Housing & Infrastructure Fund (HIF) and a successful bid for the 100% Business Rate Retention pilot

Action 2) Building on our co-ordinated approach to housing and growth in Kent and Medway, we will establish new ways of working with the Department for Communities & Local Government and more widely across Government and its agencies.

This may include co-production and design, as in current HIF bids, greater recognition of DCLG as a "broker" within Government, increased engagement with local agencies or the development of new devolution initiatives to support growth needs.

C) Exploring innovation in financing the funding gap

Government funding alone will never support all our infrastructure requirements – we need innovation. However, the GIF has highlighted the limitations in the current system, which is fragmented and inefficient, with local authorities and developers carrying a majority of the risk in funding critical infrastructure. Limitations and complexities associated with funding streams provided by Government and its agencies, together with a lack of effective forward funding facilities, places an additional burden on those who deliver infrastructure. There is an urgent need for reform of the wider developer contributions system to ensure that new development pays fairly for the infrastructure it requires and new, creative thinking in how additional funding can be raised or sourced.

Action 3) As a matter of urgency, we will explore existing, new and different ways of closing the funding gap and ways of working with Government in addressing the shortfall in capital funding. We will explore the potential for other mechanisms that may help fund infrastructure. This may include use of existing legislation to support new forms of finance, such as land value capture.

In addition, we will interact with the private sector to consider private sector funding options, including the development, pension, insurance and investment sectors, to explore the feasibility of establishing an 'institutional investment' fund for infrastructure.

D) Commercial supply and demand

The GIF evidences the increasing demand for business premises and the current lack of suitable supply. Sustainable communities need to provide both homes and jobs and there is a risk if priorities focus on housing growth alone.

Action 4) We will work with local partners, including Kent Developer Group and Locate in Kent, to develop key actions to respond to the gaps identified between the supply and demand of commercial space.

This could be through encouraging speculative commercial development through funding incentives (where there is a funding gap rather than a viability gap) or securing local agreements with Government to give greater protection to existing commercial premises.

E) Future-proofing Kent and Medway's infrastructure

Looking ahead to 2050, we recognise that there are significant opportunities and challenges environmentally, socially and economically that we will need to accommodate over time. As the rate of adoption of new technology increases, we need to become more able to adapt our infrastructure and our communities to accommodate these advances – whether that is the increased uptake of electric vehicles, the critical transformation of health and social care, or the introduction of increasingly multi-functional infrastructure.

With these pressures and opportunities, there are likely to be demands for new types of infrastructure, different forms of

governance and new funding and financing models. Whilst such changes cannot be predicted, we can consider how to deliver infrastructure in a way that is more flexible and adaptable now, in order to enable us to accommodate the ever changing demands on that infrastructure.

Action 5) Working alongside key infrastructure providers and public and private local partners, we will use the 2050 framework developed in this GIF to future-proof the infrastructure we deliver today to the greatest extent possible, building in resilience and flexibility where possible, and proactively horizon scanning in order to enable us to utilise advances in technology where appropriate. This will include recognition of future energy and digital connectivity needs to support a growing population, and prioritisation of investment to enable us to be more future-proofed.

F) Creating well designed communities

Place shaping needs to be at the heart of growth and fundamentally, we want to be building not just houses, but rich and sustainable communities that residents are proud to live in and which ensure good quality of life, access to jobs, services and places that people enjoy living in.

Looking forward, we will need to make some bold decisions in planning for growth, particularly around modal shifts in transport and the role and promotion of broadband in changing lifestyle, travel and employment choices, as well as in house-building innovations, using modern technologies and skills in construction and design (such as modular housing and life-time homes).

Action 6) We will use the GIF to understand at an infrastructure specific level the opportunities and challenges in providing higher quality communities - and work with

the industry to identify how to deliver that higher quality. We will work with local partners such as Design South East in ensuring high quality, innovative and inclusive design. This could include looking to pool expertise and provide best practice across the County.

Action 7) We will seek to engage with SE authorities through new mechanisms like the Transport for the South East Subnational Transport Body, where we will use the GIF to help prioritise strategic infrastructure investment at a regional level.

G) Collaborating with infrastructure providers

The identified funding gap suggests the need to work with the private sector to modernise and deliver the required infrastructure and to work with and support the utilities companies to ensure that their medium to long term planning aligns with Kent and Medway's growth agenda. Through our work, including with the Housing & Finance Institute, we are already beginning to explore alignment with utility investment plans.

Action 8) We will seek to engage with the private sector and utilities companies, to ensure that there is alignment in planning for future growth. This will include exploring ways to ensure better access to and sharing of data and data management information.

We will collaborate with the utilities sector to seek improved medium to long term planning aligned to Kent and Medway's growth plans. A key role for the public sector will be to hold utilities companies to account to make the necessary capital investment. This can be achieved by continuing the recently established County Council Utilities Sub-Committee for utility provision and matching utility companies' capital investment plans to planned growth.

H) Creating an increasingly robust and realtime evidence base

The GIF provides a snap-shot in time of planned growth and the required supporting infrastructure across Kent and Medway – and is underpinned with data that provides valuable evidence to help us focus on the scale of the challenge we have in delivering and funding this growth. From its original iteration in 2015 to this refreshed version, the GIF has evolved and improved – whether through the refinement of data sources and methodologies, or through our understanding of our infrastructure provider partners. For the GIF to continue to be a valuable tool in helping us understand the countywide growth agenda and associated delivery challenges, we will continue to develop and evolve the Framework, working with partners.

Action 9) We will work with Medway Council and the Kent district and borough authorities to review and update the GIF data, to ensure that the evidence base is robust and aligns with district and borough councils' Local Plan evidence and Infrastructure Delivery Plans. This will reflect robust partnership working across the County, to ensure that we can resist inappropriate growth in Kent and Medway, where infrastructure funding has not been secured. The GIF will be regularly updated to reflect the ongoing development of Kent and Medway Local Plans and to enable refinement of evidence, including costs and future funding assumptions.

Action 10) Using the data that underpins the GIF, we will develop a dynamic online platform that will enable users to interact, manipulate and download relevant areas of interest.

Ashford International

11. APPENDICES

Rochester Riverside, Medway

11.1 LOCAL GROWTH FUND (LGF) BIDS (Table) (as at December 2017)

SCHEME NO.	LGF ROUND	PROJECT NAME	DELIVERY BODY	TOTAL COST (£M)	TOTAL LGF AL-LOCATION (£M)
1	1	Innovation Investment Fund	KCC (Non Transport)	15	6
2	1	Tonbridge Town Centre Regeneration	KCC Transport	2.7	2.4
3	1	Sittingbourne Town Cente Regeneration	3rd Party (Spirit of Sittingbourne) Transport	4.7	2.5
4	1	M20 Junction 4 Eastern Overbridge	KCC Transport	5.69	2.2
5	1	Tunbridge Wells Jct Improvement Package	KCC Transport	1.96	1.8
6	1	Kent Thameside LSTF	KCC Transport	8.27	4.5
7	1	Maidstone Gyratory Bypass	KCC Transport	5.74	4.6
8	1	Kent Strategic Congestion Management programme	KCC Transport	4.8	4.8
9	1	Middle Deal transport improvements	3rd Party (Quinn Estates) Transport	1.55	0.8
10	1	Kent Rights of Way improvement plan	KCC Transport	1.3	1
11	1	Kent Sustainable Interventions programme	KCC Transport	2.9	2.7
12	1	West Kent LSTF	KCC Transport	9.06	4.9
13	1	Folkestone Seafront-onsite infrastructure and engineering works	KCC Transport	0.69	0.55
14	1	A28 Chart Road	KCC Transport	32.77	10.2
15	1	Maidstone Integrated Transport	KCC Transport	11.85	8.9
16	1	A28 Sturry Link Road	KCC Transport	29.6	5.9
17	1	Rathmore Road	KCC Transport	9.5	4.2
18	1	A28 Sturry Rd Integrated Transport Package	KCC Transport	0.7	0.3
19	1	Maidstone Sustainable Access to Employment	KCC Transport	2.6	2
20	1	A226 London Road/B255 St Clements Way	KCC Transport	6.9	4.2
21	1	Coastal Communities Group	3rd Party (Thanet DC) Non Transport	1.5	0.67
22	2	M20 Junction 10a	3rd Party (Highways England) Transport	104.4	19.7
23	2	Ashford Spurs*	3rd Party (Network Rail) Transport	10.5	9.8
24	2	Thanet Parkway	KCC Transport	21.48	10
25	2	Dover Western Dock Revival	3rd Party (Dover Harbour Board) Transport	15	5
26	2	Folkestone Seafront (non-transport)	3rd Party (Folkestone Harbour Board) Non Transport	22.11	5
27	3	Dartford Town Centre	3rd Party (Dartford BC)	12	4.3
28	3	Fort Halstead, Sevenoaks	3rd Party (Sevenoaks DC)	32.03	1.53
29	3	A2500 Lower Road improvement	KCC Transport	1.8	1.53
30	3	Kent and Medway Engineering, Design, Growth and Enterprise (EDGE) Hub	3rd Party (Canterbury CCU)	21	6.12
31	3	Leigh Flood Storage Area (LFSA) & East Peckham – Unlocking Growth	3rd Party (Environment Agency)	24.69	4.63
32	3	A2/A28 Coastbound off-slip, Wincheap	3rd Party (Pentland Homes)	10.06	4.4

*LGF funding is split at £5mn (LGF2) and £4.8mn (LGF3) for a total £9.8mn

Highways England (HE)	Highways England reports to the Department for Transport and has responsibility for managing the core road network of motorways and major A roads in England. Highways England's responsibilities most relevant to the GIF include: • Undertaking large scale improvements through a programme of major schemes; • Carrying out routine maintenance of roads, structures and technology to make the network safe, serviceable and reliable; • Making sure traffic can flow easily on major roads and motorways.
Network Rail	Network Rail are responsible for the rail infrastructure across Kent. The South East route is the busiest and most congested in the country, connecting the capital and its southern and southeastern suburbs with Kent, Surrey, Sussex and Europe. Main railway lines: • South Eastern Mainline from Charing Cross to Dover Priory via Tonbridge and Ashford • Chatham Mainline from London Victoria to Dover Priory and Ramsgate via Chatham • Hastings Mainline from London Charing Cross to Hastings via Tunbridge Wells • Network Rail High Speed Ltd maintains and operates High Speed 1 from St Pancras International to Folkestone.
Environment Agency (EA)	The EA is sponsored by the Department for Environment, Food and Rural Affairs (DEFRA), with responsibilities relating to the protection and enhancement of the environment in England. As a risk management authority, local authorities can apply for an allocation of government funding annually from the Environment Agency (EA). Authorities can use flood and coastal erosion risk management grant-in-aid (FCERM GiA capital grants) towards the costs of building new flood and coastal erosion defences. The amount of government funding the EA allocates to a project depends on the public benefit it provides. Benefits include reducing flood risk to households, businesses and infrastructure and creating habitat for wildlife.
Utility Companies (Electricity, Gas, Water, Broadband)	• Utilities infrastructure delivery and funding is largely the responsibility of the relevant utility companies with connections to services also funded through site developers. • Utility Providers are regulated by OFGEM and OFWAT; in principle, neither regulator supports installing new infrastructure on a speculative basis, rather they are reactive to providing supply to new developers once schemes are consented. However, if a robust business case that gives a good level of certainty that development will take place in a definite timescale is put the Regulators, advance funding may be approved. • Of critical importance, and only possible through continual joined up dialogue, is to ensure that the latest KCC housing and employment site trajectories and specifically the key strategic sites are acknowledged by these utility companies in their planning documents and therefore covered by their respective investment programmes. It is understood that the five year AMPs are not open to be revised once published; whereas the energy company RIIO documents will be updated annually which gives more room for accommodating new information.
National Health Service (NHS)	Due to the restructuring of the NHS there has been a significant change to the organisation, commissioning and governance of healthcare provision across the UK. Within Kent and Medway, eight new Clinical Commissioning Groups have been established.
Ebbsfleet Development Corporation (EDC)	EDC was set up by Government to speed up delivery of up to 15,000 homes and create a 21st Century Garden City in north Kent. The corporation is working with local authorities, including KCC, and local communities to develop a shared vision for the area, providing high quality, attractive and sustainably-constructed housing as well as opportunities to create 30,000 jobs. The corporation is also the planning authority for Ebbsfleet Garden City.

To provide your views and for enquiries

please contact GIF@kent.gov.uk

Photography credit: Alex Hare Photography, Kent

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 20 March 2018

Subject: Kent County Council's response to the Department for Transport's '*Proposals for the creation of a Major Road Network*' consultation.

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All divisions

Summary:
This report outlines Kent County Council's (KCC) proposed response to the Department for Transport's (DfT) consultation on '*Proposals for the creation of a Major Road Network*', which closed on 19 March 2018.

Inclusion in the Major Road Network (MRN) enables access to additional funding from the National Roads Fund for significant investments that offer transformative solutions to the most economically important local authority 'A' roads. Local Highway Authorities, including KCC, will retain responsibility for these roads. Sub-national Transport Bodies will formulate a Regional Evidence Base to identify priorities and create an investment programme. Government will make investment decisions based on value for money. The DfT is expected to launch the MRN Programme in summer 2018.

In general, KCC is supportive of the MRN proposals but has suggested a number of amendments to the indicative MRN routes. The proposed response strongly insists that MRN status should enable additional maintenance funding, which will improve traffic flow on these important routes.

An officer response has been made to the DfT pending Cabinet Committee consideration and endorsement or recommendations to the Cabinet Member. An endorsed or amended response will be sent to the DfT after Cabinet Committee.

Recommendation:
The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed Kent County Council response to the consultation.

1. **Background**

1.1 Currently there are two tiers of roads in England: The Strategic Road Network (SRN) comprising motorways and trunk roads carrying the highest volumes of traffic and managed by Highways England; and the Local Road Network (LRN) consisting of 184,100 miles of road. The LRN is 98% of the entire road network, and in Kent, Kent County Council (KCC) is the Highway Authority for the LRN within its boundary, totalling over 5,400 miles.

1.2 Currently, the LRN is funded by a range of grant funding and competitive schemes. These are:

- Highways Maintenance Fund
- Pothole Action Fund
- Integrated Transport Block
- Local Growth Fund
- Large Local Majors Fund
- National Productivity Investment Fund
- Transforming Cities Fund

1.3 The SRN is vital to the economy of the country, being made up of 2% of all roads but carrying 33% of all traffic. For this reason, its funding was stabilised by the application of a five-year funding cycle through the Road Investment Strategy (RIS) process[1].

1.4 The Rees Jeffreys Road Fund Report, '*A Major Road Network for England*'[2], identified that there is a further set of economically important roads that deserved a similar level of attention to the SRN – the Major Road Network (MRN).

1.5 Subsequently, as part of the Transport Investment Strategy, the Government committed to creating a MRN. Funding from the National Roads Fund (from Vehicle Excise Duty from 2020/21) will be used to not only improve the existing SRN but also to improve the middle tier of England's busiest and most economically important Local Authority 'A' roads, i.e. the MRN. The Transport Investment Strategy (and the MRN) is a means to deliver the Industrial Strategy, including boosting productivity through transport infrastructure investment. The foundation of productivity is connecting people and businesses, and moving goods efficiently to their market, and ultimately to improving quality of life.

1.6 This report summarises the Department for Transport's (DfT) consultation document '*Proposals for the creation of a Major Road Network*' which includes a map of the DfT's indicative MRN across England (Figure 1), and

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[1] The KCC response to the Department for Transport's '*Shaping the Future of England's Strategic Roads*' consultation on Highways England's '*Strategic Road Network Initial Report'* was presented to Cabinet Committee on 31 January 2018.
[2] http://www.reesjeffreys.co.uk/wp-content/uploads/2016/10/A-Major-Road-Network-for-England-David-Quarmby-and-Phil-Carey-Rees-Jeffreys-Road-Fund-October-2016.pdf

KCC's proposed response to the consultation questions (the full response is attached in **Appendix A**) which includes a map of KCC's proposed MRN in Kent (Figure 2).

1.7   The consultation closed on 19 March 2018 and an officer response (the proposed response to the consultation questions as in Appendix A) was submitted in time before the deadline. Following the Cabinet Committee's consideration and endorsement or recommendations to the Cabinet Member, an endorsed or amended response will be sent to the DfT.

1.8   The shadow Sub-national Transport Body (STB) – Transport for the South East (TfSE) has also submitted a response to the DfT as agreed at its shadow Board meeting on 6 March. KCC is a member of TfSE along with Medway Council, East Sussex, West Sussex, Surrey, Hampshire, Brighton & Hove, Portsmouth, Southampton, the Isle of Wight, the six Berkshire unitary authorities (Reading, Bracknell, Wokingham, Slough, Windsor & Maidenhead and West Berkshire) and the Local Enterprise Partnerships (LEPs) within this area. KCC officers commented on the draft TfSE response to ensure alignment with the emerging proposed KCC response. As well as the input from the constituent authorities, TfSE's response is also based on work they commissioned consultants Atkins to undertake in relation to the evidence for the criteria of the roads to be included in the MRN.

2.   **Summary of '*Proposals for the creation of a Major Road Network*', DfT, December 2017**

2.1   Highways England is heavily investing in the SRN and Network Rail is investing to improve journeys for rail passengers and freight operators. However, Government want to give the economy a stronger boost by investing in the most important roads that are currently managed by Local Authorities. They also want to unlock housing and relieve communities that are overwhelmed by traffic.

2.2   Government are proposing a MRN of approximately the same mileage as the SRN, and a new dedicated funding stream for investment in this network to raise its performance standards. The aims of this investment are to enable more reliable journeys, more certainty for freight deliveries, and more capacity on the network. This will in turn unlock land for development, and deliver bypasses to remove intrusive through-traffic from communities.

2.3   Therefore, the Government has five central policy objectives for the MRN:

1.   **Reduce congestion –** alleviating local and regional congestion, reducing traffic jams and bottlenecks.
2.   **Support economic growth and rebalancing** – supporting the delivery of the Industrial Strategy, contributing to a positive economic impact that is felt across the regions.
3.   **Support housing delivery** – unlocking land for new housing developments.

4. **Support all road users –** recognising the needs of all users, including cyclists, pedestrians and disabled people.
5. **Support the Strategic Road Network –** complementing and supporting the existing SRN by creating a more resilient road network in England.

2.4 The consultation asks for views on:

- How to define the MRN;
- The role the local, regional and national bodies will play in the MRN investment programme;
- Which schemes will be eligible for MRN funding.

Defining the Network

2.5 The Government is proposing to shape the MRN using both an objective analytical basis, and local knowledge and requirements. The map (Figure 1) provided as part of the consultation is indicative to help respondents provide their views.

2.6 The Government has proposed a number of criteria to be used in defining the MRN, but are asking for views on them. These are:

- To use current traffic data as the starting point to identify roads that should be considered for inclusion.
- To use qualitative criteria to create a coherent and consistent network.
- To take into account evidence from local and regional partners.
- To include, where appropriate, previously de-trunked roads.
- To review the MRN every five years in line with the existing RIS cycle (Highways England's planning cycle for the SRN).

2.7 A map of the indicative MRN has been provided as part of the consultation (Figure 1). The indicative MRN is shown in red and the SRN in blue. In Kent, the DfT's proposed MRN includes:

- Former trunk roads –
  - A20 between Hollingbourne and Harrietsham;
  - A292 between M20 Junction (J) 10 and its junction with Canterbury Road in Ashford; and
  - A259 from Folkestone to Brenzett.
- A228 between M2 J2 and Tunbridge Wells
- A289 from M2 J1 to the A228 and A278 in Medway
- A229 Bluebell Hill (between M20 J6 and M2 J3)
- A249 Detling Hill (between M20 J7 and M2 J5)
- A299 from the M2 to Ramsgate
- A256 from the A2 to the A299
- A25 from Surrey to the A21 near Sevenoaks

- A206 from M25 J1a (Dartford Crossing) into the London Borough of Bexley.
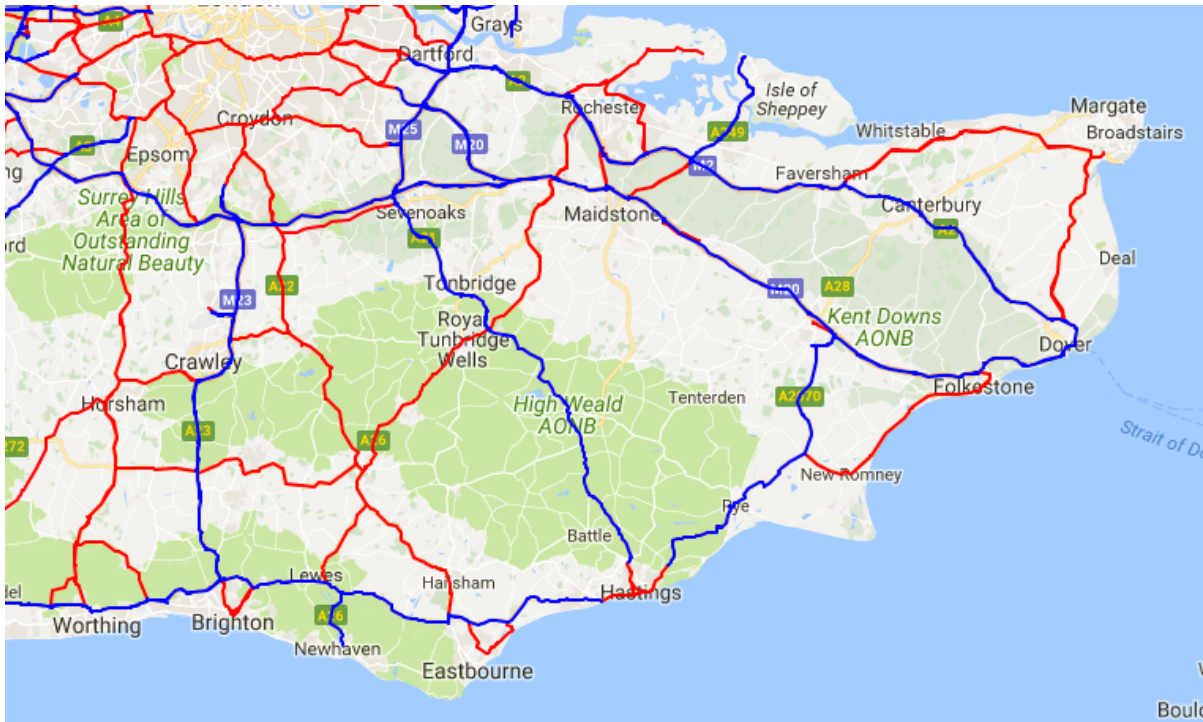
Figure 1: Indicative Major Road Network as proposed in the DfT's consultation

Investment Planning

2.8 The Government is proposing roles for local, regional and national bodies to support long-term strategic thinking about the needs of the MRN. Ministers will be the ultimate decision-makers in respect of the MRN Programme, but they will look to local and regional bodies to develop and prioritise packages of interventions for consideration.

2.9 DfT proposes that Local Authorities and Sub-national Transport Bodies (here, Transport for the South East – TfSE), or other regional groups, will develop Regional Evidence Bases, including an assessment of the network and identification of priority corridors. These will inform the development of the MRN Investment Programme, with both being updated every two years.

2.10 Highways England will also have a role in supporting local, regional and national bodies in this process so that there can be coordinated planning between the networks. The consultation seeks views on what this role should be.

Eligibility and Investment Assessment Criteria

2.11 The Government sets out that MRN investment should target significant interventions, offering transformative solutions to the most economically important Local Authority 'A' roads. The funding should also offer value for

money to the taxpayer. Examples of the types of interventions that would be funded are: bypasses, major renewal work, major junction improvements, use of technology, and road widening.

2.12 The consultation seeks views on the criteria for investment. The criteria states that schemes:

- Will only be considered if they seek funding in excess of £20m up to a maximum of £100m, plus are supported by a local contribution.
- Must be based on the MRN objectives (see paragraph 2.3).

3.   Summary of KCC's proposed response to the consultation *(full response to the consultation questionnaire is provided in Appendix A)*

Core principles

3.1   Whilst KCC agrees with the overall aim of the MRN, the proposed response asks for a strengthening of the core principles. It asks for MRN funding to be extended to highway maintenance (other than major renewals) because this can provide real economic benefits by improving traffic flow and reducing return maintenance visits (for example carriageway resurfacing rather than patch repairs). The highway network is KCC's most valuable asset at around £25 billion but the maintenance backlog on KCC's roads is estimated to be around £630m. This could rise to around £1 billion in the next 10 years if the current level of investment is maintained, which really highlights the struggling position of England's Local Highway Authorities.

3.2   It is anticipated that access to MRN funding will be reliant on a full transport business case but currently the DfT has not allocated any additional revenue funding for scheme development. The proposed response therefore recommends that a proportion of the MRN funding is revenue rather than capital.

3.3   The consultation plans to create a MRN of approximately the same mileage as the SRN. KCC's proposed response asks that a seemingly arbitrary limit should not preclude the inclusion of regionally important roads. The proposed response also asks the DfT to acknowledge the key strategic links in Kent that are not currently part of the SRN (A229 Bluebell Hill, A249 Detling Hill and A299) and references the response to the SRN Initial Report consultation (reported to the Environment and Transport Cabinet Committee on 31 January) that asks for these to be added to the SRN and become the responsibility of Highways England. Should these not be trunked, then it is imperative that they are MRN as per the DfT's indicative network.

Criteria for inclusion in the MRN

3.4   The proposed response disagrees with the quantitative criteria, which are primarily based on traffic volumes. The proposed response argues for the value of local knowledge and the need to be flexible about which roads are

included where they are below the threshold of traffic flow that the DfT adopt. For example, an average traffic flow would fail to identify the importance of routes in times of disruption, such as Operation Stack.

3.5   The proposed response also expresses concern about the lack of consideration given to future traffic flows resulting from the large scale of housing and employment growth expected in the county. The final quantitative criterion is to automatically include de-trunked roads. This results in spurious links of no economic importance and therefore the proposed response recommends this criterion is removed.

3.6   The qualitative criteria put forward in the consultation focus on ensuring a coherent network, linking economic centres and providing access to/resilience for the SRN. The proposed response agrees with this and also suggests links between vital community facilities (such as hospitals) should be recognised.

KCC-suggested amendments to the indicative MRN (Figure 2)

3.7   KCC's proposed response asks for the following sections of road to be added to the DfT's initial MRN network (described in paragraph 2.7), with the MRN policy objective(s) (see paragraph 2.3) they meet underlined:

- Extension of the A25 to M26 Junction 2a at Wrotham Heath - this continues the already identified section of the A25 in Surrey, supporting the SRN (M25 and M26) and providing access to the M20 both London bound and coastbound. The lack of east-facing slips at M25 Junction 5 means this is the main route from the M20 to the A21.

- A20 from Wrotham Heath through to Folkestone – only the Hollingbourne and Ashford central sections have been identified as potential MRN on the DfT indicative map (as former trunk road). This route runs parallel to the M20 and is routinely affected when there are issues on the M20. As a result of Brexit there will likely be significant delays on the M20 if it is used to queue port-bound freight vehicles due to increased border and customs checks, therefore the A20 will once again take on more of a strategic role and become a major route across the county between London and the coast. This will affect all the communities along its route and require major upgrades to cope with this new demand. The A20 therefore needs to be included as MRN to support to the SRN and provide resilience. Improvements on this route may also reduce congestion when there is disruption.

- The A2042, Chart Road and Templer Way in Ashford are used as the diversionary route for Operation Stack to connect the A20 from M20 J9 to M20 J10 via the A2070 (existing SRN). This continues the route of the A20 section and therefore supports the SRN.

- A256 from Dover docks to the A2 at Whitfield – this provides connectivity between the A2 and the A20, and is vital when the Dover Traffic Assessment Project (Dover TAP) is in use on the A20 (a complementary Dover TAP on the A2 is also needed). This supports the SRN.

- A28 linking Ashford, Canterbury and Margate – this provides cross-regional connectivity and links the three major urban areas of Thanet, Canterbury and Ashford. It then completes the link via the A2070/A259 to Hastings. It therefore supports economic growth and rebalancing and improvements will reduce congestion.

- Extension of the A299 to complete indicative network's connection to Ramsgate Port and support economic growth and rebalancing.

- A2 from Brenley Corner to Rainham (Medway) – this is a heavily used route between Sittingbourne and the Medway area. This is a key area for future growth and the A2 suffers serious congestion particularly if there is a problem on the M2. It therefore supports economic growth and rebalancing, supports housing delivery, and will reduce congestion.

- Extension of A206 to Greenhithe and B255 to A2 as this is heavily used during disruption at the Dartford Crossing. Improvements will therefore reduce congestion, and given the capacity of the Thames Gateway Kent area for growth it will also support housing delivery.

- Extension of the A229 from M20 Junction 6 through to its junction with the A21. This is an important north-south route in the area and rural service centres on the route are earmarked for growth. Improvements will support housing delivery and reduce congestion.

3.8 However, KCC's proposed response also asks that the following de-trunked roads are removed from the DfT's indicative MRN network:

- A259 Folkestone to Brenzett - This is now a local route with some high seasonal flows due to holiday traffic. The A2070 has replaced it on the SRN.

- A292 Hythe Road in Ashford - This section of previously de-trunked road should also be removed, although an alternative diversionary route for Operation Stack has been proposed for inclusion through Ashford (see paragraph 3.7, third bullet point).
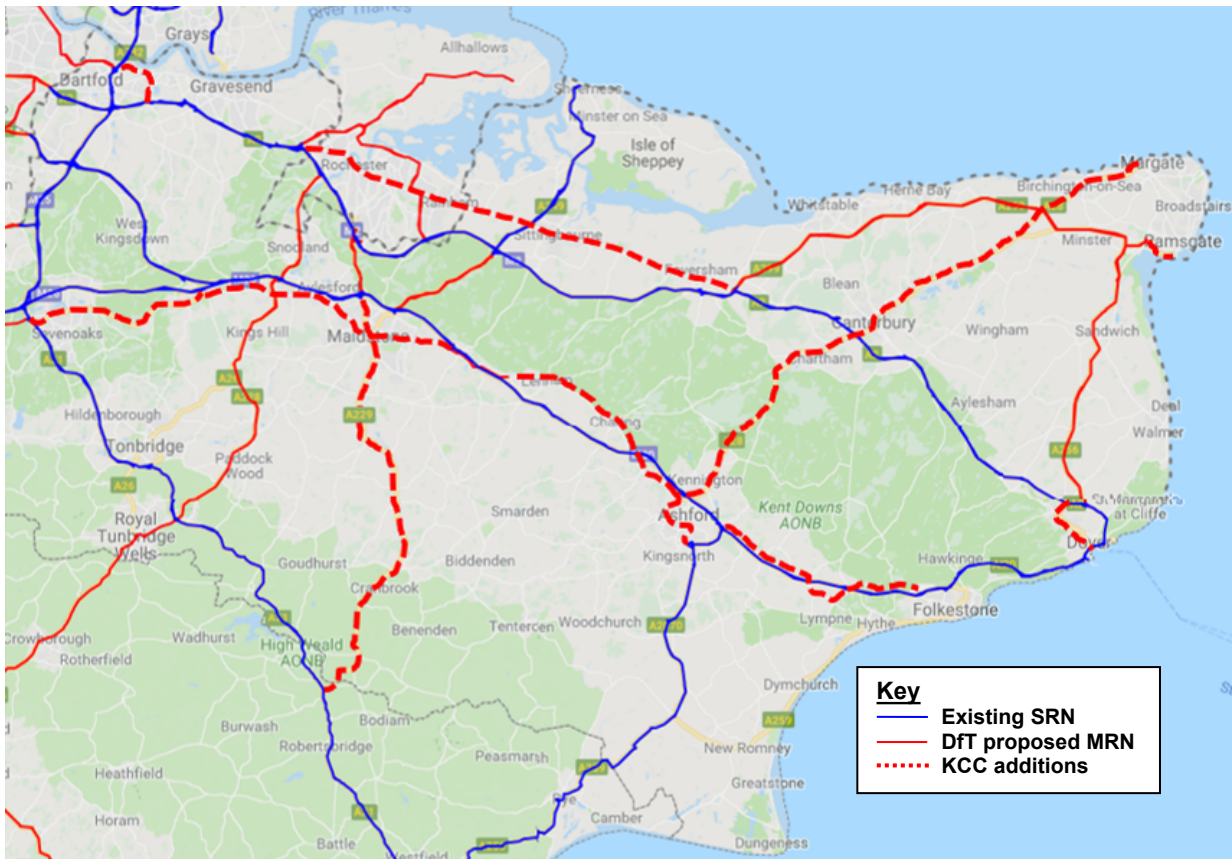
Figure 2: KCC Proposed Major Road Network

Roles and responsibilities

3.9 The consultation explains that Local Highway Authorities will remain responsible for roads included on the MRN. The proposed response agrees with this but again makes the point that additional maintenance funding is required for all Local Authority roads. However, the consultation documents do not clearly identify if the Sub-national Transport Bodies or Local Highway Authorities will hold the funding for the MRN programme, or which body will submit funding bids to Government. The proposed response asks for clarity on these points, and notes the benefits of flexibility in managing a programme to offset cost increases on individual schemes against cost decreases across a number of schemes, as has been successfully the case with Local Growth Fund programme.

3.10 The proposed response supports Highways England having a role in setting guidance and ensuring a consistent approach across the country. However, this will require the DfT to ensure that Highways England have sufficient capacity to carry out this role, and regardless of their input the overall responsibility for schemes should sit with Local Highway Authorities.

<u>Funding and eligibility</u>

3.11 The proposed response states that the suggested funding range of £20m to £100m fails to recognise that small scale junction improvements can substantially improve road network performance. The point is made that it may not always be possible to create a package of improvements on a link to achieve the minimum MRN funding threshold.

3.12 Public transport schemes are ineligible for MRN funding but could improve traffic flow and journey time reliability on an MRN link where they generate modal shift. Therefore, the proposed response asks the DfT to reconsider.

3.13 Local contributions to schemes are requested and will be taken into account when MRN schemes are assessed. The proposed response highlights that there are a number of situations where local contributions may be small or not possible (for example in areas where development viability is compromised) and so this should not exclude schemes where they have a great potential benefit to the MRN.

3.14 The proposed response also suggests that assessment criteria should consider carbon and climate change impacts and environmental mitigation, especially given the UK's commitment to reduce carbon emissions.

4. Conclusions

4.1 The Government's proposal for the creation of a Major Road Network (MRN) will enable additional funding opportunities for major improvement schemes in the range of £20m to £100m on designated MRN roads. Funding will be from the National Roads Fund from Vehicle Excise Duty post 2020/21. The region's shadow Sub-national Transport Body, Transport for the South East (TfSE), will be required to formulate a Regional Evidence Base that will assess the current state of the MRN, propose priority corridors, and then develop and prioritise packages of improvements in the area to create an investment programme. The Regional Evidence Base and investment programme will be reviewed every two years, and the extent of the MRN will be refreshed every five years. Ultimately Government will decide which schemes are funded.

4.2 Local Highway Authorities, including KCC, will retain responsibility for the MRN and day-to-day maintenance budgets are not proposed to be increased. This is very disappointing considering the emphasis of the MRN is on creating a quality network of the second most important tier of roads in England (the most important tier being the SRN). However, MRN designation is not public-facing so there should be no perceptible difference to drivers.

4.3 The DfT will analyse consultation responses following closure of the consultation and a formal consultation response is expected to be published during summer 2018. The DfT will continue to engage with both local and

regional bodies to support the finalisation of an MRN Programme to be launched in summer 2018.

5.   Financial Implications

5.1   N/A.

6.   Legal Implications

6.1   N/A.

7.   Equalities Implications

7.1   There are not considered to be any equalities implications with the response to this consultation, and the DfT specify that they wish to consider all road users in their proposals. Any scheme put forward as an intervention on the MRN in future will require its own Equalities Impact Assessment (EqIA) by the promoter.

8.   Other Corporate Implications

8.1   Transport for the South East (TfSE) is the relevant Sub-national Transport Body in this area; currently operating in shadow form. They will be commissioning a Transport Strategy for the region and would be contributing to a Regional Evidence Base in the proposals as set out in this consultation. KCC will therefore continue to engage in the formation and operation of TfSE to coordinate an approach to investment in the region.

9.   Governance

9.1   N/A.

10.   Recommendation:

10.1 The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste on the proposed Kent County Council response to the consultation.

11.   Background Documents

Appendix A: Proposed Response by Kent County Council to the Department for Transport (DfT) Consultation: Proposals for the creation of a Major Road Network

Proposals for the creation of a Major Road Network, Department for Transport (DfT), December 2017
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/670527/major-road-network-consultation.pdf

12. Contact details

Report Author:	Relevant Director:
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<u>Department for Transport Consultation: Proposals for the creation of a Major Road Network</u>
<u>KCC Questionnaire Response</u>

MRN Core Principles

Q1. Do you agree with the proposed core principles for the MRN outlined in the consultation document?

Yes
<u>No</u>
Don't know

If you answered no, which core principle(s) do you disagree with? Provide an explanation why

Core Principle 1 - Increased Certainty of Funding

If the Major Road Network (MRN) is to be successful in achieving its objectives, it is vital that there is the greatest level of funding certainty, especially ensuring that funding is long-term and fixed, regardless of changes in government. Kent County Council (KCC) expects funding arrangements for the MRN to be comparable to the Road Investment Strategy (RIS) process for the Strategic Road Network (SRN) so that schemes are set out at the start of the investment period and funding is guaranteed upfront.

However, whilst KCC agrees with the need for increased certainty of funding for improvements to the most important Local Authority roads (i.e. the MRN), it is imperative that maintenance funding is also included. Substantial maintenance can improve the flow of traffic and the resilience of a route, for example, by avoiding the need for patch-repairs or return visits by resurfacing a larger extent of carriageway. KCC understands that this type of maintenance is excluded from the scope of the MRN funding; however, as the highway network is our most valuable asset and Local Authorities across England are experiencing a maintenance backlog, certainty of maintenance funding is vital[1]. For comparison, Highways England (HE) have been able to resurface most of the M20 as part of Road Investment Strategy 1 (RIS1).

Core Principle 2 – A Consistent Network

The DfT's consultation document proposes to create a MRN of approximately the same mileage as the SRN, for which HE is responsible. Whilst the benefits of keeping the network a reasonable size are recognised, especially regarding the distribution/dilution of funding, KCC asks that this arbitrary limit should not force the exclusion of regionally important roads. For example, given Kent's geographical

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[1] The highway network is KCC's most valuable asset at around £25 billion but the maintenance backlog on KCC's roads is estimated to be around £630m. This could rise to around £1 billion in the next 10 years if the current level of investment is maintained, which really highlights the struggling position of England's Local Highway Authorities.

importance as the strategic international gateway to Europe, there are a greater number of roads which deserve MRN status than there is length of SRN in the county. KCC would not want these to be rejected based upon proposed mileage levels for the entire MRN network already being met.

Core Principle 4 – Clear Local, Regional & National Roles

Although the process for applying for MRN funding has not been fully set-out in the consultation document, it does state that the delivery body would be the Local Highway Authority and the Regional Evidence Base would be developed by the area's Sub-national Transport Body, i.e. Transport for the South East (TfSE), and ultimately funding approval will sit with Government. Based on bidding for other funding sources (e.g. Local Growth Fund, National Productivity Investment Fund) a fully worked-up business case will be required to access funding. To develop business cases and design schemes requires revenue funding as otherwise it may lead to abortive capital costs. However, KCC's revenue budgets have been reduced so much in recent years that it is challenging to produce a pipeline of schemes. KCC therefore asks that that some of the MRN funding should be allocated as revenue for scheme development.

Core Principle 5 – A Focus on Enhancement & Major Renewals

KCC agrees that Local Highway Authorities should remain responsible for MRN roads, but is concerned by the lack of any proposals for additional funding available for day-to-day maintenance of these roads. Whilst it is envisaged that existing funding arrangements for day-to-day maintenance will still be available, these budgets are already considerably stretched. Further, additional maintenance funding would help achieve a high-quality network, which is one of the aims of the MRN.

The rate at which local roads in England are deteriorating far exceeds the rate of investment from Government, and this is a constant theme of published reports. A Local Government Association report from 2017 estimated that the road maintenance backlog in England and Wales is around £12bn. If left unaddressed, the problem of local road maintenance will cause a failure in Local Highway Authorities' ability to maintain a safe network and this will cause delay and economic costs on strategic and regionally important routes.

Core Principle 6 – Strengthening Links with the Strategic Road Network

KCC agrees that strengthening links with the SRN will help to achieve an overall resilient network. There are several strategic links within Kent, such as the A249 (Detling Hill) connecting the M20 at J7 with the M2 at J5 and A229 (Bluebell Hill) connecting the M20 at J6 with the M2 at J3. These roads form a vital part of the network for both local and strategic traffic, carry large volumes of both cars and HGVs and suffer from increasing demand due to planned growth. Average Annual Daily Flows (AADF) (2016) on these links between the two motorways are over 68,000 vehicles on the A229, 4% of which are HGVs, and over 45,000 on the A249. As they are managed and maintained by KCC, there is limited funding available to deliver necessary improvements so their inclusion within the MRN is supported (especially as it is often their connecting junctions with the SRN where the majority of

congestion problems arise). However, KCC's response to the consultation on the *Shaping the Future of England's Strategic Roads* asked that the three most strategically significant links on KCC's network (the A229 Bluebell Hill and A249 Detling Hill, in addition to the A299 Thanet Way which carries an average of 46,000 vehicles a day) are formally trunked and added to the SRN. This request supersedes their inclusion on the MRN.

KCC also recommends that the core principles need to provide greater emphasis on how the MRN could improve road safety and enhance the environment. These are key objectives of KCC's *Local Transport Plan 4: Delivering Growth without Gridlock (2016-31)*. Further, as road safety is a key tenet of Highways England's work we would expect it to be a principle of the MRN.

Defining the Network

Q2. To what extent do you agree or disagree with the quantitative criteria outlined in the consultation document and their proposed application?

Strongly agree
Agree
Neither agree nor disagree
<u>Disagree</u>
Strongly disagree

If you disagree or strongly disagree, what should be the quantitative criteria?

It is difficult to comment fully on the quantitative criteria when no threshold has been defined within the consultation document. We do not consider that the use of an arbitrary level of traffic should define the MRN, but we do agree that it can be a useful guide, particularly in terms of the proportion of HGV and Light Goods Vehicle (LGV) traffic as an indicator of the economic value of a route. There is also the need to be flexible where local knowledge may argue the inclusion of a road which does not meet the threshold set by AADF.

In addition, KCC is concerned by the lack of consideration given to future traffic flows resulting from the large scale of housing and employment growth expected in the county. KCC recommends that traffic modelling forecasts should also be considered as part of the quantitative criteria where flows may increase substantially prior to the next MRN review period. Whilst the current criteria to identify roads which already carry a large volume of traffic, there are a number of large scale Nationally Significant Infrastructure Projects (NSIP) within Kent (including the Lower Thames Crossing and London Resort) that are anticipated to generate a considerable number of additional journeys on both the SRN and MRN. Their impact should be considered within the initial assessment of potential roads so that improvements that provide resilience and improved traffic flows can be made in advance of their opening.

Further, utilising a single threshold for AADF data alone may fail to identify roads that experience a considerable increase in usage during times of disruption to the SRN. For instance, AADF data fails to identify the peaks and troughs of flows on roads within Kent when the Dover Traffic Assessment Project (Dover TAP) and Operation

Stack are in place. With use of the M20 restricted there is a corresponding increase in traffic on the Local Road Network, especially the A20.

Finally, KCC recommends that de-trunked roads should <u>not</u> automatically be included within the MRN. Some of the de-trunked roads in Kent (specifically the A259 and A292) no longer carry the volume of traffic, offer complete links, or provide the regional connectivity required for them to be included within the MRN. This is likely to be true elsewhere in the country where roads were de-trunked because a new road was built (here the A2070 replaced the A259 as the trunk road).

Defining the network – qualitative criteria

Q3. To what extent do you agree or disagree with the qualitative criteria outlined in the consultation document and their application?

Strongly agree
<u>Agree</u>
Neither agree nor disagree
Disagree
Strongly disagree

If you disagree or strongly disagree, what should be the qualitative criteria?

KCC generally agrees with the qualitative criteria – including providing links to economic centres, and ensuring major transport conurbations, airports, and ports are connected. Recognition should also be given to links between vital community amenities such as hospitals.

Q4. Have both the quantitative and qualitative criteria proposed in the consultation document identified all sections of road you feel should be included in the MRN?

Yes
<u>No</u>
Don't Know

If no, explain how the criteria are failing to identify a section of road you feel should be included.

Sections of road that KCC strongly asks should be included are listed below, with the MRN policy objective(s) they meet underlined.

- Extension of the A25 to M26 Junction 2a at Wrotham Heath - this continues the already identified section of the A25 in Surrey, <u>supporting the SRN</u> (M25 and M26) and providing access to the M20 both London bound and coastbound. The lack of east-facing slips at M25 Junction 5 means this is the main route from the M20 to the A21.

- A20 from Wrotham Heath through to Folkestone – only the Hollingbourne and Ashford central sections have been identified as potential MRN on the DfT

indicative map. This route runs parallel to the M20 and is routinely affected when there are issues on the M20. As a result of Brexit there will likely be significant delays on the M20 if it is used to queue port-bound freight vehicles due to increased border and customs checks, therefore the A20 will once again take on more of a strategic role and become a major route across the county between London and the coast. This will affect all the communities along its route and require major upgrades to cope with this new demand. The A20 therefore needs to be included as MRN to support to the SRN and provide resilience. Improvements on this route may also reduce congestion when there is disruption.

- The A2042, Chart Road and Templer Way in Ashford are used as the diversionary route for Operation Stack to connect the A20 from M20 J9 to M20 J10 via the A2070 (existing SRN). This continues the route of the A20 section and therefore supports the SRN.

- A256 from Dover docks to the A2 at Whitfield – this provides connectivity between the A2 and the A20, and is vital when the Dover Traffic Assessment Project (Dover TAP) is in use on the A20 (a complementary Dover TAP on the A2 is also needed). This supports the SRN.

- A28 linking Ashford, Canterbury and Margate – this provides cross-regional connectivity and links the three major urban areas of Thanet, Canterbury and Ashford. It then completes the link via the A2070/A259 to Hastings. It therefore supports economic growth and rebalancing and improvements will reduce congestion.

- Extension of the A299 to complete indicative network's connection to Ramsgate Port and support economic growth and rebalancing.

- A2 from Brenley Corner to Rainham (Medway) – this is a heavily used route between Sittingbourne and the Medway area. This is a key area for future growth and the A2 suffers serious congestion particularly if there is a problem on the M2. It therefore supports economic growth and rebalancing, supports housing delivery, and will reduce congestion.

- Extension of A206 to Greenhithe and B255 to A2 as this is heavily used during disruption at the Dartford Crossing. Improvements will therefore reduce congestion, and given the capacity of the Thames Gateway Kent area for growth it will also support housing delivery.

- Extension of the A229 from M20 Junction 6 through to its junction with the A21. This is an important north-south route in the area and rural service centres on the route are earmarked for growth. Improvements will support housing delivery and reduce congestion.

Figure 1, below, shows the sections of the indicative MRN that KCC requests should be retained, plus the suggested additions above.
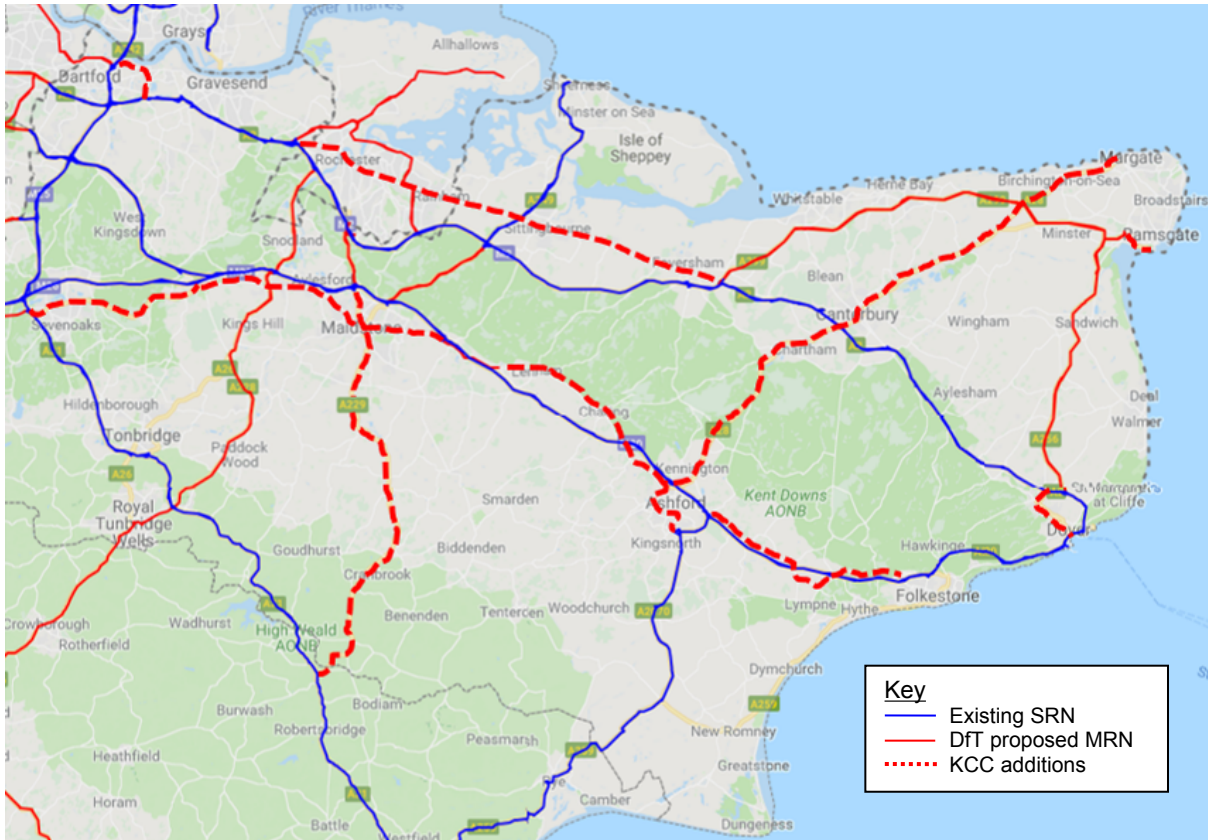
Figure 2: KCC Proposed Major Road Network

Q5. Have the quantitative or qualitative criteria proposed in the consultation document identified sections of road you feel should not be included in the MRN?

Yes
No
Don't know

If they have, explain why these roads should not be included in the MRN.

A259 – This previously de-trunked road should be removed as it is now a local route with some high seasonal flows due to holiday traffic. The A2070 has replaced it on the SRN.

A292 – This previously de-trunked road should be removed, although an alternative diversionary route for Operation Stack has been proposed for inclusion through Ashford (see question 4).

Q6. Do you agree with the proposal for how the MRN should be reviewed in future years?

Yes
No
Don't know

If you answered no, how should the MRN be reviewed in future years.

Q7. To what extent do you agree or disagree with the roles outlined in the consultation document for:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Local bodies	**x**				
Regional bodies		**x**			
National bodies		**x**			

If you have selected disagree or disagree strongly for any of the proposed roles, what should the role involve? Specify which role you are referring to, i.e. local, regional or national.

KCC strongly agrees with the roles outlined for local bodies, including the retained responsibility for MRN roads by Local Highway Authorities. However, the process of developing schemes and preparing Strategic Outline Business Cases is revenue intensive for Local Authorities – both design work and in employing additional resources. Additionally, regional bodies will need revenue funding to produce and update the Regional Evidence Base, as well as requiring additional staff to manage the governance, monitoring and partnership working. As regional bodies are funded by local bodies this has double the impact.

Without funding, the updates could become weaker and the MRN Programme may fail to achieve its objectives. KCC recommends that the model should be similar to Highways England' RIS programme, which includes development funding in their overall funding package to truly put the MRN on an even footing with the SRN.

Q8. What additional responsibilities, if any, should be included? State at which level these roles should be allocated.

The role of the gatekeeper for funds has not been outlined within the proposals. Currently it has not been defined whether Local Authorities or Sub-national Transport Bodies (STB) are anticipated to manage allocated funds for schemes. This would depend on whether there are to be upfront funded regional programmes (in which case KCC would expect the STB to hold the funding) or if it is that schemes are directly awarded funding from Government (in which case KCC would expect funding to be passed to delivery bodies). Flexibility of funding across a programme would also be a welcome addition so that underspend on one scheme might be able to offset an unexpected cost increase in another.

Furthermore, clarification is required on who will be responsible for submitting bids for the MRN, whether Local Authorities are eligible to bid for funding of if proposals have to be developed and submitted by regional bodies such as STBs.

Q9. Do you agree with our proposals to agree regional groupings to support the investment planning of the MRN in areas where no sub-national transport bodies (STBs) exist?

Yes
No
<u>Don't know</u>

If you answered no, explain how the MRN should be managed in regions where no STBs exist.

KCC is currently a member authority of Transport for the South East, and therefore this question is more appropriate for comment from authorities without a Sub-national Transport Body affiliation.

Q10. Are there any other factors, or evidence, that should be included within the scope of the regional evidence bases?

<u>Yes</u>
No
Don't know

If you answered yes, describe the additional factors or evidence you feel should be within the scope of the regional evidence bases.

KCC agrees with the proposed scope of the regional evidence bases but also suggests the inclusion of forecast flows resulting from forthcoming developments. This is because new developments could have a substantial impact on the distribution and volume of traffic which would then require improvements to the MRN.

Furthermore, if the Regional Evidence Bases are expected to include an assessment of the overall condition of the existing network and its performance, maintenance condition should also be included in this assessment.

Q11. Do you agree with the role that has been outlined in the consultation document for Highways England?

<u>Yes</u>
No
Don't know

If you answered no, what should be the role of Highways England?

KCC agrees that Highways England could have a role in setting the guidance and ensuring continuity of approach. However, the overall responsibility for the MRN and schemes on it should sit with Local Highway Authorities. Schemes that interface with the SRN (whether directly at a junction or on a diversionary route) will need to be planned with Highways England to avoid any disruption to the networks, and so

there is a clear role in programme coordination. Whatever their role, it needs to be better defined and to be of benefit to both Highways England and Local Authorities. DfT must ensure that Highways England have the capacity to provide an appropriate level of support to both STBs and Local Authorities, without introducing unnecessary bureaucracy to the Programme.

Q12. Do you agree with the cost thresholds outlined in the consultation document?

Yes
No
Don't know

If you answered no, what should be the cost thresholds?

Whilst KCC understands the logic that there are a range of other possible funding sources under the £20m threshold, these are not always suitable opportunities for the types of schemes that may be appropriate to improve the MRN. For example, many funds are tied to housing and job creation, but it may be that a small-scale junction improvement scheme (say around £5m for a roundabout) could substantially improve the performance of the MRN but is not directly related to housing/job growth. Further, it may not always be possible to package up improvements on a link to achieve these schemes under the MRN funding. Importantly, if Local Authorities are to utilise technology to make more intelligent use of the network it would be unlikely to cost £20m (even if packaged up) so opportunities will be missed to be 'smart'.

Likewise, general road maintenance can reduce delays and closures due to roadworks, but this is not available under the current proposals, and would also be likely to be under the £20m threshold. Again, KCC urges the DfT to reconsider the exclusion of funding for maintenance.

Q13. Do you agree with eligibility criteria outlined in the consultation document?

Yes
No
Don't know

If you answered no, what should the eligibility criteria be?

Whilst we agree with the majority of the eligibility criteria, we feel public transport enhancements should not be excluded from the ability to bid for funding. Large scale public transport scheme such as Bus Rapid Transit projects could be beneficial to achieving MRN objectives by encouraging a modal shift away from the private car, reducing congestion and improving air quality.

KCC accepts the request for local contributions to schemes to give the best value for money but Government must appreciate that the ability of Local Highway Authorities to even meet revenue costs to develop a pipeline of schemes is extremely limited.

Further, as per the response to Q12, some schemes will not have access to developer contributions due to being remote from new housing or where such development has significant financial commitments already. So, for these reasons, KCC asks that funding is not dependent on local contributions where there is a material benefit to the MRN.

Q14. Do you agree with the investment assessment criteria outlined in the consultation document?

Yes
<u>No</u>
Don't know

If you answered no, what should the investment criteria be?

Value for money assessments will likely form part of the assessment criteria to ensure each scheme delivers a satisfactory benefit cost ratio. However, this should look at the whole scheme and not just the return on the investment portion from the National Roads Fund to ensure that good schemes with only small local contributions are not disadvantaged. MRN schemes should not be dependent on match-funding and local contributions because these are not always available. If the MRN Programme is to be comparable to the Highways England RIS Programme, then they should be funded in the same way.

It should be made clear whether a scheme needs to demonstrate how it meets all assessment criteria or whether the criteria is intended to be weighted e.g. schemes with greater safety benefits would be prioritised.

Q15. In addition to the eligibility and assessment criteria described what, if any, additional criteria should be included in the proposal? Please be as detailed as possible.

There is no assessment around carbon or climate change impacts. Given the UK's commitment to reduce carbon emissions it would be appropriate to consider the way a scheme intends to reduce its carbon footprint through use of materials and lifecycle analysis. This should also include climate change resilience.

Q16. Is there anything further you would like added to the MRN proposal?

KCC would like to see flexibility on the roads included in the MRN recognising the level of local knowledge about how the network functions day-to-day. Figures for flows taken from one day, or an average figure, do not always represent the situation on the ground.

From: Mike Hill, Cabinet Member for Community & Regulatory Services

Barbara Cooper, Corporate Director of Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 20 March 2018

Subject: The Kent Community Safety Agreement and progress in the development of an integrated Kent Community Safety Team

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: Countywide

Summary: The report provides an overview of the statutory Kent Community Safety Agreement, its draft priorities for 2018/19 as well as the progress made in developing further an integrated county Community Safety Team involving personnel from KCC, Kent Police and the Kent Fire and Rescue Service. The report also outlines the next phase of the team's development as detailed in the refreshed Memorandum of Understanding.

Recommendation(s):

The Cabinet Committee is asked to:

(a) Endorse the multi-agency Kent Community Safety Agreement and note the draft priorities for 2018/19; and

(b) Note the progress made in developing an integrated County Community Safety Team and endorse the plans to develop the integration further.

1.   Background

1.1   As a result of the Crime and Disorder Act 1998, local authorities along with police and other key partners have a statutory obligation for reducing crime and disorder in their areas. It is out of that legislation and the associated regulations (2007) that the 'County Strategy Group' or the Kent Community Safety Partnership (KCSP)[1] was formed and the Kent Community Safety Agreement (CSA) was developed. Since that time, increasing responsibilities have been given to Community Safety Partnerships (CSPs) by national Government, including Domestic Homicide Reviews and more recently serious and organised crime.

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[1] **A group representing all the key organisations and authorities chaired by the cabinet member for Community & Regulatory Services**

1.2 As the upper tier authority, Kent County Council has a responsibility to lead and coordinate on the development of the CSA as well as on joint working with partners relating to cross-county community safety matters.

2. Kent Community Safety Agreement

2.1 The [Kent Community Safety Agreement](#) (CSA) is a multi-agency partnership document which outlines the key community safety priorities for the county along with the cross-cutting themes that support the identified priorities. This is a rolling document which has been designed so that specific chapters can be reviewed and updated. The CSA is owned by the KCSP who oversee the progress and sign-off any changes on an annual basis.

2.2 The CSA is developed in consultation with statutory partners and the priorities are based on the outcome from the local district/borough strategic assessments, data reviews, legislative requirements, horizon scanning and partnership plans.

2.3 The CSA is updated every year, and as such, a new Agreement is being prepared for 2018/19. A set of draft priorities have been developed which are due for discussion at the KCSP meeting on the 21st March 2018. These priorities are set out below, and in detail in the draft CSA included as **Appendix 1** to this report:

Priorities
- Anti-Social Behaviour
- Domestic Abuse
- Substance Misuse
- Safeguarding Vulnerable People
- Serious and Organised Crime
- Road Safety

Cross Cutting Themes
- Early intervention, prevention & education
- Reducing re-offending and supporting victims
- Improving quality of life and enhancing community resilience

2.4 Underlying the CSA is a partnership action plan delivering a range of activities in support of the identified priorities. The actions contained within it are designed to support and enhance individual agencies' responses, not to replace them. The plan is managed by a multi-agency working group which reports into the KCSP on a regular basis.

2.5 Additionally, in order to support the ongoing work of the partnership and meet the new statutory responsibilities as well as address the financial challenges faced by the agencies, a joint, county community safety team was developed.

3. Kent Community Safety Team (KCST) (Phase 1)

3.1 In September 2015, a joint community safety team was established and brought together staff from three key partner agencies - Kent County Council, Kent Police and Kent Fire & Rescue Service (KFRS) - to form a co-located team with the aim of sharing resources, reducing duplication and minimising the impact of service reductions.

3.2 The core responsibilities for the KCST initially were to fulfil a number of statutory requirements on behalf of the KCSP including: reviews into domestic homicides across Kent, delivery of the CSA and support to the process of preparing annual strategic assessments as well as to promote joint working and share good practice across the county.

3.3 Since its inception, the team has successfully coordinated and delivered a number of successful activities on behalf of partners across the county including:

- Three annual community safety conferences on topics which include dementia, drugs and most recently vulnerability and gangs;
- Delivery of a series of Anti-Social Behaviour workshops, Online Safety Awareness training and partnership briefing sessions on emerging issues.
- Management of Domestic Homicide Reviews (DHRs) on behalf of all CSPs across Kent and Medway including liaising with the Home Office.
- Delivery of three DHR Lessons Learnt Seminars in 2017/18 for practitioners and partners with approximately 100-150 in attendance at each event.
- Development of a new Community Safety Agreement (CSA) detailing the key community safety priorities and cross-cutting themes for the county.
- Development of a newsletter to facilitate sharing of information and good practice from across the county.

3.4 In early 2017/18, KCC undertook an internal audit of the KCST with the overall objective *'to provide assurance that the integrated function's objectives and planned efficiencies/effectiveness had been achieved through coordinating community safety across the county'.*

3.5 The findings from the audit were generally positive, although a number of recommendations were made to improve the functionality including the need to refresh the original Memorandum of Understanding (MOU) agreed at inception, and consideration of a coordinator role within the team. The KCST was judged as adequate but with very good prospects for improvement. As such, a management action plan was put in place to implement the recommendations and to ensure the ongoing development of the multi-agency team.

4. Review and Future Opportunities (Phase Two)

4.1 Following the audit, KCST partners reviewed the aims and objectives of the team and considered the future opportunities. Whilst it is agreed that the KCST will continue to deliver the statutory duties and functions already identified in phase one, the second phase aims to provide the team with an agile and flexible delivery arm to be able to realise the full potential of the team. The following vision has been adopted by the multi-agency Senior Management Team overseeing the KCST development:

"To have a fully functioning integrated multi-agency hub where a core team of staff delivers the statutory responsibilities of the County Strategy Group on behalf of the three constituent partners; and under the direction of a joint coordinator, 'project' teams can come together to deliver practical solutions to cross county issues and/or joint programmes of activity in support of the CSA."

4.2   The current structure of the KCST is operating at capacity with staff working well across the expansive span of statutory community safety responsibilities. In order to provide the necessary capability and capacity required to develop the KCST beyond its current position, it is proposed that the team will be supported by a core group of personnel jointly funded by the partners. The posts will include the existing administration officer and a proposed recruitment of a coordinator and an analyst on a fixed-term basis.

4.3   The coordinator will work alongside the KCST team leaders and will be responsible for developing and delivering both the KCST Business Plan and the future functionality of the team. In particular, the coordinator's role will be instrumental in developing the flexible and agile arm of the Kent Community Safety Team to work with partners and be able to tackle cross county issues. To this end, the coordinator will identify suitable opportunities for joint multi-agency projects and to bring together wider partners services as needed to work on those projects.

4.4   The analyst role will work closely with KCC's Public Protection Intelligence Team and both the Kent Police and KFRS analyst teams. The role will assist the coordinator in the delivery of projects as well as supporting both the KCST and wider partners in the delivery of current statutory requirements. It will also include project evaluation, 'problem profiles' where issues have been identified, performance monitoring and support the annual strategic assessments and refresh of the Kent Community Safety Agreement.

4.5   The administrative role supporting all three agencies within the KCST is already in place and was trialled on a fixed-term contract as part of the first phase of the development. Since that time, it has proved vital to the functioning of the team including providing support for a variety of multi-agency meetings; arranging workshops / training; information sharing through the Safer Communities Portal and Domestic Abuse Services website; and production of the newsletter which are all managed by the KCST.

4.6   In addition to the above and in order for the KCST to develop further as a multi-agency hub providing additional capacity for partners to work together on specific projects, the office arrangements for the team will be reviewed with a view to introducing a number of additional flexible desks and/or project working area.

4.7   The details of the current arrangements for the joint team and the proposed reinvigoration and vision for these wider opportunities for partnership working are set out in the refreshed Memorandum of Understanding (MOU) (see **Appendix 2**).

5.   **Financial Implications**

5.1   On an ongoing basis, each constituent partner of the MOU will commit to contributing £16,000 annually to the pooled budget which will be used to fund the changes required as part of phase two (see section 4.2). In addition, where appropriate the pooled budget will be used to fund joint initiatives as outlined in the MOU and/or to support and enhance the knowledge and skillset of the team.

5.2 The funding contribution to the KCST has been budgeted for within each partner's existing budget; for KCC, this contribution is budgeted within the Community Safety Team. Once Phase 2 has been established should any future changes be required by any of the partners, it will be at the cost of the individual agency. However, at this stage none have been identified and there are no further costs identified for KCC.

6. Legal implications

6.1 The development and management of the CSA along with the multi-agency arrangements that have been established enable KCC to continue to fulfil its statutory obligations under the Crime & Disorder Act 1998, the Police and Justice Act 2006 and the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007.

6.2 The Memorandum of Understanding (MOU) provides assurance of the commitment from all three agencies to the refreshed vision of the joint Kent Community Safety Team and its ongoing development. The new MOU will be in place for the next two years until March 2020, ensuring effective partnership working and delivery of the statutory requirements in relation to community safety.

7. Conclusions

7.1 The Kent Community Safety Agreement provides a statutory framework whereby all Responsible Authorities can work together to address the joint priorities. The KCSP has provided strong leadership and multi-agency collaboration enabling partners to work much closer together and the KCST is a good and positive example of this in action.

7.2 The Audit process highlighted several areas within the partnership that are working well and identified opportunities for improvements that will ensure the effectiveness of the team moving forward.

7.3 Phase Two of the development as outlined above and in the MOU will help ensure the team has the capacity, resources and vision to progress toward its aim of truly becoming a multi-agency community safety hub providing expertise, guidance and good practice as well as leadership and coordination in relevant cross county matters.

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8. Recommendation(s):

The Cabinet Committee is asked to:

(a) Endorse the multi-agency Kent Community Safety Agreement and note the draft priorities for 2018/19; and

(b) Note the progress made in developing an integrated County Community Safety Team and endorse the plans to develop the integration further.

Background Documents

Appendix 1: The Kent Community Safety Agreement
Appendix 2: KCST - Memorandum of Understanding

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Kent Community Safety Agreement

APRIL 2017

Version Control

Version	Date	Changes
1.0	April 2017	New Kent Community Safety Agreement (CSA) – effective from April 2017

Contents

Foreword

As Chair of the Kent Community Safety Partnership (KCSP) I am pleased to present the new Kent Community Safety Agreement (CSA) which takes effect from 1st April 2017.

The Community Safety Agreement sets out how partners in Kent will work together to address the key community safety priorities for the County, identifying the shared objectives and outcomes required to improve the lives of the people of Kent. Whilst enforcement of the law will always play a major part in community safety, much can be done to prevent problems before they arise and a great deal of effort is devoted to supporting and safeguarding vulnerable people and their families, tackling issues of substance misuse, improving road safety, enhancing quality of life and developing community resilience.

This agreement replaces the 2014-17 CSA which included an action plan to help tackle the key priorities for the County and I am pleased to say much progress has been made by partners over the last three years, including the joint commissioning of domestic abuse services across Kent which came into effect on 1st April 2017. The development of this new agreement and a refresh of the action plan will help to support and focus partner activities in addressing the key community safety issues identified in the latest review.

Since the last agreement there have been many changes in the world of community safety, however the challenging economic landscape remains an ongoing concern and all agencies and services are continuing to look at the opportunities this presents in applying new methods of service delivery and resourcing. In response to some of these challenges the KCSP supported the establishment of a joint Kent Community Safety Team (KCST), bringing together staff from Kent Police, Kent Fire and Rescue Service and Kent County Council to help promote closer and more joint working at a strategic level.

I would like to take this opportunity to recognise that the success of this agreement can only be achieved through the ongoing delivery of the associated action plans, which would not be possible without the considerable support of partner agencies at both district/borough and county level, as well as non-statutory organisations and the voluntary sector. I would therefore like to thank everyone involved for their efforts and for their continued support.

Mike Hill OBE
Chair Kent Community Safety Partnership
Cabinet Member for Community and Regulatory Services

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1. Introduction

1.1.   The Community Safety Agreement (CSA) outlines the key community safety priorities for Kent and replaces the previous agreement which expired on 31st March 2017.

1.2.   The CSA is mandatory for two tier authorities such as Kent and helps us to meet our statutory duty under Section 17 of the Crime and Disorder Act 1998 (as amended by the Police and Justice Act 2006) in which responsible authorities are required to consider crime and disorder in the delivery of all their duties.

1.3.   This agreement aims to develop a more joined-up approach to public service delivery, to enable more effective and co-ordinated strategic planning across partner agencies and to ensure sustainable and lasting improvements in delivering outcomes. It recognises that community safety issues do not always respect district boundaries, and that coordination of effort can lead to economies of scale, joined up working, and more effective outcomes.

1.4.   The agreement also aims to deliver against the three countywide ambitions set out in the Vision for Kent 2012-22: to grow the economy; to tackle disadvantage; and to put citizens in control. These ambitions cannot be achieved without the commitment and contribution of all partners through their own delivery plans and strategies as well as multi-agency agreements such as the Kent Community Safety Agreement.

1.5.   Whilst Medway Unitary Authority does not form part of this agreement, it does undertake a similar process, suitable for single tier authorities, which will include an annual strategic assessment of their community safety issues and production of a Community Safety Plan. Where appropriate, partners in Kent and Medway will work collaboratively to tackle common priorities.

2. Legislation

2.1. The Crime and Disorder Act 1998 gave statutory responsibility to local authorities, the police, and key partners to reduce crime and disorder in their communities. Under this legislation the responsible authorities commonly referred to now as Community Safety Partnerships (CSPs), were required to carry out three yearly audits and to implement crime reduction strategies.

2.2. The Police and Justice Act 2006 introduced scrutiny arrangements in the form of the Crime and Disorder Scrutiny Committee, as well as introducing a number of amendments to the 1998 Act including the addition of anti-social behaviour (ASB) and substance misuse within the remit of the CSP strategies. Reducing reoffending was subsequently added by the Policing and Crime Act 2009.

2.3. The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 set out further revisions to the 1998 Act, the most notable of which at district/borough level was the replacement of three yearly audits with an annual strategic assessment, triennial partnership plan and public consultations. For two tier authorities such as Kent, the statutory Community Safety Agreement was introduced.

2.4. The Police Reform and Social Responsibility Act 2011 introduced directly elected Police and Crime Commissioners (PCCs) to replace Police Authorities in England and Wales. This brought with it a requirement for the PCC to have regard to the priorities of the responsible authorities making up the CSPs and for those authorities to have regard to the police and crime objectives set out in the Police and Crime Plan. The legislation also brought with it a mutual duty for the PCC and the responsible authorities to act in co-operation with each other in exercising their respective functions.

3. Changes to the Community Safety Landscape

In recent years there have been many changes both nationally and locally that impact upon the work of partners involved in community safety.

Changes to Legislation

3.1.   Domestic Homicide Reviews: The requirement for Community Safety Partnerships (CSPs) to conduct Domestic Homicide Reviews (DHR) came into effect on 13th April 2011 and in Kent and Medway it was agreed that these would be commissioned by the Kent Community Safety Partnership utilising pooled funding on behalf of the local CSPs including Medway CSP. The process is managed, coordinated and administered by KCC Community Safety working as part of the Kent Community Safety Team (KCST). The DHR process has been developed and enhanced since its introduction and continues to involve input from a wide variety of partners from across the county and beyond. Updated statutory guidance from the Home Office released in December 2016 strengthened the role of the CSP in the DHR process and brought in additional requirements in order to meet the required standard.

3.2.   Anti-Social Behaviour: The new Anti-social Behaviour, Crime and Policing Act 2014, received royal assent on 13th March 2014. The Act introduced simpler more effective powers to tackle anti-social behaviour to provide better protection for victims and communities including a new Community Trigger and Community Remedy to give people a greater say in how agencies respond to complaints. Partners have been working together since the introduction of the legislation to effectively implement the changes across the county.

3.3.   Safeguarding: Between 2015 and 2016 a number of new pieces of legislation were introduced to provide authorities with additional tools, powers and statutory duties to tackle community safety and safeguarding issues. The new legislation includes the Counter-Terrorism and Security Act 2015, Serious Crime Act 2015, Modern Slavery Act 2015 and Psychoactive Substances Act 2016. These pieces of legislation introduced a range of new duties including new reporting and referral mechanisms, staff awareness requirements and impacts on contract management, which need to be included in the everyday work of relevant organisations.

4. Governance

4.1. The Kent Community Safety Partnership (KCSP) is responsible for the delivery of the Kent Community Safety Agreement priorities, with membership taken from senior officers across statutory partners (see below), local Community Safety Partnership (CSP) Chairs and the County Council portfolio holder.

> The Responsible Authorities are:- Kent Police, District & Borough Councils, Kent County Council, Clinical Commissioning Groups (CCGs), Kent Fire & Rescue Service and Kent, Surrey and Sussex Community Rehabilitation Company

4.2. The KCSP is supported by a Working Group consisting of senior representatives from all the countywide statutory partners.   In addition, the multi-agency Kent Community Safety Team (KCST) which is formed of staff from Police, Fire & Rescue and KCC helps support the work of both county and district partners.

4.3. The statutory partners aim to effectively and efficiently deliver the priorities outlined in this agreement and to comply with statutory responsibilities.

4.4. The Scrutiny Committee will also serve as the Crime and Disorder Committee as required and therefore will have a statutory responsibility to review and scrutinise delivery of the Community Safety Agreement.

Kent Community Safety Partnership (KCSP)

Responsible for delivery of the Kent Community Safety Agreement (CSA)

Scrutiny Committee

Responsible for scrutinising the KCSP and CSA delivery

Local Community Safety Partnerships (CSPs)

Responsible for local multi-agency delivery, annual Strategic Assessments and delivery of local Community Safety Plans

KCSP Working Group

Supports the KCSP (including senior representatives from all countywide responsible authorities)

Kent Community Safety Team (KCST)

Co-located multi-agency team comprising of Kent Police, Kent Fire & Rescue and Kent County Council supporting the work of the KCSP and partners

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5. Key Achievements

During 2016-17 the key priorities identified as those with the potential to benefit from being supported at a county level included Domestic Abuse, Substance Misuse, Safeguarding, Serious & Organised Crime, Anti-Social Behaviour and Road Safety. The priorities were addressed through a rolling partnership action plan which outlines the key aims of the agreement and ensures a coordinated approach by linking into existing multi-agency partnership arrangements where possible. Progress made by partners is monitored and reported to the Kent Community Safety Partnership on a regular basis by members of the Working Group.

Some of the progress and key achievements include:

- Annual Conference: The Kent Community Safety Partnership (KCSP) has delivered an annual Community Safety Conference for the benefit of partners in Kent and Medway for a number of years with a different focus each year. The most recent conference was entitled: *"Drugs – Addiction, Treatment and the Journey Ahead in Kent and Medway"* and took place at the Ashford International Hotel on 10th November 2016 with over 150 delegates from partnership organisations in attendance. In addition, in 2016/17 the Kent Community Safety Team (KCST) were finalists at the Kent Dementia Awards following the conference on Dementia held at the end of 2015.

- The Kent Community Safety Team (KCST): A co-located multi-agency team comprising of staff from Kent Police, Kent Fire and Rescue Service and Kent County Council was established in September 2015. Throughout 2016/17 the team has continued to develop and supports the work of all three agencies as well as the KCSP by helping to jointly deliver projects and workshops.

- Domestic Homicide Reviews (DHRs): During 2016/17 the KCSP commissioned a number of new DHRs and published two completed reviews following quality assurance from the Home Office. The Kent Community Safety Team continues to manage the current caseload on behalf of the Community Safety Partnerships across Kent and Medway and these are at various stages of the DHR process.

- Domestic Abuse Services: KCC Commissioned Services has been working with partners including the Office of the Police and Crime Commissioner to commission an Integrated Domestic Abuse Service across Kent. Following consultations with service providers, clients, members of the public and partners a commissioning framework was developed and applications have been received from relevant agencies to deliver services in Kent. The new service takes effect from 2017/18.

- Project Funding: In 2016/17 the KCSP used the community safety funding provided by the Police and Crime Commissioner (PCC) to fund a total of eight projects focusing on a variety of topics. These included support to tackle scams, child pedestrian training, the Licence to Kill roadshow, domestic abuse perpetrator programme, mental health project, 'Is it Worth It' schools tour, DHR funding and Project Liberty. The achievements and outcomes of these projects are monitored by the KCSP Working Group and reported back to the PCC.

- Information Sharing: The Kent Community Safety Team continues to co-ordinate and source data, reports and information on a variety of issues to be shared with community safety partners across the County via the Safer Communities Portal. The most recent developments includes the sharing of local profiles, produced by Kent Police, relating to serious and organised crime across the County.

- Development of Drug & Alcohol Strategy: KCC Public Health and Kent Police are working together to develop a joint drug and alcohol strategy for all partners. At the annual community safety conference in November 2016 partners had an opportunity to feed into the development of the strategy which was followed by a wider partnership and public consultation on the draft strategy. Partners are now working together to develop a final strategy for Kent.

- Workshops: During 2016/17 the Kent Community Safety Team (KCST) organised and delivered a number of workshops to support partnership delivery including a Strategic Assessment workshop, MoRiLE pilot project, Online (e-safety) awareness raising, Anti-Social Behaviour (ASB) tools & powers training and Community Safety Information Sessions.

Whilst the CSA action plan sets out how partners aim to address the overarching priorities across the county, each local CSP in Kent has their own community safety plan and associated initiatives aimed at tackling the most relevant issues for their residents.

6. County Priorities

6.1.   To help identify the community safety priorities for Kent as well as the local district/borough partnerships a wide variety of datasets are sourced from partner agencies and analysed to ascertain the key issues. The review of data is complemented by other sources of information such as horizon scanning (including legislative changes) and partnership plans etc. which all help to identify and formulate the priorities for the forthcoming year.

6.2.   At a local level, the eleven Community Safety Partnerships (CSPs) across Kent undertake an annual strategic assessment process to identify the priorities for their own district/borough community safety plans. The outcomes of these assessments for the new financial year are shown in the appendix and have been incorporated into the review of the priorities for the Community Safety Agreement (CSA).

6.3.   In 2016-17 a pilot was undertaken by several of the district/borough CSPs as well as the Kent Community Safety Team (KCST) to trial the use of the MoRiLE *(Management of Risk in Law Enforcement)* scoring matrix as part of the assessment process. The matrix helped partners to rank specific issues based on threat, risk and harm and to support the selection of the priorities within the local assessments and the Community Safety Agreement. Further details are provided in the appendix.

6.4.   In recent years the priorities and themes within the Community Safety Agreement (CSA) have developed from more crime and disorder based priorities to incorporate a wider range of issues. These include a number of safeguarding issues and new duties such as preventing violent extremism, gangs, organised crime groups, child sexual exploitation, modern slavery, online safety, mental health, vulnerable people, victims etc. Many of which can be incorporated into the proposed themes of 'Safeguarding Vulnerable People' or 'Serious and Organised Crime' and are also reflected in the priorities identified by the local community safety partnerships.

6.6   In addition to the priorities, the CSA also includes a number of cross-cutting themes to be addressed within each priority as appropriate. Following the latest review it is recommended that the themes be updated to those shown in the diagram. The combination of priorities and themes identified within the CSA highlights the need for community safety partners to support and safeguard the most vulnerable members of society across a variety of issues.

Invest in schemes that make communities feel safer and support the engagement of residents

Invest in schemes that make offenders pay for the harm they have caused

Fight crime, ASB and reduce re-offending

Support victims of crime and abuse

Early Intervention, Prevention, and Education

CSA PRIORITIES

Domestic Abuse
Anti-Social Behaviour
Safeguarding Vulnerable People
Serious & Organised Crime
Substance Misuse
Road Safety

Reduce Re-Offending and Support Victims

Improve Quality of Life and Enhance Community Resilience

Cross-Cutting Themes

Support initiatives that reduce pressure on policing due to mental health

Tackle abuse, exploitation, violence, organised crime, and gangs

Police and Crime Plan Priorities 2017-21

6.7 The diagram above not only includes the priorities and cross-cutting themes for the Community Safety Agreement but also shows those identified by the Police and Crime Commissioner, reflecting the mutual need for CSPs and the PCC to have due regard for each other's priorities.

6.8 Several of the identified priorities already have existing multi-agency partnership arrangements in place that are ensuring a coordinated approach across organisations at a strategic level. These arrangements can be further enhanced with links to the Kent Community Safety Agreement and where necessary suitable co-operative arrangements and joint interventions can be established to deliver shared priorities or issues.

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7. Leads

Lead officers for each of the priorities have been identified below and have the responsibility for developing, with partners, the action plans to address the countywide priorities. The leads will also act as a champion for the designated priority and provide regular progress updates for the Kent Community Safety Partnership (KCSP) and Scrutiny Committee as required.

Priority	Lead
Domestic Abuse	Chair of Kent & Medway Domestic Abuse Strategy Group
Anti-social Behaviour	Head of Strategic Partnerships, Kent Police
Substance Misuse	Consultant in Public Health, Kent County Council
Serious and Organised Crime	Head of Strategic Partnerships, Kent Police
Safeguarding Vulnerable People	Group Head of Public Protection, Kent County Council
Road Safety	Director Operations, Kent Fire and Rescue Service

8. Links to Plans

The priorities set out in this Community Safety Agreement link to, and assist in the achievement of a number of national and local partnership plans and strategies including:

- Vision for Kent

- Safer in Kent: the Community Safety and Criminal Justice Plan

- Local Community Safety Partnership (CSP) Community Safety Plans

- Kent and Medway Domestic Abuse Strategy

- Kent Drug and Alcohol Strategy

- KCC Framework for Community Safety

- Kent Fire and Rescue Service Corporate Plan

- Kent Criminal Justice Board Strategic Plan

- Kent and Medway Strategic Plan for Reducing Reoffending

- Medway Community Safety Plan

- Road Casualty Reduction Strategy for Kent

- Kent and Medway Safeguarding Adults Board Strategic Plan

- Kent Safeguarding Children Board – Children and Young People Strategy

- Prevent Duty Delivery Board Action Plan

- Kent County Council's Strategic Statement 2015 – 2020: Increasing Opportunities, Improving Outcomes

- Kent Joint Health and Wellbeing Strategy

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9. Responsible Authorities

This agreement has been drawn up on behalf of the Partners of the Kent Community Safety Partnership and in association with the Office of the Kent Police and Crime Commissioner:-

- Kent Police
- Kent Fire and Rescue Service (KFRS)
- Kent County Council
- Local District/Borough Authorities
- Local Clinical Commissioning Groups (CCGs)
- Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC)
- Local District/Borough Community Safety Partnerships

Appendix A: Strategic Assessments (2017-18)

Local Community Safety Partnership (CSP) strategic assessments:

All statutory partners including Police, Fire and Rescue, Health, Probation, County Council services, Local Authority services provided community safety information for use by the eleven Community Safety Partnerships (CSPs) in Kent during the strategic assessment process to help determine their key priorities.

The following table shows the outcome of the local assessments completed in late 2016 - early 2017, with the key issues identified locally either as a main priority, cross-cutting theme or as part of a broader theme:-

Priority	No. of CSPs identifying these issues
ASB/Environmental	10
Substance Misuse	10
Domestic Abuse	9
Serious and Organised Crime *(including violent crime, acquisitive crime, gangs, organised crime groups)*	8
Safeguarding *(including child sexual exploitation, preventing violent extremism, modern slavery)*	7
Victims / Vulnerable People *(including repeat victims)*	7
Reducing Reoffending	7
Mental Health	6
Road Safety	5
Community Confidence *(quality of life, community activities/ projects, agency collaboration)*	4

Other focus areas identified by districts/boroughs include: young people, early intervention, health & wellbeing, missing children, safer socialising, criminal damage, hate crime, preventing fires etc.

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Appendix B: MoRiLE Assessment (2016-17)

In 2016-17 the Kent Community Safety Team (KCST) facilitated a pilot with six district/borough community safety units in Kent to trial the use of the MoRiLE *(Management of Risk in Law Enforcement)* scoring matrix within the local strategic assessments. The aim of MoRiLE is to enable specific issues to be ranked based on threat, risk and harm and to help target resources at those which have the greatest impact on individuals and communities not just those with the greatest volume of incidents.

A national pilot is also in progress, which Kent is part of, to look at whether MoRiLE which was originally developed for use by law enforcement agencies can be adapted to the needs of multi-agency community safety partnerships (CSPs). The outcomes and learning from the Kent pilot will be fed back to the national pilot to help in the development of the scoring matrix to make it more user friendly for partners.

Many of the districts/boroughs involved in the Kent pilot have incorporated the methodology and outcomes within their strategic assessments to support the identification of local priorities. It should be noted that MoRiLE is not the only element used to identify priorities the assessment also takes into consideration resident's views, partner priorities, new legislation, emerging issues etc.

The Kent pilot looked at approximately 20 different elements of community safety from modern slavery to vehicle crime and whilst the resulting ranks for each specific issue varied across the county (depending on local needs) the following issues appeared in the top 5 priorities for at least one district:

Domestic Abuse, Child Sexual Exploitation (CSE), Modern Slavery, Mental Health, Preventing Violent Extremism (PREVENT), Substance Misuse, Gangs, Reoffending, Antisocial Behaviour, Road Safety, Organised Crime Groups (OCGs) and Hate Crime

Whilst the above are a diverse range of issues some categories could be grouped together, if appropriate, under broader headings or themes such as: Safeguarding, Serious & Organised Crime, Vulnerabilities, Community Resilience etc.

Appendix C: Horizon Scanning (2016-17)

Using PESTELO analysis members of the Kent Community Safety Partnership (KCSP) Working Group helped to identify existing and future issues that could impact on communities and may need to be considered as part of community safety plans.

Political:-
- Government to trigger Article 50 to initiate Brexit;
- Kent County Council and local council elections *(Maidstone, Medway & Tunbridge Wells)* in May 2017.

Economic:-
- Impact of Brexit on the economy;
- Public sector budget cuts;
- Commissioning of services and securing new funding sources.

Social / Demographic:-
Many issues identified relate to safeguarding and supporting the most vulnerable members of society including:
- domestic abuse;
- preventing violent extremism;
- child sexual exploitation;
- human trafficking/modern slavery;
- unaccompanied asylum seeking children and looked after children;
- organised crime groups;
- urbanised street gangs;
- psychoactive substances;
- mental health (including dementia);
- ageing population.

Technological:-
- Cyber-crime and cyber-enabled crime;
- Online safety.

Environmental (and Geographical):-
- New or potential developments i.e. Ebbsfleet, Paramount Studios, New Dartford Crossing, Op Stack Lorry Park;
- Extreme weather events, i.e. flooding.

Legislation:-
Recently enacted legislation has introduced a number of statutory duties and opportunities including:
- Offender Rehabilitation Act 2014;
- Counter-terrorism and Security Act 2015;
- Modern Slavery Act 2015;
- Serious Crime Act 2015;
- Psychoactive Substances Act 2016;
- The Cities and Local Government Devolution Act 2016;
- Policing and Crime Act 2017.

Organisational:-
- Public sector restructures and new ways of working;
- Increased collaboration between emergency services.

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Appendix D: Police & Crime Plan (2017-2020)

The Police Reform and Social Responsibility Act 2011 introduced directly elected Police and Crime Commissioners (PCCs) to replace Police Authorities in England and Wales. Under this legislation, the PCC is required to produce a Police and Crime Plan that sets out the vision and priorities for policing and community safety, as well as the objectives and ambitions that the Police will be held to account on. The legislation also includes a requirement for the responsible authorities making up the CSPs to have regard to the objectives set out in the Police and Crime Plan as well as a mutual duty to act in co-operation with each other in exercising their respective functions.

The following is an extract from the draft Police and Crime Plan entitled *'Safer in Kent: The Community Safety and Criminal Justice Plan April 2017 to March 2021'*

The guiding principles of the plan are:
- People suffering mental ill health need the right care from the right person
- Crime is important no matter where it takes place
- Vulnerable people must be protected from harm

The Chief Constable's priorities for the next four years are to:
1. Put victims first
2. Fight crime and antisocial behaviour
3. Tackle abuse, exploitation and violence
4. Combat organised crime and gangs
5. Provide visible neighbourhood policing and effective roads policing
6. Deliver an efficient service

The Police and Crime Commissioner will support the above by:
1. Holding the Chief Constable to account for the delivery of Kent Police's priorities
2. Supporting all victims of crime and abuse
3. Commissioning services that reduce pressure on policing due to mental health
4. Investing in schemes that make people safer and reduce re-offending
5. Making offenders pay for the harm that they have caused
6. Actively engaging with residents in Kent and Medway

The Police and Crime Plan priorities included in the diagram on p.12 of the Community Safety Agreement are a combination of the above objectives which CSPs have been asked to reflect within their local delivery plans.

Kent Fire & Rescue Service

Kent Police

In partnership with

Kent County Council
kent.gov.uk

NHS

Kent Surrey & Sussex Community Rehabilitation Company

PROBATION

ASHFORD BOROUGH COUNCIL

CANTERBURY CITY COUNCIL

DARTFORD BOROUGH COUNCIL

DOVER DISTRICT COUNCIL

Gravesham Borough Council

MAIDSTONE Borough Council

Sevenoaks DISTRICT COUNCIL

Folkestone Hythe & Romney Marsh Shepway District Council
www.shepway.gov.uk

Swale BOROUGH COUNCIL

thanet district council

TONBRIDGE & MALLING BOROUGH COUNCIL

Tunbridge Wells Borough Council

Kent Police & Crime Commissioner

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For Further information on this Community Safety Agreement please contact the Kent Community Safety Team (KCST):

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This document is available in other formats; please contact the KCST above by email or telephone.

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Memorandum of Understanding (2018-2020)

For

The Delivery of

'The Kent Community Safety Team'

Between

Kent Fire and Rescue Service

And

Kent County Council

And

Kent Police

Background and Introduction

1.1   In April 2013, a project to explore a new delivery model was initiated, in light of the significant financial challenges facing the three partners named in this agreement. There was a collective desire to transform our service delivery to achieve better outcomes for the people of Kent and support the delivery of the multi-agency Kent Community Safety Partnership (KCSP). Kent Fire and Rescue (KFRS), Kent Police (KP) and Kent County Council (KCC) officers therefore felt there was merit in the concept of closer collaboration and joint working on county-wide Community Safety matters.

1.2   The parties to this Memorandum of Understanding (MoU) have a strong history of collaboration and joint working, via the statutory Kent Community Safety Partnership (KCSP). They also have strong history of working with District Community Safety Units and District Community Safety Partnerships. This is all encapsulated in the 'Kent Community Safety Agreement' which sets out how partners work together to address the key community safety priorities for the County.

1.3   In early 2014, a Steering Group was formed to scope in more detail a co-located integrated team comprised of staff from Kent County Council, Kent Fire & Rescue Service and Kent Police. This would provide a new model for delivering statutory responsibilities on behalf of the three responsible authorities whilst retaining individual statutory accountability. It would also provide capacity to deliver partnership and business support for the Kent Community Safety Partnership. A number of various groups, including District Council Chief Executives, District Community Safety Managers, Medway Council, Probation Service, the Police and Crime Commissioner and Public Health England, were engaged in discussion about the formation of a Kent Community Safety Team (KCST).

1.4   In September 2015, the co-located joint Kent Community Safety Team (KCST) was established, made up of staff from each of the three organisations to operate as a county Community Safety Unit (CSU).

1.5   In 2017/18, the KCST was subject to an Internal Audit by Kent County Council's Audit Team. This Audit process judged the KCST as adequate with very good prospects for improvement in the future and made four recommendations for improvement. A management action plan which is overseen by the Senior Management Team is in place to implement all of the recommendations from the internal audit including a refresh of the Memorandum of Understanding.

1.6   This updated MOU contains details from the original agreement establishing the initial set up of the KCST (Phase 1), and following the above audit, now includes greater detail regarding the funding governance, reviews / oversight and future plans and arrangements for delivery of Phase 2 of the KCST.

2.   Definitions and interpretation

In this Service Level Agreement:

"The C&D Act"   Means the Crime and Disorder Act 1998 and associated relevant legislation and regulations;

"Statutory Responsible Authorities"   Means a person or body listed in Section 5 (1) of the C&D Act 1998 (amended by the Police and Justice Act 2006). These Bodies are defined as being the responsible authorities that have a statutory duty to work together to tackle crime, disorder, antisocial behaviour, environmental crime and reduce reoffending in the area.

"Kent Community Safety Partnership (KCSP)"   Means the County Strategy Group set up by the upper tier authority in the County as per the Crime and Disorder (Formulation and Implementation of Strategy) regulations.

"the Constituent Partners"   Means;
(a) Kent County Council; and
(b) Kent Fire and Rescue; and
(c) Kent Police

"Kent Community Safety Team (KCST)"   Means the collective, integrated team created under this agreement;

"KFRS"   Means Kent Fire and Rescue Service;

"KCC"   Means Kent County Council;

"KP"   Means Kent Police;

"KCST Senior Management Team (SMT)"   Means the group of senior officers from the constituent partners that oversee and govern the KCST;

"the CSA"   Means the Countywide Kent Community Safety Agreement.

"the agreement"   Means this Memorandum of Understanding (MoU).

"the audit"	Means the KCC Internal Audit into the KCST seeking "to provide reassurance that the integrated function's objectives and planned efficiencies/effectiveness had been achieved through coordinating community safety across the county."

3.   Term of the agreement

3.1   This agreement will be in force from the **1 January 2018** until the **31 March 2020**. This two year period will bring this agreement in line with the business planning cycle and strategic assessments process, enabling the KCST to play a significant role in the delivery of the CSA. The agreement will be reviewed in January 2019 and January 2020. The aim will be to replace this agreement with a new three year MOU from April 2020.

4.   Governance

4.1   The KCST Senior Management Team (SMT) will oversee the progress, performance, effectiveness and quality of the KCST at a strategic level on behalf of the constituent partners. It will meet at least every two months and must have representation from all three constituent partners for a quorum to be met *(see appendix a for SMT membership).* In the event of a member of SMT being unable to attend a meeting, a suitable deputy should be nominated to attend and will form part of the quorum for that meeting. The Senior Management Team will have authority to make decisions on all strategic and operational aspects of the joint team, including the direction and purpose of the KCST, the functions of the team, use of the pooled budget and related matters as long as they remain within the terms of this agreement.

4.2   The KCST will report progress to the Kent Community Safety Partnership (KCSP) and will continue to support the work of this statutory partnership as well as the KCSP Working Group. The KCSP or its Working Group may issue tasks to the KCST provided they are in line with the functions detailed in this agreement.

4.3   To provide democratic oversight and transparency of the KCST, constituent members of KCST SMT will provide regular updates to relevant committees.

(i) The Head of Public Protection and/or the Head of Community Safety at KCC will ensure that the relevant member portfolio holder for Community and Regulatory Services is regularly updated on progress and provides a report annually (or as required) to the KCC Environment and Transport Cabinet Committee.

(ii)The Assistant Director for Community Safety who represents KFRS will ensure a report on progress is provided to the Kent and Medway Fire and Rescue Authority.

(iii) The Detective Chief Superintendent and/or Chief Inpector who represents Kent Police will ensure that regular briefings are provided to senior officers so that the Police and Crime Commissioner is appropriately updated.

4.4   Members of the KCST including the Senior Management Team will support and participate in any audit or scrutiny of the KCST as required by one or more of the constituent partners. In accordance with 4.1, the KCST SMT will have the authority to agree and implement recommendations from the audit which impact on the strategic and operational aspects of the joint team. Fundamental changes to the KCST not within the remit of SMT will be referred as appropriate to the relevant signatories of this agreement for consideration.

5.   Vision for the KCST

5.1   "To have a fully functioning integrated multi-agency hub where a core team of staff delivers the statutory responsibilities of the County Strategy Group on behalf of the three constituent partners; and under the direction of a joint coordinator, 'project' teams can come together to deliver practical solutions to cross county issues and/or joint programmes of activity in support of the CSA."

6.   Functions Exercised by the KCST

Phase One

6.1   The co-located Kent Community Safety Team is made up of staff from each of the three organisation and staff remain under the management and control of their own organisation.

6.2   The focus of the KCST is to work with the statutory community safety partners to ensure the discharge of the appropriate duties and functions under the C&D Act and any associated legislation and guidance. Initially the team focused on joint working in the following areas:

- Support the completion of strategic assessments to enable and support the production of District community safety plans.

- Undertake an annual review of the current County Community Safety Agreement and produce a new agreement as appropriate.

- Manage, coordinate and provide administrative support to any domestic homicide reviews that may be required.

- Promote the work of the joint team amongst other county partners such as health and offender management.

- Improve service to the district CSPs and CSUs and provide a single point of contact for enquiries. This would include collation and sharing of best practice.

- Strategic co-ordination by developing a common approach to changes in procedures and legislation (e.g. the work on community triggers and Antisocial Behaviour – tools and powers).

- Supporting the work of the Kent Community Safety Partnership (KCSP) and the multi-agency sub group.

6.3   The constituent partners must ensure they maintain the ability to provide senior level representation to support the work of the KCSP and KCST.

Phase Two – (commencing post April 2018)

6.4   The KCST will continue to deliver the statutory duties and functions outlined above in Phase One. However, in addition and as part of the continued development of the team, the role and responsibilities of the multi-agency team will be expanded to include the delivery of agreed projects that support the achievement of the outcomes outlined within the CSA and the three constituent partners. This phase will provide the team with an agile and flexible delivery arm that is able to come together when necessary to deliver bespoke, agreed programmes of activity.

6.5   In order to facilitate and support the above, Phase Two will consist of:

- Development of the current office accommodation to allow for additional capacity to enable a 'hot desking' facility for discrete teams to come together on agreed programmes of activity.

- The recruitment of a KCST Coordinator who be responsible for the development and delivery of the KCST Business Plan which will include discrete projects/programmes of activity that will support the CSA. This post will also be responsible for the line management of the KCST analyst and Administration post.

- The recruitment of a KCST Analyst who will be responsible for ensuring a robust intelligence-led approach to project delivery as well as providing analytical support to the performance monitoring of the CSA and strategic assessments process.

6.6   In addition, all constituent partners must recognise that additional staff from their own organisations and/or partner organisations may be needed to deliver specific identified projects

7.   KCST Membership (see appendix A & B)

7.1   The KCST consists of personnel from the constituent partners (Appendix A). Under the terms of this agreement, the constituent partners will provide an agreed level of personnel as set out in the table and structure chart to fulfil the relevant roles in the KCST.

7.2 The KCST will be organised in a manner that promotes multi agency integration; as such, each constituent partner will supply a member of staff to fulfil a management role within the team. The outline organisational structure for the KCST is shown in Appendix B.

7.3 As part of Phase 2, the KCST will be supported by a core group of personnel jointly funded by the constituent partners (see section 8), including an administration officer, coordinator and analyst.

7.4 It remains the responsibility of the individual constituent partners to ensure that the personnel they provide to the KCST have sufficient capacity, competence and experience to fulfil their role within the KCST.

7.5 It is recognised that other partners, not currently incorporated formally in this agreement will interact with the KCST. It is the responsibility of the KCST to actively encourage this interaction and integration. As such additional capacity will be provided within the KCST for other partners or cooperating bodies to work more closely with the KCST under the authority of the KCST Coordinator. If any additional partners wish to formalise this joint working through a service level agreement and supply of personnel into the KCST, then an appropriate business case must be submitted to the KCST SMT for consideration.

8. **Finance**

8.1 The constituent partners will provide funds that represent a single pooled budget to support the KCST. This budget will be hosted by Kent Fire and Rescue Service but each constituent partner reserves the right to withdraw their portion of any remaining funds from this budget in line with Section 11 of this agreement. SMT will review the budget at each meeting.

8.2 The constituent partners will commit to contributing a minimum sum of £16,000 per financial year to the KCST pooled budget to support Phase 2 and ongoing project work. It is intended that the pooled fund will be rolled forward at the end of each financial year.

8.3 Other than the core group of personnel that provide joint support to the KCST (see below), staff costs will remain the responsibility of each constituent partner.

8.4   Following the trial period in Phase 1, administrative support for the KCST has been recruited on a permanent contract and is already jointly funded by the constituent partners. This post is hosted by KCC and the role is provided some additional support in the form of learning and development from the KCC Public Protection Business Support Team. To simplify the funding for 2018/19 onwards, the funding for this post from 2018/19 will come from the pooled budget, with each constituent partner contributing the above minimum sum which will cover all the relevant costs including the KCST administration post.

8.5   The pooled budget will also used to fund the changes required as part of Phase 2 including:

- Recruitment of a KCST Coordinator hosted by KFRS on a fixed term contract for a period of two years (the duration of the MOU);
- Recruitment of a KCST analyst on a fixed term contract for 18 months and;
- Changes to the office accommodation to allow for additional 'hot desking' facilities.

8.6   The table below outlines the financial commitment from each constituent partner and the allocated spend from the pooled budget which will ensure the effectiveness of the KCST through the ongoing support for the multi-agency team and the Phase 2 development.

Purpose	Commitment
KCST pooled budget	£10,000 for 2017/18 and then £16,000 per annum contribution **to the pooled budget** per constituent partner. The £16,000 contribution from 2018/19 includes all costs.
KCST Administration Officer	£24,000 per annum **from the pooled budget** to fund this role for two years.
KCST Coordinator	£45,000 paid per annum **from the pooled budget** to fund this role for two years.
KCST Analytical Support	£35,000 paid per annum **from the pooled budget** to fund this role for 18 months.
Phase 2 office changes	Funding **from the pooled budget** to pay for increased 'hot desking' capacity within the office.

9.   **Accommodation and Facilities**

9.1   KFRS will provide the accommodation for the KCST at Kent Fire and Rescue Service Stores Building, Loose Road, Maidstone, Kent ME15 9XB.

9.2   This accommodation will remain the sole responsibility of KFRS for the period of this agreement and will reserve the rights to these premises.

9.3   All KCST personnel will be provided access to the premises as appropriate to fulfil their duties; this will include access at all times of the day.

9.4   KCST personnel will be permitted to use the same facilities as KFRS employees working at the premises; this includes provision to park private cars used for commuting, welfare (including gymnasium) and food preparation facilities.

9.5   All KCST personnel will need to comply at all times with the KFRS rules, policies and procedures. All KFRS Service Orders are published on the KFRS intranet.

9.6   The team members are required to work within and co-operate with KFRS's health and safety policies, procedures and codes of practice as amended from time to time. These will be made available to all team members. However staff will remain the responsibility of their host agencies and as such, will need to comply with the own health and safety procedures as well as their own codes of practice.

9.7   KCST members will be provided with KFRS photographic identification cards to enable them to access and use the premises.

10.   Equipment

10.1   All KCST personnel will be provided by KFRS Service with a suitable workstation, incorporating a desk, chair, drawers, telephone, computer terminal with access to the KFRS information systems as appropriate and an associated keyboard and mouse.

10.2   KFRS will also supply wireless access to the internet for constituent partners to access their own information systems.

10.3   Changes to the office accommodation as a result of Phase 2, such as the installation of additional 'hot desking' facilities including information technology hardware and other related materials will be agreed in advance by KCST SMT and funded from the pooled budget.

10.4   Any additional equipment required by the KCST will be provided by and at the cost of the constituent partner, as appropriate, and where necessary, agreed with KFRS as the owners of the site. This will include any additional storage capacity and information technology hardware and/or software.

11.   Changes to the agreement

11.1   The agreement will be reviewed twice over the two year period of its term; in January 2019 and January 2020. A constituent partner may request changes to the agreement within this time by request to the KCST SMT for consideration. Should all the consitituent partners agree with the proposed changes, the agreement will be amended at the next scheduled review point.

12. Withdrawal from the agreement

12.1 A constituent partner may cease to participate in the KCST by resolution to that effect being sent to each of the SMT members, and communicated in writing to the Kent Community Safety Partnership chairperson. A minimum of six months' notice must be given before withdrawal can take place.

12.2 A withdrawal from the KCST by a constituent partner will result in the dissolution of this agreement and the transfer of the relevant functions and duties of the KCST back to the individual constituent partner.

13. KCST performance monitoring and evaluation

13.1 The KCST Coordinator is responsible for reporting performance and evaluating the impact of the team to the KCST SMT every two months during this agreement, and it is the responsibility of the KCST SMT to assess this performance against KCST responsibilities as detailed in the KCST business plan.

13.2 In addition, the KCST Coordinator will submit a formal report on the review of the KCST to the KCST SMT by the 1 March 2019.

14. Information Sharing & Data Protection

14.1 The KCST has established a Standard Operating Procedure (SOP) for information sharing arrangements made under the relevant Kent & Medway Information Sharing Agreement. The SOP has been agreed by all constituent partners named in this agreement. All constituent partners will adhere to the requirements of the SOP. The review period for the document is stated in the SOP and the procedure and timetable agreed separately.

14.2 Officers will be accountable to their own organisations regarding information governance and data protection whilst respecting partners needs for confidentiality of sensitive information.

15. SLA Exclusions

15.1 KCST personnel will not take responsibility for coordination or task and finish groups at a local CSP level, this remains the responsibility of the individual constituent partners or responsible authority members on area.

Signatories

Kent County Council:	
Kent Fire and Rescue Service:	
Signature:	Name:
Date:	Designation:

Appendix A – KCST Membership

Phase 1 - Membership of the KCST co-located personnel:

Senior Management Team	Assistant Director (KFRS) Superintendent (Kent Police) Group Head of Public Protection (KCC)
Kent Fire and Rescue	1 Senior Partnership Manager 3 Partnership Managers
Kent County Council	1 Community Safety Team Leader 2 Community Safety Officers 2 Assistant Community Safety Officers 1 Admin Officer *(jointly funded)* ----------------------------------- 1 Business Support Co-ordinator (Kent Community Warden Service)
Kent Police	1 Partnership Inspector 1 Partnership Sergeant 1 Civilian Officer

Phase 2 - Proposed membership of the KCST co-located personnel:

Senior Management Team	Assistant Director (KFRS) Chief Inspector (Kent Police) Head of Community Safety (KCC)
Kent Fire and Rescue	1 Senior Partnership Manager 1 Partnership Manager 1 Watch Manager 1 KCST Coordinator *(jointly funded)*
Kent County Council	1 Team Leader 2 Community Safety Officers 2 Assistant Community Safety Officers 1 Admin Officer *(jointly funded)* 1 KCST Analyst *(jointly funded)* ----------------------------------- 1 Business Support Co-ordinator (Kent Community Warden Service) 1 Admin Apprentice for KCWS
Kent Police	1 Partnership Inspector 1 Partnership Sergeant ----------------------------------- 1 Substance misuse and licensing specialist (hot desking)

Appendix B:
Phase 1 – KCST Structure Chart

Senior Management Team

Assistant Director (KFRS)
Superintendent (Kent Police)
Group Head of Public Protection (KCC)

KCST Administration
Support Officer

Kent Fire and Rescue Service

Senior Partnership Manager

- Partnership Manager
- Partnership Manager
- Partnership Manager

Kent Police

Inspector

- Sergeant
- Civilian Officer

KCC Community Safety

Community Safety
Team Leader

- Community Safety Officer
- Community Safety Officer
- Assistant Community Safety Officer
- Assistant Community Safety Officer

KCC Community Safety
Kent Community
Warden Service (KCWS)

- Business Coordinator

Appendix B:
Phase 2 – Proposed KCST
Structure Chart

Senior Management Team
Assistant Director (KFRS)
Chief Inspector (Kent Police)
Head of Community Safety (KCC)

KCST Administration Support Officer

KCST Coordinator

KCST Analyst

Kent Fire and Rescue Service
Senior Partnership Manager

- Partnership Manager
- Watch Manager

Kent Police
Inspector

- Sergeant
- Substance Misuse & Licensing Specialist

KCC Community Safety
Community Safety Team Leader

- Community Safety Officer
- Community Safety Officer
- Assistant Community Safety Officer
- Assistant Community Safety Officer

KCC Community Safety Kent Community Warden Service (KCWS)

- Business Coordinator
- KCWS Admin Apprentice

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From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Roger Wilkin, Director of Highways, Transportation & Waste

To: Environment & Transport Cabinet Committee- 20 March 2018

Subject: Litter Strategy Approach and Joint Working with Kent Resource Partnership

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary:

The Litter Strategy for England was released in April 2017.

The strategy is primarily the responsibility of the waste collection authorities as they have the direct responsibility for the collection of litter on both streets and highways. KCC waste management have a responsibility to dispose of the waste once it is collected.

Kent County Council (KCC) is actively engaged in the Kent Resource Partnership (KRP) who bring together both KCC and all Districts to form a joined-up approach to litter issues in Kent. As part of this collaboration we engage in the Keep Britain Tidy campaign the "Great British Spring Clean". This consists of litter picking events that are carried out through the month of March.

The KRP works in collaboration with both KCC Highways and Highways England and through that arrangement, where possible, work scheduled on the high speed road network is coordinated so that districts can litter pick when road closures are in place

Recommendation: It is recommended that the Cabinet Committee endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste for Highways, Transportation and Waste's continued work with the KRP to ensure that a joined-up approach to litter continues in Kent.

1. Introduction

1.1 This report gives a brief outline of the work that is being carried out in relation to the delivery of the Litter Strategy.

1.2 Litter in the public realm continues to be a problem across the country and this includes litter on the highway. As well as being unsightly and marring the appearance of the county, there is also a high cost to collect and dispose of this waste. The responsibility for waste collection and street cleansing lies with the District/Borough councils whilst KCC is the disposal authority.

2. Financial implications

2.1 The cost of litter collection and disposal is increasing across the county. A budget of £150K has been allocated to enable this campaign to be delivered.

3. Kent Resource Partnership (KRP)

3.1 The Kent Resource Partnership is a partnership between the district councils and KCC which as a group looks at ways to improve waste management in Kent. The KRP Street Scene Project Group (a sub-group of KRP) has been set up for a number of years and its membership includes all 13 Kent councils and Highways England. The group has discussed joint working initiatives on issues such as littering on the highway, fly tipping, fly posting, grass cutting, weed spraying, overgrown vegetation, graffiti removal etc. Prior to this KCC had been a part of the Clean Kent initiative. Involvement in the Project Group has provided the opportunity for Highway Operations and Waste to explore areas for joint working with the district councils and Highways England. The Street Scene Project Group meets regularly to discuss the approach to this issue and is currently working on a year's plan of activities to ensure that low cost engagement, such as social media, targets residents with consistent messaging.

  a) **Project updates**

3.2 **KRP Crime Practitioners Group:** the KRP along with KCC have introduced the 'Crime Practitioners Group' to allow for local authority enforcement teams and Kent Police to work together tackle cross border cases using intelligence collated by the new Intelligence Officer that has been funded by the KRP for a two-year period.

The project has proved useful to all local authorities so far and the expectation is that this will improve further as more intelligence becomes available.

3.3 **KCC High Speed Roads:** the KCC high speed road programme is regularly promoted to Kent district councils via the KRP and several of them are fully engaged in this project to utilise any road closures to facilitate the collection of litter. A similar project is also in place with Highways England and local authorities. This approach also optimises the verge maintenance programme to ensure that litter is cleared before the maintenance takes place.

3.4 **KRP Street Scene:** is a collaborative approach to communications and currently a 'year plan' is being jointly collated to ensure that communications are joined up across all agencies. Shared documents are in place such as the 'Waste Guidance' and 'Business Guidance'.

3.5 **Great British Spring Clean:** Last year the joint working between KCC and the district councils proved very effective and the response from members of the public was very positive. This year KCC Highways will focus mainly on sign cleaning, shrub bed maintenance and white lining. The Waste team will also be taking part in this initiative and will be liaising closely with districts and parish councils to promote local events, supply litter picking kits where possible and encourage members of the public to 'get involved' in litter picking activities. Plans are well underway to deliver the Spring Clean across the county. Due to the snow during the week of 26th February, the scheduled works for the 2nd – 4th March has been rescheduled and the programme has been extended until the 25th March. Appendix A details some of the work scheduled by KCC to date and District councils will also have schedules of work.

3.7 **Communications** – a social media campaign around the Spring Clean has been developed. To maximise Kent's engagement with the Keep Britain Tidy's national campaign, the hashtags that will be used are **#GBSpringClean** and **#KeepKentClean**. All partners will be using their own communications teams to schedule in tweets/messages via their social media outlets. KCC Communication team will also engage in this activity and will upload pictures of local activities to reflect the positive activities taking place in Kent. Additionally, the variable message signs on Kent's roads will feature anti-littering messages.

b) **Future activity**

There is a range of activity planned for the future, including:

a) **Litter**
- Joint logo to be utilised by all local authorities to ensure that recognition for Kent activities is realised
- Joint behaviour change activities to enhance projects
- Carry out the 'year plan' and monitor successes
- Identify joint initiatives that can realise behaviour changes

- Ensure all engagement is cohesive with the message that litter is unacceptable
- Common themes to be identified
- Data to be utilised to monitor successes
- Monitoring of Highways England litter trials at service stations including the use of large aperture bins

b) **Crime Practitioners;**
- Continue to be ambassadors of the 'Right Waste, Right Place' National Campaign and ensure that all practices are appropriate
- Monitoring the use of fixed penalties for fly tipping up to £400 by local authorities.
- Engagement with DEFRA
- Cross border engagement

c) **Street scene;**
- Joint behavioural change initiatives to be identified by group for inclusion in the 'year plan' and actioned as agreed as a group
- October clean up activity be used as the launch for the joint logo
- Review the outcome of the Wastebusters pilot relating to children's education

d) **Monitoring;**
- utilise the data function to establish if the initiatives that are identified are effective
- Engage with cross border local authorities to utilise lessons learnt in relation to enforcement and intelligence sharing
- Continue to utilise data to reduce contamination

4. Member and Parish involvement

4.1 During the 2017 Spring Clean many parishes got involved by arranging litter picking and other clean up activity in their area. This was very successful and local communities were able to get involved. Some Members used their Community Members Grant to fund clean-up work in their area. It is expected that similar Member and parish involvement will be a feature of this year's programme and Highways District Managers will work with parishes and Members to ensure full participation is possible.

5. Conclusion
5.1 The aim of all KRP members is to achieve a substantial reduction in litter and littering within a generation as per the Litter Strategy

5.2   The joint working that has resulted has been beneficial for the residents of Kent and people who visit the county.

5.3   Going forward HTW will continue to work with KRP and district colleagues to share expertise, benefit from economies of scale and help shape the actions that will be taken in the coming year(s).

6. Recommendations

6.1   It is recommended that the Cabinet Committee endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste for Highways, Transportation and Waste's continued work with the KRP to ensure that a joined-up approach continues in Kent.

7. Appendices:

- Appendix A: Anti-Litter Activities table

8. Contact details

Highways:
Name: Carol Valentine
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Head of Service:
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Waste Management:
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Title: Waste Business Partnership Manager
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Appendix A

Council/ Partner	Anti-Litter Activities	Lead Officer
Kent CC	- Effective Social Media Support - VMS Signage: Working with Highways England- messaging across Kent to promote GBSC & celebrate successes - Waste Management have engaged with KALC and expressed an interest to work closely with them in relation to the GBSC campaign - Waste Management will supply KALC with information for the Parish Council's that will encourage the formation of litter picking groups. They will be encouraged to liaise with the District/Borough Council in advance to ensure that the waste is collected efficiently and safely - Link any activity to a short guide and the Waste Guidance document that KCC produced last year to ensure that guidance is available throughout - Providing KALC with a newsletter item to encourage litter picking and the use of electronic signatures to promote the campaign - Waste Management will be volunteering and carrying out a litter pick - Link activities with Highways England and Aone+ Display Material: - GBSC banner to be displayed at Sessions House to encourage litter picks to be co-ordinated - Corex boards to be displayed at our Household Waste Recycling Centres (HWRC's) to encourage litter picks and safe disposal of waste - Library posters to be displayed at all Kent libraries to encourage visitors to carry out a litter pick - Internal notice boards to encourage staff to get involved too	Nichola Hood

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Mike Hill, Cabinet Member for Community and Regulatory Services

Barbara Cooper, Corporate Director of Growth of Environment & Transport

To: Environment and Transport Cabinet Committee – 20 March 2018

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 and Transport Cabinet Committee, in addition to two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team. The paper also explains the management process for reviewing 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 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 (CRR0003 – access to resources to aid economic growth and enabling infrastructure; and CRR0004 – contingencies and resilience) are of relevance to this Committee and are presented for comment in Appendix 1. CRR0003 – 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 six directorate risks featured on the Growth, Environment & Transport directorate risk register (appendix 2), two of which are rated as 'High'. (GT0020- Identification, planning and delivery of Medium Term Financial Plan targets and GT 0021 - Internal supply chain not offering 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 2017, the previously recorded finance risk has been split in two, reflecting differing factors and risk levels associated with delivery of in-year budget targets versus identification, planning and delivery of medium-term savings and income. The previous risk relating to partner organisations / contractors not offering the required level of service has been narrowed to focus on the internal supply chain. One risk has been taken off the directorate register relating to loss of ICT systems, with the risk now being held at divisional level as appropriate.

4.3 Mitigations for risks are developed and implemented on a regular basis as required. For example, in relation to GT0001 Health and Safety considerations, conflict resolution training has been organised, completed and evaluated for library staff and the service's lone working policy is being reviewed. There are also regular exercises throughout the year to test services' preparedness for and response to severe weather incidents (GT0003), and there is a GET directorate Organisation Development Group developing a forward-looking workforce strategy to identify skills needed for the medium to long term, with an action plan to follow that aims to mitigate the potential skills shortages and capacity issues in applying for funding and managing contracts and projects.

4.4 The Libraries, Registration & Archives service has conducted a comprehensive review of risks and opportunities to achievement of service objectives, including piloting a structured approach to management of opportunities, with the potential for this approach to be rolled out more widely across the Authority.

4.5 Inclusion of risks on a 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 risks outlined in appendices 1 and 2.

6. Background Documents

6.1 KCC Risk Management Policy on KNet intranet site.

7. Contact details

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Relevant Corporate Director:
- Barbara Cooper, Corporate Director, Growth, Environment and Transport
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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 2017
CRR 0003	Access to resources to aid economic growth and enabling infrastructure	16 (High)	12 (Medium)	⇔
CRR 0004	Civil Contingencies and Resilience	12 (Medium)	8 (Medium)	⇔

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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				
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

GET Led Corporate Risks

Risk Register - Corporate Risk Register

Current Risk Level Summary	Green	0	Amber	1	Red	1	Total	2
Current Risk Level Changes								

Risk Title and Cause		Risk Ref	*CRR0003*	Owner	Last Review date	Next Review Date

Access to resources to aid economic growth and enabling infrastructure

The Council seeks access to resources to develop the enabling infrastructure for economic growth, regeneration and health.
However, in parts of Kent, there is a significant gap between the costs of the infrastructure required to support growth and the Council's ability to secure sufficient funds through s106 contributions, Community Infrastructure Levy and other growth levers to pay for it. At the same time, Government funding for infrastructure is limited and competitive and increasingly linked with the delivery of housing and employment outputs.
It is currently unknown what, if any, sources of funding there may be to replace EU funding streams in the longer term.

Owner: Barbara Cooper — Last Review date: 20/12/2017 — Next Review Date: 20/03/2018

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Days Overdue	Target Risk Level
Inability to secure sufficient contributions from development to support growth. Funders do not recognise Kent priorities for investment. Lack of resources to continuously shape and determine bids.	Key opportunities for growth missed. 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. Kent becomes a less attractive location for inward investment and business. Our ability to deliver an enabling infrastructure becomes constrained. Reputational risk.	**High** 16 Serious (4) Likely (4)		• Engage with stakeholders to draw up an agreed Enterprise & Productivity Strategy 2018-2050	David Smith	A -Accepted	30/04/2018		**Medium** 12
				• Growth & Infrastructure Framework – interim refresh being conducted including reviewing key actions arising from the framework	Tom Marchant	A -Accepted	31/03/2018		
				• Contribute to refresh of Strategic Economic Plan	Barbara Cooper	A -Accepted	30/03/2018		
				• 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.	Dave Hughes	Control			
				• Dedicated team in Economic Development in place, working with other KCC directorates, to lead on major sites across Kent.	David Smith	Control			
				• Coordinated approach in place between Development Investment Team and service directorates	David Smith	Control			

• Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith	Control			
• Continued co-ordinated dialogue with developers, Districts and KCC service directorates	Nigel Smith	Control			
• Local Transport Plan 4 produced and approved by County Council	Tom Marchant	Control			
• KCC is actively engaged in preparation of local plans across Kent and Medway, responding to all consultations.	Tom Marchant	Control			
• 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.	Katie Stewart / David Smith	Control			
• Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth.	Katie Stewart	Control			
• Infrastructure Funding Group established and receives regular performance reports, potential issues for resolution and highlights funding gaps etc.	Barbara Cooper	Control			
• Organisational Development plan is targeting gaps in resources to support bids	GET Directorate Management Team	Control			

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Risk Register - Corporate Risk Register

Risk Title and Cause		Risk Ref	CRR0004	Owner	Last Review date	Next Review Date
Contingencies and Resilience				Barbara Cooper	20/12/2017	20/03/2018

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).
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.
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' (see risk CRR 0014).

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Days Overdue	Target Risk Level
Failure to deliver suitable planning measures, respond to and manage these events when they occur. Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities. Lack of resilience in the supply chain hampers effective response to incidents.	Potential increased harm or loss of life if response is not effective. Serious threat to delivery of critical services. Increased financial cost in terms of damage control and insurance costs. Adverse effect on local businesses and the Kent economy. Possible public unrest and significant reputational damage. Legal actions and intervention for failure to fulfil KCC's obligations under the Civil Contingencies Act or other associated legislation.	Medium 12 Serious (4) Possible (3)		• Implementation of a more formalised team structure across the council for emergency planning, ensuring it is embedded as part of the corporate responsibilities of managers.	Amanda Beer	A -Accepted	31/03/2018		Medium 8
				• Contribute to the Kent Resilience Forum Local Authorities Emergency Planning group's updating of mutual aid arrangements with District Councils, other councils across the region.	Fiona Gaffney	A -Accepted	31/03/2018		
				• Exercise the procedures for a move in national threat level	Katie Stewart	A -Accepted	30/04/2018		
				• Respond to any issues arising from upcoming audit of KCC Business Continuity arrangements	Corporate Management Team	A -Accepted	31/07/2018		
				• 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	Anu Singh	Control			
				• Management of financial impact to include Bellwin scheme	Cath Head	Control			
				• Local multi-agency flood response plans in place for each district/borough in Kent, in addition to overarching flood response plan for Kent	Tom Marchant	Control			
				• Fire Safety Guidance provided by KCC reviewed and updated	Flavio Walker	Control			

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					• Senior Management on-call rota devised and agreed	Katie Stewart	Control			
					• KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level.	Katie Stewart	Control			
					• Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan.	Katie Stewart	Control			
					• New Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3rd parties.	Katie Stewart	Control			
					• New approach to Business Continuity Governance arrangements to enable increased focus on directorate Issues implemented	Katie Stewart	Control			
					• Multi-agency recovery structures are in place at the strategic and tactical levels and working effectively	Katie Stewart	Control			
					• Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners (e.g. Exercise 'Loki@ and Exercise 'Surge').	Katie Stewart	Control			
					• On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements.	Michael Lloyd	Control			
					• ICT resilience improvements are embedded as part of the ICT Transformation Programme.	Michael Lloyd	Control			

				• Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather.	Mike Overbeke	Control		
				• Kent Resilience team in place bringing together personnel from KCC, Kent Police and Kent Fire & Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke	Control		
				• Winter Resilience Planning Group and action plan in place	Mike Overbeke	Control		
				• 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	Control		
				• Implementation of Kent's Climate Adaption Action Plan	Carolyn McKenzie	Control		
				• 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.	Andrew Scott-Clark	Control		
				• 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.	Andrew Scott-Clark	Control		

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APPENDIX 2

GROWTH, ENVIRONMENT AND TRANSPORT DIRECTORATE RISK REGISTER
MARCH 2018

Summary Risk Profile

Low = 1-6	Medium = 8-15	High =16-25

Risk No.*	Risk Title	Current Risk Rating	Change since Spring 2017	Target Risk Rating
GT 0001	Health & Safety considerations	10 (Medium)	⇔	10 (Medium)
GT 0003	Directorate response and resilience to severe weather incidents	12 (Medium)	⇔	6 (Low)
GT 0004	Skills shortage and capacity issues to apply for funding and manage contracts and projects	9 (Medium)	⇔	6 (Low)
GT 0019	Delivery of in-year budget targets.	12 (Medium)	⇔	4 (Low)
GT 0020	Identification, planning and delivery of Medium Term Financial Plan targets.	16 (High)	New Risk	4 (Low)
GT 0021	Internal supply chain not offering required level of service.	16 (High)	Amended from broader risk	9 (Medium)
CLOSED	Loss of ICT systems	Risk moved to relevant divisional registers		

*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					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Full Risk Register

Risk Register - Growth, Environment and Transport

Current Risk Level Summary

Current Risk Level Changes

Green	0	Amber	4	Red	2	Total	6
				1	4 ↗	1	4 ↗

0	0	0	0	0
0	0	0	2	0
0	0	1	2	0
0	0	0	0	1
0	0	0	0	0

Risk Title and Cause		Risk Ref	GT0001	Owner	Last Review date	Next Review Date
Health and Safety considerations				GET Directorate Management Team	08/02/2018	08/05/2018

Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake.

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Days Overdue	Target Risk Level
There is a risk of death, or serious injury to the public, KCC staff or contractors, where KCC fails to take all reasonable steps to prevent such an incident.	Distress to families concerned, possible legal action against the authority and reputational damage.	Medium 10 Major (5) Unlikely (2)		• Ensuring recommendations of the independent Health and Safety review are monitored and improved as required	Roger Wilkin	Control			Medium 10
				• GET Health and Safety group reports regularly to Directorate Management Team	Roger Wilkin	Control			
				• Health & Safety Audit on Waste Management now completed and we received a good / substantial level of improvement.	Roger Wilkin	Control			
				• Maintain sound Health and Safety systems at waste sites including reviewing accidents and near-misses.	Roger Wilkin	Control			
				• Conflict resolution training completed and evaluated.	Barbara Bragg	Control			
				• Library staff have taken personal safety e-learning module	Barbara Bragg	Control			
				• Review conducted of Fire Wardens and First Aiders. Gaps identified and contractor has organised training and updating of lists for HQ buildings.	Mark Duggan GEN2	Control			
				• Libraries Registration and Archive Lone Working Policy is being reviewed	James Pearson	Accepted			
				• Regular reporting of accident data and H&S updates to Senior managers.	GET Directorate Management Team	Control			
				• Regular risk assessments of all Directorate sites and testing for hazards	GET Directorate Management Team	Control			

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				• Staff to follow Health and Safety legislation and guidance	GET Directorate Management Team	Control			

Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause					Risk Ref	**GT0003**	Owner	Last Review date	Next Review Date
Directorate Response and Resilience to Severe Weather incidents							GET Directorate Management Team	08/02/2018	08/05/2018
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.									

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action		Target Date	Days Overdue	Target Risk Level
Failure by key services in GET to deliver suitable planning measures, respond to and manage these events when they occur.	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.	Medium 12 Serious (4) Possible (3)		• 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	A -Accepted	31/05/2018		Low 6
				• 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	A -Accepted	31/03/2018		
				• Review, update and circulate the Kent Resilience Forum Evacuation and Shelter Plan to reflect learning from Exercise Surge	Katie Stewart	A -Accepted	01/04/2018		
				• The Kent Resilience Forum are working on a range of e-learning products, which will include welfare centre documentation training	Fiona Gaffney	A -Accepted	31/03/2018		
				• Severe Weather Impacts Monitoring System now in use to support the Authority with its response to extreme events	Carolyn McKenzie	Control			
				• Business Continuity Plans are kept under constant review	GET Directorate Management Team	Control			
				• Local Flood Risk Strategy delivered and Flood Risk Management Plan in place	Tony Harwood	Control			
				• Post Winter plan completed	Andrew Loosemore	Control			
				• Kent Resilience Forum Severe Weather Advisory Group established to convene in the event of a severe weather incident.	Tony Harwood	Control			

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				• Priority salting routes agreed and published and plan to ensure salt bins are provided and filled	Andrew Loosemore	Control	
				• Recommendations from the Winter Flooding Plan are being delivered.	Sarah Anderson	Control	
				• Training is available and being rolled out at strategic, tactical and operational level	Tony Harwood	Control	
				• Carry out a lessons learnt review after each winter	Andrew Loosemore	Control	
				• Contractual issues have been raised with Agilysis commissioners regarding Out of Hours response in severe weather incidents.	GET Directorate Management Team	Control	
				• Senior Management on-call rota devised and now in place	Katie Stewart	Control	
				• Support gained from the local community who undertake snow ploughing	Andrew Loosemore	Control	
				• Local Emergency Plans agreed and published with districts/borough councils.	Andrew Loosemore	Control	
				• Exercises regularly conducted to test different elements of emergency and business continuity arrangements with partners (e.g. Exercise Surge).	Tony Harwood	Control	
				• Cross Directorate Resilience Group briefed on the SWIMS system	Katie Stewart	Control	
				• 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, has been completed.	Katie Stewart	Control	
				• Kent Resilience Team have updated welfare centre training and have delivered specific documentation training to those who took part in Exercise Surge where the learning need was identified.	Fiona Gaffney	Control	

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Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause				Risk Ref	GT0004	Owner	Last Review date	Next Review Date
Skills shortage and capacity issues to apply for funding and manage contracts and projects 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.						GET Directorate Management Team	08/02/2018	08/05/2018

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Days Overdue	Target Risk Level
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.	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.	Medium 9 Significant (3) Possible (3)		• GET Organisation Devt Group are developing a forward-looking workforce strategy for GET, currently out to consultation, which will identify skills needed for the next 5-10 years, from which an action plan can be drawn.	Katie Stewart	A -Accepted	31/03/2018		Low 6
				• Relevant KCC staff are helped to access external funding programmes including form completion and bid writing.	David Smith	Control			
				• Local Growth Fund Project and Steering Group established	Lee Burchill	Control			
				• Highways contractor has funded Microsoft Project training for its managers to improve their skills base.	Roger Wilkin	Control			
				• Workforce Planning exercise conducted with Highways, Transportation & Waste Division to identify gaps in relation to critical roles and recommendations for action and next steps	Roger Wilkin	Control			
				• Workforce planning now takes place across EPE division at different times in order that services plan ahead for retirements and identify experience opportunities to bring in new talent.	Katie Stewart	Control			
				• EPE are leading a continual transformation programme that will respond to issues raised in workforce planning	Katie Stewart	Control			
				• Growth, Environment & Transport Change Portfolio Board established to monitor risks and key issues	Barbara Cooper	Control			

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Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause				Risk Ref	GT0019	Owner	Last Review date	Next Review Date
Delivery of in-year budget targets. Financial challenges facing services across the directorate, which are becoming harder to mitigate year-on-year. For example a number of services rely on significant external funding, grants and partner contributions. Demand for some services can also fluctuate. In addition, approval of funding for capital projects is often given in stages meaning that the directorate is working 'at risk' should these projects not ultimately proceed.						GET Directorate Management Team	08/02/2018	08/05/2018

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level
There is a risk that budget targets are not met, including the risk of greater than planned for reductions or cessation of external funding and grants or reduced funding. Risk of costs from any aborted capital projects being charged back to the directorate creating additional in-year pressures.	Insufficient budget to maintain service standards. Reputational damage. An over-spend could impact on other parts of the Authority and / or mean additional savings required in future years.	Medium 12 Serious (4) Possible (3)		• External funding team in place to support KCC officers (including those in GET directorate) in identifying and accessing external funding in line with strategic outcomes	David Smith	Control		Low 4
				• Collaborative Planning (CP) is used for financial monitoring within services. Directorate Management Team (DMT) receives monthly financial monitoring updates	GET Directorate Management Team	Control		
				• Full participation in KCC Medium Term Financial Plan and financial monitoring processes	GET Directorate Management Team	Control		
				• GET Portfolio Board established to oversee delivery of change across the directorate	GET Directorate Management Team	Control		
				• Regular monitoring of income and fees through the budget process	GET Directorate Management Team	Control		
				• Regular review of amber and red rated savings according to KCC BRAG system	GET Directorate Management Team	Control		
				• Management teams across the directorate work to resist in-year pressures.	GET Directorate Management Team	Control		

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Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause				Risk Ref	GT0020	Owner	Last Review date	Next Review Date
Identification, planning and delivery of Medium Term Financial Plan targets. Financial challenges facing services across the directorate with a reduced ability to mitigate year-on-year. E.g. there is a significant capital programme for the directorate to support. For example a number of services rely on significant external funding, grants and partner contributions. Demand for some services can also fluctuate.						GET Directorate Management Team	08/02/2018	08/05/2018

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Days Overdue	Target Risk Level
There is a risk that Medium Term Financial Plan (MTFP) budget targets are not met, including the risk of greater than planned for reductions or cessation of external funding and grants or reduced funding.	Insufficient budget to maintain service standards. Reputational damage. An over-spend could impact on other parts of the Authority and / or mean additional savings required in future years.	**High** 16 Serious (4) Likely (4)	12 ↗ 4	• GET Portfolio Board established to oversee delivery of change across the directorate	GET Directorate Management Team	Control		**Low** 4
				• External funding team in place to support KCC officers (including those in GET directorate) in identifying and accessing external funding in line with strategic outcomes	GET Directorate Management Team	Control		
				• Savings and income proposals developed to feed into the KCC MTFP.	GET Directorate Management Team	Control		
				• Full participation in KCC Medium Term Financial Plan and financial monitoring processes	GET Directorate Management Team	Control		
				• Regular review of amber and red rated savings according to KCC BRAG system	GET Directorate Management Team	Control		

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Growth, Environment and Transport

Risk Register - Growth, Environment and Transport

Risk Title and Cause			Risk Ref	GT0021	Owner	Last Review date	Next Review Date
Internal supply chain not offering required level of service.					GET Directorate Management Team	08/02/2018	08/05/2018
The GET Directorate relies on services from such as Invicta Law, Gen2 TFM and Agilisys to maintain and provide its services to the public of Kent.							

Risk Event	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Days Overdue	Target Risk Level
There is a risk that the quality of the services that are provided to the Directorate do not meet required standards, causing a reduction in the performance of the Directorate's services in the eyes of the public and service users.	Reduction in customer service levels and therefore customer satisfaction with services provided by the directorate. Potential compliance concerns. Reputational damage.	High 16 Serious (4) Likely (4)		• Work to ensure appropriate involvement of GET representatives in shaping specification and overseeing performance e.g. attendance at Infrastructure Stakeholder Group.	GET Directorate Management Team	A -Accepted	30/09/2018		Medium 9
				• Issues with Contact Point provider being raised through the Customer Service Board	GET Directorate Management Team	Control			
				• Continual liaison with Infrastructure commissioners to raise issues with Total Facilities Management (TFM)	GET Directorate Management Team	Control			

From: Mike Hill, Cabinet Member for Community and Regulatory
Services

    Mike Whiting, Cabinet Member for Planning, Highways,
Transport and Waste

    Barbara Cooper, Corporate Director of Growth,
Environment and Transport

To: Environment and Transport Cabinet Committee, 20 March
2018

Subject: Growth, Environment and Transport Directorate Business
Plan 2018-19

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 (2018-19) for consideration and comment, prior to
publication online in April 2018.

Recommendation(s):

The Cabinet Committee is asked to:

(1) Consider and comment on the final draft Growth, Environment and
Transport Directorate Business Plan (2018-19); and

(2) Note that the final Directorate Business Plan will be published online in April
2018

1.   **Introduction**

1.1   The Strategy, Policy, Relationships and Corporate Assurance division is
      responsible for coordinating the annual business planning process. The
      business planning approach for 2018-19 was agreed by Cabinet Members
      in December 2017.

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 follows on from that for 2017-18 and so continues to take into account the the findings of the Internal Audit of the 2016-17 business planning process.

2. Growth, Environment and Transport Directorate Business Plan

2.1 The draft Growth, Environment and 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 The features in this year's plan follow the format of the previous year, and include sections that set out:

- the directorate's role and structure
- progress made against the directorate's 2017-18 priorities
- 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 18-19; the divisional-level priorities will be set out in divisional business plans where further operational detail is provided.
- a new table that sets out the directorate's major service activity for the coming year
- information on major commissioning activity for the next three years and which services are delivered internally or externally, with the expectation that further detail on external contracts can be found in KCC's contract register.
- the directorate's Key Performance Indicators set against performance from 2017-18
- 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 2018-19:

1) Be ambitious, innovative and brave in our role as the custodians of 'place', ensuring that Kent is home to appropriate, well designed housing, infrastructure and economic growth

2) Develop and deliver GET's county-wide strategies

3) Strengthen the County's resilience

4) Further develop GET's commissioning, procurement and contract management knowledge, skills and expertise

5) Drive forward our directorate-wide customer service priorities, ensuring that we continually review performance and use customer insight to shape future priorities

6) Work both across KCC and with our partners to deliver shared outcomes and ensure best use of our combined assets for the benefit of local communities

7) Explore smart technology and use innovation to drive GET's deliver 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 Community & Regulatory Services, Economic Development, and Planning, Highways, Transport & Waste. It will then be published online on Kent.gov.uk in April 2018.

3.2   As with previous years, divisional and service business plans will be made available to elected members and staff in a single area of KNet from May 2018. 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 and Corporate Assurance division will then review the effectiveness of this year's business planning approach during summer 2018, 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 and Transport Directorate Business Plan (2018-19); and

(2) **Note** that the final Directorate Business Plan will be published online in April 2018.

Appendices:
Appendix 1: Draft Growth, Environment and Transport Directorate Business Plan (2018-19)

Background Documents:
None

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Growth, Environment and Transport

Directorate Business Plan 2018-19

Draft

(Comms' standard cover & back pages to be added)

Contents

A. Corporate Director's Foreword

To be added

B. GET at a Glance

The Growth, Environment & Transport directorate is considerable in its breadth and depth. With a budget of **£165.5 million** and over **1300 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, celebrating weddings, citizenship or registering births and deaths, and fostering a lifelong love of reading through our libraries. But we also provide loans to help local businesses grow or convert empty properties into much needed homes, introduce children and families to an understanding and love of the outdoors through our Country Parks, protect vulnerable residents against scams and doorstep criminals, actively support the low carbon sector, and bring history alive for local communities through Kent's rich archive collections.

Building on the progress of last year, the Growth, Environment and Transport (GET) priorities for 2018-19 will be to:

1) Be ambitious, innovative and brave in our role as the custodians of 'place', ensuring that Kent is home to appropriate, well designed housing, infrastructure and economic growth

2) Develop and deliver GET's county-wide strategies

3) Strengthen the County's resilience

4) Further develop GET's commissioning, procurement and contract management knowledge, skills and expertise

5) Drive forward our directorate-wide customer service priorities, ensuring that we continually review performance and use customer insight to shape future priorities

6) Work both across KCC and with our partners to deliver shared outcomes and ensure best use of our combined assets for the benefit of local communities

7) Explore smart technology and use innovation to drive GET's delivery of better outcomes

Our business plan also provides an update on progress against last year's priorities, sets out the challenges and opportunities of the operating environment that shapes GET's priorities, our significant service activity for the coming year, the major commissioning activity planned for the next three years and provides information on how our services are delivered.

A summary of our resources for 2018-19 is as follows:

Net Budget	£165.5m
Capital (part of £762.8m five-year programme)	£127.5m
Staff Resource	1,308.0 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. A glossary on page 45 explains our acronyms.

GET's Plan on a Page

KCC Outcomes

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

Physical & mental health improved	Business growth supported	Communities & economic growth	Good quality of life	Well-planned housing growth	Physical & natural environment protected

Council Priorities

Equality Objectives

Consideration of equalities & protected characteristics for:

- Local Transport Plan 4's highways and transport schemes
- Schemes identified through the Growth & Infrastructure Framework
- Access to Kent's landscapes and environment
- LRA continuing to understand its local communities' needs and tailoring services
- Informing all services' efforts to maximise businesses' potential

GET's Guiding Principles

C³ Customer ■ Commissioning ■ Communities

Custodians of Place:
housing, infrastructure & economic growth

GET Priorities

Countywide Strategies	County Resilience	Commissioning
Customer Service	Shared Outcomes and Assets	Smart Technology and Innovation

GET Resources

Budget: £165.5m	Staff: 1,308.0 FTE

GET Supporting Information

Operating Environment	Risks	OD Priorities	Performance Indicators

Divisional Business Plans

Economic Development	Environment, Planning & Enforcement	Highways, Transportation & Waste	Libraries, Registration & Archives

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	Environment, Planning & Enforcement
GET	
Highways, Transportation & Waste	Libraries, Registration & Archives

Below is an overview of each division. Information on which GET 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.

Economic Development

The Economic Development division (ED) supports business and housing growth and comprises of four services:

Infrastructure negotiates and secures financial contributions including Section 106 and the Community Infrastructure Levy (CIL) from property developers to fund the delivery of Council services such as schools, as well as managing programmes of activity including our No Use Empty scheme which brings long-term empty properties into residential use.

Business and Enterprise includes financial and advisory support for established businesses and start-ups, local support for trade development, management of broadband infrastructure rollout across the county and support for the delivery of inward investment and visitor economy services across the county.

Economic Strategy and Partnerships includes European and international partnerships and funding, strategy development, strategic partnerships such as supporting the South East Local Enterprise Partnership, Kent & Medway Economic Partnership and Business Advisory Board, and the central project monitoring and support function.

Cultural and Creative Economy 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 4286 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) develops and delivers strategic policy and advice including identifying the infrastructure necessary to support planned growth, providing advice and consultee responses across a range of environmental and technical disciplines from transport and flood risk to the natural and historic environment.

Public Protection (PP) provides a range of services for safer communities and businesses (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 business development and intelligence team.

Planning Applications and Minerals & Waste Policy Planning (PAG) 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. It is also responsible for preparing the Kent Minerals and Waste Local Plan.

Countryside, Leisure and Sport (CLS) provides a strategic coordinating role for sport and recreational activity, manages the Explore Kent brand to promote outdoor activities, manages nine country parks, hosts four Countryside Partnerships and oversees the County Council's approach to volunteering.

Sustainable Businesses and Communities (SBC) develops, delivers and manages the Kent Environment Strategy and KCC's Environment Policy; works with businesses to support 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 develop resilience to severe weather events, and protects and enhances the natural environment.

Kent Downs Area of Outstanding Natural Beauty Unit (KDAONB) conserves and enhances the nationally protected Kent Down AONB. It is a partnership hosted by KCC to support the Council and 11 other local authorities to fulfil their statutory responsibilities.

Highways, Transportation and Waste

The Highways, Transportation and Waste division (HTW) consists of four service groups and has a duty to ensure the effective discharge of the Council's statutory duties and powers as Local Transport & Highway Authority and that of the Waste Disposal Authority. It has three core purposes:

➢ the management, maintenance, emergency response and improvement of the County's 5,400 miles of highway network and associated assets enabling all journeys to be made as safely and efficiently as possible, whilst supporting viable alternatives to the car and supporting growth by delivering major projects and managing development

➢ The processing and disposal of the household waste and recyclate collected by the twelve district and borough councils in Kent, provision of a Household Waste Recycling Centre (HWRC) service to residents, encouraging the use of waste as a resource to reduce waste to landfill and managing closed landfill sites to prevent pollution

➢ Enabling access to education, health and community services through planning, procurement and management of public transport services

The four service groups are:

Highways Asset Management 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, resolving faults reported by customers, managing and coordinating all roadworks and keeping people informed of incidents that may affect their journey.

Transportation 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 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 manages waste disposal 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. We also provide a robust approach to contract management and performance throughout the HTW division together with the delivery of other discrete commercial services such as driver training courses.

Libraries, Registration and Archives

Libraries, Registration and Archives (LRA) is internally commissioned to deliver 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 and support for ICT and digital services (including e-books), a place to meet others, provide support for people to live well and a range of events and activities for all ages.

Registration: Through this service people can register a birth or death, give notice of marriage, get married, have a civil partnership or renew their vows. They can have a ceremony at one of our KCC registration offices or a licensed venue across the county. They can also use the European Passport Checking Service or apply for Citizenship through the Nationality Checking Service. Following a successful British Citizenship application, new Kent citizens are invited to attend a Citizenship ceremony at the Register Office.

Archives: With over nine miles 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 by digitising parts of the collection.

D. Progress on 2017-18 Directorate Priorities

GET has worked hard to deliver its directorate priorities for 2017-18. This is a flavour of what we have been doing:

1. Further develop and refine GET's approach to commissioning services
By following KCC's commissioning framework, Highways, Transportation & Waste's (HTW) new bus stop infrastructure contract has achieved savings of over 40% per annum, and the division's new Dynamic Purchasing System has been used to successfully procure SEN transport, mainstream education transport and supported bus services. Libraries, Registration & Archives (LRA) has developed and agreed an outcomes framework based on KCC's Strategic Outcomes, is collecting information from customers to build an evidence base of contribution to the outcomes and has embedded a quarterly and annual reporting system to inform the internal commissioning of LRA services. Work with Corporate Services has included HTW fully adopting Corporate Assurance's triage process to ensure consistency of project prioritisation and governance, and LRA have been working with Infrastructure and Gen² to maximise use of their buildings.

HTW has published case studies of using Social Value in its commissioning activity to encourage HTW staff about the opportunities available. Economic Development (ED) has worked with HTW to develop a programme of work to help raise awareness for recycling and encourage young entrepreneurs to develop environmental awareness in design, choice of materials and manufacturing.

2. Deliver and embed our Customer Service Programme
For 2017-18, the Customer Service Programme focused on two key priorities. The **Digital Transformation** strand prioritised all of GET's services and so far has introduced a comprehensive online booking system ('Booking Bug') for Kent Country Parks, created a mobile version of Highways' 'Report a Fault' service for phones and tablets, and developed and tested an online payment capability which is now being applied to a range of GET services to improve customers' payment experiences. LRA is also the first KCC service to implement Contactless payments at 21 sites. The **Digital Inclusion** strand has devised a performance framework comprising connectivity, digital skills and accessibility to improve GET's services. Kent Country Parks' online booking system was the first KCC service to be accessibility audited and fully meet Government's Digital Service's Accessibility Standards.

Our Community Wardens have been developing the 'Community Agent' aspect of their role in conjunction with Adult Social Care to increase the support they provide to vulnerable people in the community. They are taking referrals from Adult Social Care and undertaking welfare checks on vulnerable individuals, providing support to scam victims, helping individuals access services and assisting in the development of local clubs that offer support e.g. dementia cafes and walking clubs; all of which contribute to reducing the demand for social care.

Environment, Planning & Enforcement (EPE) and ED have begun work on the Business Advice and Support Services (BASS) project to deliver an integrated suite of services to businesses and the project to develop a single communications channel to improve interaction with developers and districts to expedite development proposals. Both projects are in their initial stages and will continue into 2018.

3. Explore and develop multi-agency approaches to improve delivery of GET's services
The success of the Kent Resilience Team (KRT) has been built upon as KCC continues to influence the development of multi-agency working through its role as chair of the KRT Steering Group, by chairing several Kent Resilience Forum working groups and is represented on every task and finish group to maintain relationships and identify opportunities for joint working. The Kent Community Safety team continues to provide strategic leadership and coordination at the county partnership level. This included delivering a conference on behalf of multi-agency partners to explore closer collaborative working to protect vulnerable people from organised crime, and

formally agreed an equitable and sustainable model of delivery with all 'responsible authorities' for the statutory Domestic Homicide Review process, which included securing annual funding contributions.

A number of GET services are working with partners to deliver better outcomes. A successful 'Operation Coachman' project saw the Public Transport team join forces with district councils' licensing departments, the Driver and Vehicle Services Agency (DVSA) and Kent Police to visit a selection of Kent schools to undertake intensive inspections to continue to raise school transport standards. The Waste team, working with the Waste Collection Partnerships has implemented an approach for performance payments and funding arrangements to reward and incentivise improved recycling performance. Significant progress has been made in delivering a new cultural hub with Tunbridge Wells Borough Council, as well as a hub with Southborough Town Council to incorporate a library, parish council office, medical centre and community hall, and LRA has also worked with Children's Centres to develop a joint volunteer role to encourage more cross-working, with currently five posts established across the county.

4. Develop and deliver GET's county-wide strategies

Several strategies and implementation plans were developed and launched in 2017-18. The Kent and Medway Growth and Infrastructure Framework (GIF) was fully refreshed to include a new section on the long-term growth and infrastructure requirements for 2050, and will be published in early 2018. Kent's Cultural Strategy was formally adopted by the Council in July 2017, as was the Local Transport Plan 4, which sets out the county's key transport priorities and projects to 2031; an example being the Ashford Spurs works, on schedule with a new timetable for Ashford to Paris due in April, while LTP4's priorities will enable us to target new funding sources such as the National Productivity and Investment Fund and the Housing and Infrastructure Fund. Delivery of the Kent Waste Disposal Strategy is underway, and has included a comprehensive review of KCC's waste sites that concluded that the existing network should not be reduced in light of increasing demand pressures by 2030. Implementation of the Kent Environment Strategy is also in progress, and has published a report into its impact.

In addition to those highlighted in last year's business plan, work was underway to develop other strategies to deliver improved outcomes and services. Those published include the Freight Action Plan, which sets out our plans to reduce the negative impacts of road freight on local communities, and the Kent Country Parks Strategy which was recently refreshed to increase visitors particularly from under-represented groups, and to achieve greater self-sufficiency. Work has also begun on the Ambition for Libraries, Registration and Archives: to date, activity has included convening a Member working group, staff workshops and customer and non-customer focus groups to help to identify the aspirations for the service. Once developed, the second phase will see the development of the strategy to deliver the Ambition.

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

In order to build the directorate's offer, EPE mapped GET's services and resources against ten public health outcomes, which is now being used to inform Public Health's commissioning and devolution work. In addition, work to support residents' health and wellbeing has continued: a new Community Alcohol Partnership, managed by Trading Standards has been established in Thanet (with now ten across the county), and the Kent Community Safety team secured £12k from the Kent Police and Crime Commissioner to train Community Wardens in 'mental health first aid'. Using combined funding from partners of £2.9million to date, the Warm Homes scheme has so far helped over 2,229 homes to subsidise energy measures, many of whose residents are at risk of exacerbating illnesses from living in a cold home. LRA has strengthened its health and wellbeing offer, which this year included working with Canterbury's Clinical Commissioning Group to engage in 'social prescribing', working with Public Health to deliver weekly poetry workshops, and added new titles on long term conditions to the Books on Prescription collection. GET's services are also achieving national recognition: Thanet's Community Alcohol Partnership Project Officer received a national award for their outstanding contribution; LRA received a Silver Reading Ahead Award for its work with HMP Maidstone, and Touch a New World, LRA's digital inclusion scheme for older

customers was recognised by the Arts Council England report 'Stand By Me' as an example of best practice on how libraries support the wellbeing of older people.

6. Strengthen the County's resilience

We have undertaken a full programme of activity in the past year to enhance the Council's preparedness and capacity for responding to emergency situations. Our Emergency Planning service has developed 'Move to Critical' plans to mitigate the impact of a terrorist attack. The team has also facilitated a training and exercise programme for Strategic, Tactical and Operational Roles and communicated with KCC staff on a wide range of resilience related issues to help prepare the Council to respond and recover from emergencies and major incidents. As part of this, several emergency response plans have been tested and validated through exercises covering a range of emergency situations ranging from the Dungeness B Power Station to reservoir inundation. KCC's Resilience and Emergency Service was restructured in 2017, resulting in better oversight and flexibility of staff resource across KCC and the Kent Resilience Team, and the 'tactical manager role' is now an established part of KCC Command Control with 16 new tactical managers recruited across the Council and working through a training programme, with more to come on board.

We also continue to embed the Prevent strategy at a GET and KCC level: The Prevent strategy is now included as part of the Cross-Directorate Resilience Group's remit, our Head of Public Protection sits on the Prevent Duty Delivery Board and our Head of Community Safety is a member of the monthly Channel Panel meetings. We are ensuring that staff are undertaking Prevent training, and relating to the Prepare strategy, LRA have carried out audits on its network of service points to identify safe places in our buildings in the event of an emergency.

7. Plan and deliver appropriate growth in the County and in doing so, explore and utilise smart technology to support delivery of better outcomes

Smart place-shaping and design: ED supported the Cultural Transformation Board to secure Great Places Fund monies to engage communities directly in regeneration projects. EPE worked to influence the government's preferred route announcement for a new Lower Thames Crossing, which will provide essential infrastructure in connecting the Port of Dover to the Midlands and the North, and achieved 'Approval in Principle' from Network Rail for Thanet Parkway, which is a significant step towards delivering a new station to unlock growth in East Kent. We have also delivered community infrastructure, including sustainably designed school development.

Infrastructure: We secured £13.7million of developer funding up to the end of December 2017 towards provision of KCC services, and in assessing over 200 planning applications last year for impact on KCC services have sought financial and non-financial mitigation from every applicable development. We have established constructive relationships with a range of utility providers to align infrastructure provision with planned growth and are piloting new ways of working in various parts of the county. And we have submitted two Expressions of Interest to the Forward Funding Stream of the Housing Infrastructure Fund for Otterpool Park in Shepway and a package of transport infrastructure in Swale.

Business support: ED has created or safeguarded 198 jobs through its business finance schemes, secured a commitment of 1880 new jobs from businesses through our inward investment service, and assisted over 2300 businesses through our Kent and Medway Growth Hub contract. ED continues to work with a range of partners through the Kent International Business programme to help local firms access opportunities in overseas markets, and is leading the Interreg-funded 'Boost4Health' project that helps life science companies to access markets on the European mainland.

Smart technology: EPE have initiated trials to test Artificial Intelligence energy optimisation in KCC properties and to test new smart energy technologies for use in domestic properties. LRA has begun work in preparation to pilot 'Open +' in Deal, Paddock Wood and Higham to open library buildings to customers out of hours, and EPE's support and seed-funding has led to an innovative new Water Efficient Technology Centre being based in Kent and attracting five new businesses to the county.

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
- Opportunities include increased tourism both from EU visitors and 'staycations', and favourable exchange rate for visitors to the UK
- Challenges and uncertainties 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; potential regulatory and legislative changes

Devolution
- An opportunity to strengthen our relationship with London to find solutions to mitigate additional pressures from the London Plan, and to engage on transport strategy through the newly formed shadow Sub National Transport Body: Transport for the South East
- An opportunity for the Kent & Medway Economic Partnership to strengthen its role and to continue to articulate our priorities for the forthcoming refresh of the South East Local Enterprise Partnership's (SELEP) Strategic Economic Plan and future development of a Local Industrial Strategy
- A potential opportunity to review the LEP geography

Economic factors
- Further reductions in public spending leading to reduced budgets will affect both revenue and capital, and will put additional pressure on delivering KCC's Medium Term Financial Plan (MTFP). The impact on Kent's capital programme will necessitate the need for alternative funding sources, especially for asset management.
- 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. Rising energy prices add to this challenge
- Opportunity to bid for and deliver key infrastructure projects through external funding, for example One Public Estate, the Housing Infrastructure Fund and National Productivity Investment Fund; however, additional resource pressures are needed to successfully participate in increasingly competitive bidding for national funding
- Opportunities from the work and conclusions of the Thames Estuary Commission; its report is anticipated in Spring 2018
- Upcoming removal of the ring fence for the public health grant
- The impact of business rate rises on businesses but also the success of business rate appeals could lead to variability and vulnerability of local government finances. The recently awarded business rate retention pilot to KCC presents an opportunity to mitigate these challenges.
- 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

Demographic pressures and social factors
- The county's population is projected to grow by at least 396,300 by 2031; 23% growth, while housing demand is also growing: 178,600 homes are planned; 24% growth by 2031
- Increase in demand for services such as Coroners and Registration as populations and housing developments increase. Annual waste tonnage for the county 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 Special Educational Needs transport with a need to clarify transport provision to meet increasing and changing needs for our SEN transport, and an increased demand and pressure on the Young People's Travel Pass
- An aging population: by 2031, those aged 65 and above are forecast to increase by 64%; those aged 80 and above will increase by 94%. The total share of the population will shift: by 2031, those aged 20-64 will decline in their share by 5% while those aged 65 and above will increase their total share by 6% of the population. This creates an increase in demand pressures on concessionary fares' usage and costs, social care 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, as well as the need to consider existing communities affected by increasing housing growth and resultant pressure on infrastructure
- 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 and the needs of excluded communities.
- The need to continue to work with districts, parishes, partners and communities to consider ways to better deliver services and collectively maximise the use of assets
- Opportunities to address housing pressures through the emerging housing and planning legislation's intention to speed up housebuilding by encouraging Small and Medium Enterprise (SME) builders, custom builders and offsite manufacture of pre-constructed houses
- The impact of Brexit upon the workforce and migration

Technology
- Opportunity to exploit technology and innovation to transform our digital platforms to deliver GET services and managing our assets more effectively. However, the pace of digital development coupled with diminishing funding presents a risk of insufficient resources or agility to invest in new technology, so that services get left behind and become less relevant. There is also pressure to improve connectivity to homes and businesses in the 'final 5% locations' (those areas without access to superfast broadband).
- The risk of digital exclusion where individuals do not have easy access or an inequality of access to digital technology
- Opportunities presented by 'smart places' and smart technology innovations to improve and future-proof infrastructure, especially with the advent of autonomous vehicles and Government's commitment to phasing out non-electric vehicles; a pressure to invest in ultrafast digital infrastructure to support future growth and service transformation (e.g. smart city and transport applications)
- Cyber security and maintaining customer trust in our ability to handle their data securely if they use our digital services, and the need to prepare and respond to the new General Data Protection Regulation (GDPR) to be implemented from May 2018
- 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 white paper, which sets out the need for local Industrial Strategies, a review of LEPs, priorities for key sectors including Sector Deals, and measures such as boosting digital infrastructure, supporting electric vehicles and investing in a new Industrial Strategy Challenge Fund to help meet the four 'Grand Challenges' of artificial intelligence/data, clean growth, the future of mobility and an aging society
- Requirement to respond to legislative changes brought in by 'Well Managed Highways', the code of practice for maintaining highways

- The creation of the shadow Sub National Transport Body ('Transport for the South East') provides 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. Upcoming changes to the way in which housing need is calculated are expected; such changes will increase pressure on Kent to accommodate further growth.
- Expected Government announcements, including the National Infrastructure Commission's National Infrastructure Assessment following the consultation on its interim priorities document 'Congestion, Capacity Carbon', and the report from the Thames Estuary 2050 Growth Commission expected in May 2018
- A new statutory responsibility upon KCC to provide Medical Examiners from April 2019; 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 and impact upon Registration Services
- Potential for new legislation to require the inclusion of the mothers' details on marriage certificates, and a move from a paper-based system to an electronic register. Timeline and details are unclear but the Private Members' Bill has the support of Government.
- The introduction of the General Data Protection Regulation (GDPR) to be implemented from May 2018 requiring changes to how personal data is managed, used and accessed
- Upcoming Brexit legislation will affect aspects such as customs, freight management, food security, product security, animal movement and environmental regulations
- A new 'Contest' anti-terrorism strategy is expected from Government in Spring 2018
- The recent publication of the Government's 25 Year Environment Plan and the Clean Growth Strategy (increased economic growth and decreased emissions through nurturing low carbon technologies), with a Clean Air Strategy expected in 2018

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: 'Port Boulogne Calais' 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.
- The impact of Brexit will require new solutions to freight management, both on and off highways
- Less investment in both the natural and physical environment will impact on quality of life, health and will 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, particularly from transport, where overall emissions levels are increasing nationally in comparison to other sectors. A national Clean Air Strategy is expected in 2018.
- 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 co-ordinate 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
Corporate level risks		
Ability to access resources to aid economic growth and enabling infrastructure across the county	16	12
Civil contingencies and resilience - ensuring effective planning for, and the response to, incidents and emergencies	12	8
Directorate level risks		
Internal supply chain does not offer the required level of service thereby impacting on GET Directorate customer satisfaction	16	9
Delivery of MTFP budget targets which could impact on service standards	16	4
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
Delivery of in-year budget targets	12	4
Health & Safety considerations across the directorate due to the nature of the work they undertake	10	10
Skills shortage and capacity issues to apply for funding and manage contracts and projects	9	6

G. Directorate Priorities for 2018-19

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 refreshed and evolved the cross-cutting priorities that we will focus on this year. As ever, our 3 'Cs' of *Customers, Commissioning and Communities* remain central to GET's activity; this is our approach to customer service coupled with commissioning which equips us to build sustainable services for the future, continuing to meet the needs of our communities.

Continuing to support KCC's Strategic Statement

In shaping our priorities for 2018-19, GET continues to work towards delivering KCC's Strategic Outcomes:

1) Children and young people in Kent get the best start in life

2) Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life

3) Older and vulnerable residents are safe and supported with choices to live independently

The full list of Strategic and Supporting Outcomes can be found in **Appendix 2**, and progress on how we are delivering them is set out in KCC's latest Annual Report for 2017.

Our directorate priorities for the coming year are as follows:

> **1. Be ambitious, innovative and brave in our role as the custodians of 'place', ensuring that Kent is home to appropriate, well designed housing, infrastructure and economic growth**

Infrastructure:

a) We will promote our role as the custodians of 'place' by using the GIF to promote and enable housing and employment growth, working in partnership with districts and infrastructure providers (including utilities) to support the delivery of the full range of infrastructure necessary for sustainable, safe communities

b) We will identify infrastructure requirements to support future growth, attract funding to these priorities and where appropriate lead the delivery of these projects. This includes our work to attract investment to a range of strategic infrastructure including the Lower Thames Crossing and Crossrail to Ebbsfleet, and our role in both bidding for and managing the delivery of the Local Growth Fund schemes.

c) We will work closely with the Department for Transport, Highways England and district and borough partners in determining their priorities for the Strategic Road Network and Major Roads Network and for providing appropriate lorry parking and enforcement across the county

d) We will work with BDUK in further extending the reach and availability of superfast and ultrafast broadband services, including the introduction of a Kent voucher scheme

Smart place-shaping and good design: sustainability and community

e) We will work positively with Local Planning Authorities to ensure that the importance of health, arts, sport, education, transport and libraries is understood in building new communities

f) We will facilitate conversations about good design by working closely with Design South East, developers and local authorities on building knowledge and sharing good practice

g) We will work with developers and Local Planning Authorities in planning and delivering major sites across Kent including Ebbsfleet, Chilmington, Otterpool, Whitfield (Dover), and South East Canterbury

h) We will lead the county debate on driving forward the sustainability agenda particularly in regard to local heat and energy systems

i) We will continue to support the arts and the ever-growing creative sector in Kent, particularly building on the success of Turner Contemporary to continue the regeneration of Margate and Thanet

j) As part of our approach to smart place-shaping, we will work to ensure effective management of our heritage assets and explore how we capitalise on the community and health aspects of those assets

Further building our offer for businesses

k) We will focus support on start-ups and micro businesses through developing new packages within our Kent and Medway Business Fund, our recently launched Life Sciences Equity Fund and our continued role as partner in the South East Business Boost project. We will also develop packages to support overseas trade development through the Kent and Medway Business Fund.

l) Through Locate in Kent we will push to make the county an even more attractive place to invest, developing innovative new tools and support packages to encourage businesses to relocate

m) Through Visit Kent we will plan the promotion of our upcoming major cultural and sporting events: the Turner Prize 2019 in Margate and the 149th Open Golf Championship in Sandwich ensuring we exploit the opportunities for the whole county

2. Develop and deliver GET's county-wide strategies

a) We will articulate Kent's needs and priorities at a national and sub-national level by influencing national and regional strategies and by engaging bodies such as the National Infrastructure Commission, SELEP, the shadow Subnational Transport Body 'Transport for the South East' (TfSE) and the Thames Estuary Commission. Our primary focus will relate to the SELEP's new Strategic Economic Plan and TfSE's South East Transport Strategy. We will influence county-wide strategic partnerships such as the Kent and Medway Economic Partnership, the Kent Resource Partnership, Thames Gateway Partnership and Medway Flood Partnership.

b) We will develop new strategies to drive forward our services, notably the Ambition for Libraries, Registration & Archives, the Energy & Low Emissions Strategy and the Enterprise & Productivity Strategy, while delivering recently approved strategies such as the refreshed GIF, Local Flood Risk Management Strategy, Country Parks Strategy, the Cultural Strategy, the Minerals and Waste Local Plan, and the Countryside and Coastal Access Improvement Plan

3. Strengthen the County's resilience

In our role as both a key member of Kent Resilience Team and in KCC as an organisation we will:

a) Enhance the Council's preparedness for the 'move to critical' through the continued development of our 'Operation Quantity' plan, including the roll out of associated training and exercises

b) Roll out the new model for KCC's command and control arrangements for emergency response and recovery, and embed a cross-council approach to emergency planning

c) Embed business continuity planning within the Council, including facilitating the development, operation and testing of robust Business Continuity Plans across the organisation

d) Embed and continue communications and training for Prevent across the directorate, and explore wider training opportunities for GET staff for the 'Prepare' strand of the national Contest strategy, e.g. rolling out Project Argus across the directorate

e) Work with our partners in the Kent Resilience Forum to roll out the Community Resilience Strategy and develop KCC's role alongside blue light services as a critical Category 1 responder

f) Continue to work with the cross-government group for planning customs and freight movements post 29th March 2019

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4. Further develop GET's commissioning, procurement and contract management knowledge, skills and expertise

a) We will work with Strategic Commissioning to deliver KCC's Commissioning Success strategy

b) We will develop our staff as commissioners and contract managers, and make this a key priority of GET's Workforce Strategy, focusing on developing the skills and experience needed and establish a GET commissioners' network to build and share a collective knowledge of best practice

c) Build social value into all of our major commissions, and work to position GET's services as providers of social value for other commissioners across the Council and beyond

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5. Drive forward our directorate-wide customer service priorities, ensuring that we continually review performance and use customer insight to shape future priorities

a) In our role as a pilot for the Government's digital accessibility programme we will focus on digital inclusion to achieve insight driven service improvements, 'Digital by Design', and a consistent customer experience

b) We will prioritise services for digital transformation where there are opportunities to improve the customer journey and share the learning from these initiatives

c) We will continually develop and evolve the directorate's Equalities programme to ensure that the Equalities and Diversity agenda is embedded into our commissioning and service delivery

d) We will continue to improve our customer complaints experience

e) We will review how best to communicate with business and developer communities, advancing projects for business advice and a single communications channel for developers

f) We will develop our approach to collating and understanding customer and community data and information and use this understanding in commissioning services

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6. Work both across KCC and with our partners to deliver shared outcomes and ensure best use of our combined assets for the benefit of local communities

Shared Outcomes

a) Working with a range of partners, we will identify and target opportunities and potential for GET to deliver services or contribute to improving health and wellbeing, and the lives of children, older people and vulnerable residents

b) Work more closely with Strategic Commissioning (including Public Health), Adults Social Care and Children's Services at all levels to determine how GET and these directorates and divisions will work together to secure and deliver better outcomes for Kent residents

c) Build better relationships with commissioners, including jointly agreeing national data and sourcing local data as well as evaluation methodologies to be used to inform future investment decisions

Shared Assets

d) Work with transport providers, local communities, parishes in identifying the opportunities for better transport provision across the county through our Total Transport project

e) Explore the potential opportunities across the county to join up services across GET, KCC and our external partners to better deliver at a community level ensuring we maximise the use of our buildings

f) Continue to realise opportunities to work with Districts particularly in relation to waste and parking

g) Work increasingly with partners shaping and delivering the Sustainability & Transformation Partnership (STP) to ensure that partners are exploiting the opportunities offered by GET services

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7. Explore smart technology and use innovation to drive GET's delivery of better outcomes

Explore opportunities for innovative approaches and smart technology to facilitate better management of GET's services and resources and for enhancing customer service. We want to use innovation and technology, for example, to ensure planning for future-proofed infrastructure, testing our highways assets, and provide better ways for customers to tell us about faults and things we need to fix.

Embedding Equalities in everything we do

GET continues to make 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 is working towards 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 on KNet. GET's progress towards these objectives during 2017-18 will be presented in an annual report to our respective Cabinet Committees in Spring 2018.

Getting ready for the General Data Protection Regulations

The introduction of the General Data Protection Regulations will take place in May 2018 and will require important changes to how personal data is managed, used and accessed.

Therefore, we will ensure that GET is well placed to meet the GDPR requirements by working with our colleagues in KCC's Governance and Law division to put relevant policies and procedures in place and ensure that our staff undertake the necessary mandatory information governance training.

H. Significant Service Activity

The table below sets out the major service activity for the coming year, which will include but is not limited to activities such as forthcoming policies or strategies, service redesign, changes to service delivery, and launching or piloting a new service activity. Further information and a full list of all service activity for 2018-19 can be found in the divisional business plans on KNet.

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
Economic Development				
Enterprise and Productivity Strategy	Production of local economic strategy for Kent focusing on measures to improve growth and productivity	Economic Development	Q4 18-19	Y
Developer contributions	Working with developers and local planning authorities and coordinating the securing of developer funding towards provision of KCC's community services	Infrastructure	n/a	N
Kent and Medway Business Fund	Provision of financial support for businesses	Business and Enterprise	Already obtained	N
Updated Kent Design Guide	The current version was adopted in 2010. A refreshed version to incorporate new guidance and reflect current best practice is to be produced	Economic Development	(if required, early 2019)	Y
Updated Guide to Developer Contributions	A comprehensive update to the Guide to be produced to pull together the individual methodologies for services in one document	Economic Development	October 2018	N
Kent Life Sciences Fund	Launch and operation of new equity fund focused on 'Life Sciences' businesses	Economic Development	n/a	N
BDUK Phase 2 Contract Extension & Kent Vouchers Scheme	Re-investment of recycled funding to extend the BDUK Phase 2 project, and establish a broadband vouchers scheme	Business and Enterprise	May 2018	N
Turner Prize (December 2019)	Preparation work for using the Turner Prize event to maximise opportunities for economic development in Kent	Cultural and Creative Economy	tbc	tbc

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
No Use Empty Commercial	Extension of existing project to provide commercial space for businesses	Infrastructure	n/a	N
Tunbridge Wells Cultural Hub	Development of heritage, cultural and learning hub as a catalyst for town regeneration as a cultural destination (with Tunbridge Wells Borough Council)	Cultural and Creative Economy	tbc	Y
Environment, Planning & Enforcement				
Preparation of Mineral Sites Plan and partial review of Kent M&W Local Plan 2013-30.	Following public consultation detail technical assessment of sites to identify preferred site allocations	Planning Application Group	Q2 18-19	Y (completed in March 17/18)
Thanet Parkway	Submission and determination of the planning application, acquisition of the land and procurement of the next stage of design (subject to obtaining full funding)	Strategic Planning and Policy (SPP)	December 2018	N
Overnight lorry parking	Completion of the business case and development of a strategy to enable delivery	SPP	June 2018	Y
Kent Biodiversity Strategy	Review of the existing strategy in light of the recently published national 25-year Environment Plan	SPP	Spring 2019	Y
Kent & Medway Energy and Low Emission Strategy	Strategy to identify partnership activity required to address air quality and health impacts	SBC	Q3 18-19	Y
Countywide Gypsy and Traveller unauthorised encampment strategy	Define and agree a countywide multi-agency approach to managing unauthorised encampments	Public Protection (GTS)	n/a	tbc
KCC Gypsy and Traveller site portfolio asset management plan	Produce an asset management plan for KCC's eight sites	Public Protection (GTS)	tbc	tbc
Countryside and Coastal Access Improvement Plan 2018-28	A refresh of the existing statutory Rights of Way Improvement Plan 2013-17	Public Protection (PRoW)	Q4 18/19	Y
Electronic data management process development	Development of electronic data management processes at ports of entry with UKBF and other partners	Public Protection (TS)	n/a	N

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
Low Carbon Across the South East (LoCASE) continuation	Extension of existing programme activity in addition to offering new services around public sector building improvements and public-private innovation and foresight	Sustainable Business & Communities (SBC)	Q2 18-19	N
Statutory review of Kent Downs AONB Management Plan	Take forward the statutory review of the Kent Downs AONB Management Plan for KCC and 11 other Local Authorities	KDAONB	Q4 18-19	Y
Kent Climate Change Risk Assessment and Adaptation Plan	Review the risk assessment undertaken in 2010, to take account of the considerable policy developments and the Committee on Climate Change's Risk Assessment 2017	SBC	n/a	N
Highways, Transportation & Waste				
Well Managed Highways	Continue service wide review and planning for implementation of the code in October 2018	Highways Asset Management	tbc	tbc
Approach to Highways Asset Management	Achieving the DfT Highways Maintenance Efficiency Programme top band 3 assessment, finalising asset performance measures across all key assets, develop a process to prioritise across assets group implement lifecycle planning for all teams maintaining and creating new assets	Highways Asset Management	n/a	N
Permanent Pothole Repairs	Following the winter weather deliver a successful 2018 Pothole Blitz and continue to review and improve our approach to life cycle planning and how we link this to our asset management plan and routine maintenance activities	Highways Asset Management	n/a	N
Streetlight LED Programme	Successful completion of year three of the programme to convert 118,000 lanterns and transfer of routine maintenance from Amey to Bouygues	Highways Asset Management	n/a	N
Winter Service Routes Review	Review and optimise routes to meet our MTFP savings for 2018/19 – September 2018	Highways Asset Management	Q3 18-19	Potentially
Commuted Sums Review	Complete the review and seek approval for commuted sums for new developments, how this aligns to our	Transportation	tbc	N

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
	asset management principles, mitigates impacts on the growth in our adopted highway network and our ability to maintain assets in the future			
On-street Parking Management	Lead a project working with District Councils to improve the efficiency and outcomes of service delivery to create a surplus to re-invest into local transport improvements	Transportation	tbc	N
Delivery of our 2018/19 major capital programme milestones	Procure and commence the major capital programme due to start in 2018/19 and meet budget commitments	Transportation	Various	Potentially for some schemes
Waste Contracts Commissioning Plan	Develop a commissioning plan for major Waste Services contract renewal including in the short term a Prior Information Notice for HWRC services and market engagement for the analyse phase of processing of food waste	Waste & Business Services	n/a	N
Total Transport Project	Develop and deliver, with relevant partners, a Total Transport pilot to test the concept for future roll-out across Kent	Public Transport	n/a	Y
Libraries, Registration & Archives				
LRA Ambition and Strategy	Development of a new Ambition and Strategy for LRA which will lead to a new strategy covering the range of LRA services	LRA	Q1 19-20	Y
Open +	A pilot to extend library opening hours without incurring additional staff costs using innovative technology at Deal, Paddock Wood and Higham libraries	LRA	n/a	N
Archive digitisation	Project to digitise parts of the Archive collections and making these available online, following the successful procurement of Find My Past as the confirmed commercial partner.	LRA	n/a	N
Registration Management System	Working with Corporate Services regarding the Agilisys/Zipporah upgrade of the Registration booking	LRA	n/a	N

Name of activity	Brief description of activity	Lead service	Date for Key Decision (if required)	Is public consultation required? Y/N
	system			
Respond to any new Civil Partnerships, Marriages and Deaths (Registration etc) Bill	Subject to the Private Members' Bill being passed in Parliament, the Registration service will need to plan and implement any changes within required timelines	LRA	n/a	N
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	tbc	Y- Ongoing through project

I. Significant Commissioning 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.

	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
Economic Development					
Turner Contemporary Phase II	Planning and development of upgrade and extension to Turner Contemporary at Margate (with Turner Contemporary)	Cultural and Creative Economy	£6 million (capital)	Q1 18-19	Y
Javelin Way, Ashford	Proposed light industrial estate and dance studio (in partnership with Jasmin Vardimon Dance Company)	Cultural and Creative Economy	£6 million (capital)	n/a	N
Faversham Creek Bridge	Consider options for the funding of a replacement swing bridge in the context of wider economic growth and regeneration	Infrastructure	£2.5 million (capital)	tbc	tbc
Inward Investment service	Delivery of inward investment services in Kent and Medway: award of 12-month contract extension to Locate in Kent until August 2020	Business and Enterprise	£580,000	n/a	N
Kent & Medway Growth Hub	Service to signpost business support services in Kent and Medway: 2-year contract to Kent Invicta Chamber of Commerce until October 2018. New contract from Nov 2018 subject to government funding	Business and Enterprise	£500,000	Q2 18-19 for new contract	N
Visitor Economy contract	Delivery of visitor economy services in Kent: 24-month contract extension	Business and Enterprise	£620,000	March 2018	N

	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
	to Visit Kent until March 2020				
South East Business Boost	Business support and grant funding to SMEs in Kent and Medway	Business and Enterprise	£530,000	n/a	N
BDUK Phase 2 Contract extension and Kent Vouchers Scheme	Re-investment recycled funding to extend the BDUK Phase 2 project, and establish a broadband vouchers scheme	Business and Enterprise	tbc	Q1 18-19	N
Environment, Planning and Enforcement					
Thanet Parkway Railway Station	Submission and determination of the planning application, acquisition of the land and procurement of the next stage of design (subject to obtaining full funding)	Strategic Planning & Policy (SPP)	Overall: £24.1m GEN²: £98k	tbc	N
Highways, Transportation and Waste[1]					
Soft Landscaping contracts	Urban Grass, Hedges and shrubs Dartford, Maidstone, Canterbury and Thanet	Highways Asset Management	£3 million	Q1 18-19	N
Thames Way dualling (subject to future developer funding)	Highway Improvement	Transportation	£20 million	Q4 20-21	Y
Maidstone Integrated Transport	Junction/highway improvements	Transportation	£4 million	Q1 18-19	N
A2 Wincheap, Canterbury (LGF)	New slip road	Transportation	£4 million	Q3 18-19	Y
A2500 Lower Road (LGF)	Junction/highway improvements	Transportation	£6 million	Q1 18-19	N
Kent Medical Campus	Junction/highway improvements	Transportation	£10 million	Q3 18-19	tbc
Soft Landscaping contracts	Urban Grass, Hedges and Shrubs (Sevenoaks, Tonbridge & Malling,	Highways Asset Management	£910,000	Q1 18-19	N

[1] Where contract values are shown as per annum, these are activity-based contracts and spending may be lower or higher depending on need

	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
	Tunbridge Wells)				
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	£20m to £25m per annum	Q2 19-20	N
Replacement Professional Services Contract	Specialist consultancy services such as highway design, surveys, investigations and transportation modelling	Transportation	£4m to £5m per annum	Q1 19-20	N
Surface Treatments; linked to Highways Term Maintenance Contract review	Surface dressing, micro-surfacing and slurry seal	Highways Asset Management	Possible £4m per annum	Q2 19-20	N
Management of 12 Household Waste Recycling Centres and 3 Transfer Stations (TfS) Lots 2 and 3	The management and running of (1) New Romney, Ashford, Church Marshes, Sheerness & Faversham HWRCs & TfS and (2) Folkestone, Dover, Deal Richborough, Margate, Herne Bay, Canterbury HWRCs & TfS	Waste & Business Services	(1) £2.3m and (2) £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	Q2 19-20	N
Dry Recyclate Processing Lots 1 and 2	Dry recyclate and co-mingled glass processing from (1) Ashford, Allington and Sittingbourne and (2) North Farm, Dunbrik and Pepperhill	Waste & Business Services	(1) £1.32m and (2) £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	Q2 19-20	N
Processing and Recycling of Wood Waste	Recycling of wood waste	Waste & Business Services	£775,000 per annum	Q3 19-20	N

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	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
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 18-19	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 or Q4 24-25	N
Reception Bulking & Transport of Residual Waste Canterbury Area to Allington Waste to Energy Facility or other nominated facilities Lot 1	Haulage of waste from Canterbury to Allington Waste to Energy plant	Waste & Business Services	£413,000 per annum	Q1 18-19	N
Highway Condition Survey	Provision of specialist survey and data interpretation services to determine condition of highway	Highways Asset Management	£400,000 per annum	Q2 18-19	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 19-20	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	Q2 18-19	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	Q3 18-19	N
SEN Home to School Transport	Arrangement of transport services on behalf of EYP to enable students to access their learning provision.	Public Transport	Various and ongoing	n/a	N

	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
	We currently transport approximately 4000 SEN clients around Kent consisting of more than 1200 different contracts				
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 and ongoing	n/a	N
Libraries, Registration & Archives					
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 (capital)	tbc	Completed
Registration Management System	Working with Corporate Services regarding the Agilisys/Zipporah Registration booking system	LRA	£200,000 per annum	n/a	N
Herne Bay Library Modernisation	Significant capital project in partnership with Canterbury City Council to modernise the service and make necessary building improvements	LRA	tbc	n/a	Y

J. Directorate Resources

Our Financial Resources for 2018-19

The total net 2018-19 revenue budget for GET is £165.5million

Division	Staffing	Non Staffing	Gross Expenditure	Income	Grants	Net Cost
	£000s	£000s	£000s	£000s	£000s	£000s
Strategic Management & Directorate Budgets	190.5	630.3	820.8	-68.0	0.0	752.8
Economic Development	3,011.2	5,023.6	8,034.8	-3,052.8	-678.7	4,303.3
Highways, Transportation & Waste	17,439.7	139,972.7	157,412.4	-18,879.4	-1,195.2	137,337.8
Environment, Planning & Enforcement	15,051.7	10,242.5	25,294.2	-8,895.4	-2,453.6	13,945.2
Libraries, Registration & Archives	11,374.6	4,306.9	15,681.5	-6,514.0	0.0	9,167.5
DIRECTORATE TOTAL	**47,067.7**	**160,176.0**	**207,243.7**	**-37,409.6**	**-4,327.5**	**165,506.6**

CAPITAL 2018-19	£127.5m (part of £762.8m five-year programme)

NB. Figures are taken from the draft Budget Book (January 2018), with updates from County Council on 20th February. The figures will be updated to reflect the final Budget Book, March 2018.

Meeting the Financial Challenge

The net revenue budget of **£165.5million** for 2018-19 includes anticipated additional spending pressures upon GET's services balanced against savings and income opportunities. As identified in our section about what influences GET's operating environment, there are a number of pressures upon GET's services, which amount to an **additional spending requirement of £9.4 million** for 2018-19. As GET is a predominantly activity-led directorate, with in excess of 75% of its funding tied up in contracts, a considerable proportion of the additional spending requirement accounts for the pressure of price inflation (£4.3m of the £9.4m), particularly for highways and waste contracts, and demography: the increasing use of our services due to an increasing population, for example regarding waste disposal, concessionary bus travel and providing the Young People's Travel Pass. Such demography pressures account for £1m of the £9.4m of additional spending. There is also an additional investment of £2.4m for drainage and pothole repairs to complement the asset management approach to the Highways network.

We are responding to these additional spending requirements by offsetting them through efficiency and transformation **savings and income which will amount to £6.1m**. In fact, nearly a third of our savings will be achieved through income from either new or increased levels of charging across our services, and in total, a fifth of GET's gross spend is now funded by income, as grants and other traditional revenue sources diminish.

This revenue budget also supports the management and administration of our significant capital programme, which at **£127.5m** for 2018-19 is part of a **£762.8m programme** over five years. This coming year we will be funding capital projects such as the final year of the conversion to LED streetlighting which is already mitigating future price inflation due to a two thirds reduction in energy costs; numerous Local Growth Fund projects critical to regeneration and improving our highways; and continuation of our highly successful No Use Empty scheme that by bringing empty properties back into use boosts council tax and business rates receipts, thereby helping towards sustaining the Council's funding.

Our Staff Resource for 2018-19

Our workforce comprises highly skilled teams across a diverse range of specialisms working in an increasingly challenging climate. The number of staff in GET currently sits at 1,304.2 FTE, with 78% at grade 9 and below, and our part time staff make up 25% of our directorate's workforce.

Over the year ahead, we will continue our focus on making our staff resource as effective as possible, 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, including our Workforce Strategy are outlined in the following section.

Division	FTE	Headcount
Economic Development	45.6	49
Environment, Planning & Enforcement	376.4	485
Growth, Environment & Transport	6.0	6
Highways, Transportation & Waste	446.1	646
Libraries, Registration & Archives	433.9	838
Total	**1,308.0**	**2,024**

GET by Grade Band[2]	FTE	%
KR6 & below	580.1	44.3%
KR7-9	436.7	33.4%
KR10-13	271.2	20.7%
KR14-15	14	1.1%
KR16+	6	0.5%
Total	**1308.0**	**100%**

NB. The staffing numbers are as at January 2018, and will be updated to reflect February 2018 figures, when available.

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[2] *Staff paid on Non KR Grades have been grouped according to full time salary.*

K. Directorate Organisational Development Priorities

Our Organisational Development priorities are ambitious and will be delivered over a three-year programme until 2020/21. Our priorities are:

- **Implementing our workforce strategy for the future –** In 2017/18, the GET OD Group developed and consulted on a Vision for a Future Workforce Strategy. This vision and strategy will provide objectives that will challenge the Directorate to step up and deliver a more effective workforce that is able to meet the challenges we will face in the future. In 2018/19, we will develop the strategy and implementation plan for turning that vision into action, starting with a robust evidence base of where we are now – including the skills we need and the skills we have – and the route map to achieving our vision. We will be engaging staff throughout this process.

Within this strategy, we will particularly focus on the following two priorities:

- **Building resilience in our workforce** – The Directorate will build on the delivery of an emotional intelligence pilot from 17/18, identifying the skills and the need for this kind of training/development across the Directorate. The OD Group will work with KCC's Engagement, Organisation Design & Development service in this roll out.

- **Effective horizontal progression** – Long an ambition of GET, the OD Group will identify the tools and mechanisms by which we can enable the Directorate to get the most out of the talent we have in the organisation. This will see the Directorate exploring the use of technology to capture the skills that our staff have, and match that talent with opportunities across the organisation. This will ultimately make it possible for our Directorate to better manage, recruit and retain talent.

In pursuing these ambitions, the Directorate will be seeking to keep tools and processes as simple as possible, and will seek to innovate and do things differently, using technology wherever possible to make the changes we are pursuing sustainable and lasting. In doing so, the GET OD Group will lead by example through being "constructively disruptive" – whether that is challenging how we do things or challenging the way in which we think, and being open to being challenged.

We will also underpin our OD agenda with a **proactive communications plan** and a **principle of two-way accountabilities**, building on the work we did in 2016-17 to develop the 'What's expected of you' tool. And we will **work proactively with the GET Equalities and Diversity Group** through our joint work programme to ensure that we actively pursue our ambition of a more diverse workforce. Together we will work to support our staff to realise their full potential.

Our focus on these priorities will contribute to KCC's corporate vision for OD, which is detailed in the Organisational Development Medium-Term Plan 2017-20. In summary, KCC's OD priorities are:

▫ Leadership and management development	▫ Apprenticeships
▫ Workforce planning, succession planning and talent management	▫ Partnership working and integration
	▫ Managing change and new operating models
▫ Digitally enabled workforce	▫ Resilience
	▫ Workforce development

L. 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 2018-19 for GET are outlined below.

Performance Indicators relating to Customer Service

All of the following Indicators relate to our Customer Service Priority, details of which are on page 18.

Ref	Indicator Description	2017/18 Target	2017/18 Actual[3]	2018/19 Floor[4]	2018/19 Target
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	90%	93%	80%	90%
HT04	Customer satisfaction with routine Highways service delivery (100 Call back survey)	75%	83%	60%	75%
HT08	Emergency incidents responded to within 2 hours *(NEW)*	n/a	n/a	95%	98%
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%	94%	90%	95%
LRA07	Customer satisfaction with Ceremonies	95%	97%	90%	95%
LRA12	Customer satisfaction with Libraries	95%	97%	90%	95%
LRA13	Customer satisfaction with Archives	90%	87%	82%	90%
LRA18	Customer satisfaction with Citizenship Ceremonies	95%	97%	90%	95%
EPE16	Median number of days to resolve priority Public Right of Way faults (Rolling 12 months)	25	18	28	24
DT01	Report a Highways fault online	40%	38%	25%	50%

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[3] *Estimate based on trend or latest result*
[4] *'Floor standard' is the minimum level of acceptable performance*

Ref	Indicator Description	2017/18 Target	2017/18 Actual[3]	2018/19 Floor[4]	2018/19 Target
DT02	Apply for a Young Person's Travel Pass online	75%	79%	60%	80%
DT03	Apply for a Concessionary Bus Pass online	15%	16%	5%	20%
DT04	Book a Speed Awareness Course online	75%	80%	65%	80%
DT05	Apply for a HWRC recycling voucher online	90%	97%	80%	98%
DT06	Highways Licence applications online	60%	56%	50%	60%
DT11	Number of automated book renewals (online, self-service, automated phone)	75%	73%	74%	77%
DT12	Birth Registration appointment booked online	75%	74%	74%	77%
DT14	PROW faults reported by the public online	66%	85%	75%	85%

Activity Indicators relating to Customer Service

All of the following Indicators relate to our Customer Service Priority, details of which are on page 18.

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2018/19 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	28,000	107,000
		Lower	23,000	23,000	23,000	23,000	
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	

[3] *Estimate based on trend or latest result*

[4] *'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 18-19, which are set out on pages 16 to 19; all other indicators relate to 'business as usual' (BAU).

KPI Ref	Priority Ref	Indicator Description	2017/18 Target	2017/18 Actual[5]	2018/19 Floor[6]	2018/19 Target
HT01	BAU	Potholes repaired in 28 calendar days	90%	98%	80%	90%
HT03	BAU	Street lights repaired in 28 calendar days	90%	94%	80%	90%
HT11	BAU	Number of actual LED streetlight conversions against programme conversions (cumulative; completion by March 2019)	100,000	90,000	106,000	118,000
ED04a	BAU	**Jobs:** Jobs created/safeguarded through RGF jobs committed numbers	757	365	425	472
ED04b	BAU	**Jobs:** Jobs created through inward investment services contract	1,600	2,816	600	1,600
ED05	1	**Homes**: units brought back to market (through No Use Empty)	400	436	350	400
ED07	BAU	**Investment:** External investment secured (overall target £70m from 2014-2020)	£10.5m	£5.3m	£8.5m	£10.5m
ED08	1	Infrastructure: developer contributions secured against total contributions sought	90%	96%	80%	90%
ED09	1	Successful projects achieved through inward investment services contract	40	65	15	40
ED10	1	Businesses assisted via Kent and Medway Growth Hub contract *(cumulative from Nov '16)*	4,000	3,650	3,600	4,000
ED11	1	Businesses assisted through intensive support provided via Growth Hub contract *(cumulative from Nov '16)*	400	136	360	400
EPE02	BAU	Value of Criminal Activity investigated by Trading Standards	£250k	£1.427m	£450k	£500k
EPE03	BAU	Value of items prevented from entering or removed from the market by Trading Standards	£200k	£9.980m	£450k	£500k

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[5] *Estimate based on trend or latest result*
[6] *'Floor standard' is the minimum level of acceptable performance*

KPI Ref	Priority Ref	Indicator Description	2017/18 Target	2017/18 Actual[5]	2018/19 Floor[6]	2018/19 Target
EPE04	BAU	Total number of businesses supported (Trading Standards & Sustainable Business Team)	350	379	378	420
EPE14	2	Total Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	38,800	41,113	40,000	37,000
EPE15	BAU	Income generated by EPE services (charged services)	£3.54m	£3.2m	£3.2m	£3.55m
EPE18	BAU	Investment secured by EPE services (Grants/EU funding) - *this data is also captured within the wider ED07 indicator*	£3.25m	£3.2m	£6.07m	£6.75m
EPE19	BAU	Number of volunteer hours contributing to delivery of EPE services	29,340	38,800	49,200	54,660
EPE20	1	Percentage of planning applications which meet MHCLG standards and requirements	100%	100%	80%	100%
LRA14	6	Number of customers using outreach services (Home Library Service, Touch a New World)	1,500	1,370	1,350	1,500
LRA15	BAU	Total number of customers attending events in Libraries and Archives – 000s	210	210	195	215
LRA16	BAU	Number of physical archival documents utilised by the public	30,000	34,000	34,000	36,000
LRA17	BAU	Number of volunteer hours adding extra value to the LRA service	45,000	41,000	40,500	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%

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[5] *Estimate based on trend or latest result*
[6] *'Floor standard' is the minimum level of acceptable performance*

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	2018/19 Expected
WM05	Tonnage collected by districts (rolling 12 months) (WM05)	Upper	560,000				550,00
		Lower	540,000				
WM06	Tonnage managed through HWRC (rolling 12 months) (WM06)	Upper	190,000				180,000
		Lower	170,000				
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	1,290	1,400	1,240	1,250	4,950
		Lower	1,170	1,280	1,120	1,130	
LRA02	Number of books issued (includes eBooks and audio books) - 000s	Upper	1,200	1,330	1,160	1,170	4,650
		Lower	1,090	1,220	1,050	1,060	
LRA04	Number of digital visits to Libraries, Registration and Archives (000s)	Upper	400	390	390	400	1,500
		Lower	360	350	350	360	
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	

M. 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 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.

N. Appendices

Appendix 1 - Who delivers our services?

The following services are <u>internally</u> delivered in GET

Economic Development	**Highways, Transportation and Waste**	**Libraries, Registration and Archives**
Business and Enterprise	School Crossing Patrols	Libraries
Infrastructure	Closed landfill monitoring	Registration
Strategy and Partnerships	Highway Development Planning	Archives
Culture and Creative Economy	LEP programme management	
	Major Project Management	
	Cycle proficiency training	
	Driver Diversion Schemes	

Environment, Planning and Enforcement

Countryside, Leisure & Sport services: Kent Country Parks, Sport & Physical Activity, Explore Kent, and Volunteering

Public Protection services: Community Safety, Trading Standards, Coroners, Public Rights of Way, Kent Scientific Services, Gypsy & Traveller Service, Resilience & Emergency Planning, and Business Development

Strategic Planning & Policy: Transport Strategy, Strategic Planning & Infrastructure, Heritage Conservation, Flood & Water Management, and Natural Environment & Coast

Planning Applications and Minerals & Waste Local Plan

Sustainable Business & Communities

The following services are delivered <u>externally</u> for GET

Further information on specific contracts can be found in KCC's contract register.

Service Name	Contract end date
Economic Development	
Inward investment service	August 2020
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 2020
Kent & Medway Growth Hub	October 2018
South East Business Boost	July 2019
Kent Foundation (grant based)	Ongoing
Produced in Kent (grant based)	Ongoing
No Use Empty PR – rolling contract	Rolling one-year contract
Environment, Planning and Enforcement	
CLS: Countryside Management Partnerships	Annual SLA: March 2019
CLS: County Sports Partnership	March 2021
KDAONB: Kent Downs AONB Unit	Annual SLA: March 2019
PP: Kent Resilience Team (Partnership)	Annual SLA: March 2019
PP: Fair Trader Scheme	Rolling two-year partnerships

Service Name	Contract end date
SBC: Kent Warm Homes (Government-funded grants)	Insulation: September 2018 Heating: April 2018
Highways, Transportation and Waste	
Highway Term Maintenance: routine pothole repairs, winter gritting, gully cleaning, streetlight maintenance (finishes Aug 2018), surface dressing etc across Kent	Current: Aug 2020 Max[7]: Aug 2021
Surface Treatments; linked to Term Maintenance Contracts review	Current; August 2020 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 (out to tender Jan 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 contacts to be retendered in following years: 17% of contracts in 2018 35% of contracts in 2019 25% of contracts in 2020
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 contacts to be retendered in following years: 29% of contracts in 2018 28% of contracts in 2019 25% of contracts in 2020
Management of 12 Household recycling centres and 3 transfer stations	Current: Oct 2020 Max: Oct 2026
Professional specialist consultancy services such as highway design, surveys, investigations and transportation modelling: these services will be provided via several approved frameworks from April 2018	Various

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[7] 'Max' refers to the 'maximum possible extension' that the contract can allow, over and above the current contract end date.

Service Name	Contract end date
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
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	Nov 2019
Reception Bulking & Transport of Residual Waste Thanet Area to Allington Waste to Energy Facility or other nominated facilities Lot 2	Nov 2019
Soft landscaping: Urban Grass, Hedges and Shrubs (Sevenoaks, Tonbridge & Malling, Tunbridge Wells)	December 2019
Soft landscaping: Urban Grass, Hedges and Shrubs (Dartford, Maidstone, Canterbury and Thanet)	December 2019
Coring and materials testing	August 2019
Ridham Docks: Processing and Recycling of Wood Waste	October 2020
Customer enquiry, job and asset management software	August 2020
Collection & or Processing & Disposal of Clinical waste 2016-2018	December 2019

Service Name	Contract end date
West Kent HWRC Textiles and Shoes Collection and Processing	June 2018
Rural Swathe Cutting and Visibility Splays	March 2020
Arboriculture Works Term Contract	August 2019
Highway weed control	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
Libraries, Registration and Archives	
Volunteer Programme	October 2018

Appendix 2 - KCC's Outcome Framework from the Strategic Statement

GET supports and delivers primarily to the second 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.

Our Vision
Our focus is on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.

Strategic Outcome

Children and young people in Kent get the best start in life

Strategic Outcome

Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life

Strategic Outcome

Older and vulnerable residents are safe and supported with choices to live independently

Supporting Outcomes

Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people

We keep vulnerable families out of crisis and more children and young people out of KCC care

The attainment gap between disadvantaged young people and their peers continues to close

All children, irrespective of background, are ready for school at age 5

Children and young people have better physical and mental health

All children and young people are engaged, thrive and achieve their potential through academic and vocational education

Kent young people are confident and ambitious with choices and access to work, education and training opportunities

Supporting Outcomes

Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing

Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure

All Kent's communities benefit from economic growth and lower levels of deprivation

Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

We support well planned housing growth so Kent residents can live in the home of their choice

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

Supporting Outcomes

Those with long term conditions are supported to manage their conditions through access to good quality care and support

People with mental health issues and dementia are assessed and treated earlier and are supported to live well

Families and carers of vulnerable and older people have access to the advice, information and support they need

Older and vulnerable residents feel socially included

More people receive quality care at home avoiding unnecessary admissions to hospital and care homes

The health and social care system works together to deliver high quality community services

Residents have greater choice and control over the health and social care services they receive

Our Business Plan Priorities:
The cross cutting priorities that will help deliver the supporting outcomes

Our Approach:
The way we want to work as a council to deliver these outcomes

Appendix 3 - Glossary

AONB	Area of Outstanding Natural Beauty
BAU	Business As Usual
BDUK	Broadband Delivery UK
CIL	Community Infrastructure Levy
CLS	Countryside, Leisure and Sport (EPE)
DfT	Department for Transport
MHCLG	Ministry of Housing, Communities and Local Government
ED	Economic Development
EPE	Environment, Planning and Enforcement
GIF	Growth and Infrastructure Framework
GTS	Gypsy and Traveller Service (EPE)
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
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)
SELEP	South East Local Enterprise Partnership
SEN	Special Educational Needs
SME	Small or Medium Enterprise
SPP	Strategic Planning and Policy (EPE)
TfSE	Transport for the South East - Sub National Transport Body
TMC	Term Maintenance Contract (Highways)
TS	Trading Standards
TfS	Transfer Station (Waste)
TW Cultural Hub	Tunbridge Wells Cultural Hub
UKBF	Border Force UK

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From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Roger Wilkin, Director of Highways, Transportation and Waste

To: Environment & Transport Cabinet Committee – 20 March 2018

Subject: Rural Bus Services – "Big Conversation" Programme

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment & Transport Committee

Electoral Division: Countywide

Summary:

To continue to provide sustainable rural bus services that potentially could improve rural access and be delivered at a lower cost, it is necessary to review, develop and test alternative delivery models.

It is proposed that a "Big Conversation" programme of engagement involving transport providers, community transport providers, parish councils and the public be rolled out across the county to identify possible alternative delivery models which could then be developed as a number of pilots.

Recommendation:

It is recommended that the Cabinet Committee endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste for the proposed programme for the "Big Conversation", its aims and proposed approach.

1.   Introduction

1.1 In November 2017 proposals were brought forward which would reduce the budget for subsidised bus services by £4M over a two-year period.

1.2 If they had been implemented, the impact of those proposals on rural communities would have been significant. The proposals were not enacted, as the Government settlement allowed a greater budget allocation resulting in a reduced budget saving.

1.3 However, budget pressures continue within public transport, especially in funding statutory services such as the English National Concessionary Travel Scheme (ENCTS) and the very popular Young Persons Travel Pass.

1.4 Therefore, new models for the delivery of rural bus services are needed, which maintain services, improve rural access and, potentially, can be delivered at lower cost.

1.5 To identify and develop these potential models of delivery, we need to understand the 'art of the possible', the models of delivery and gain the input of the public/stakeholders.

2 A 'Big Conversation'

2.1 A 'Big Conversation' is proposed which in simple terms, is about talking to the residents of Kent and key stakeholders, gaining their views and input on future models for the delivery of rural bus services and improved rural connectivity.

2.2 The key aims of the programme are to inform what a transport model for rural services could look like and to seek views about how best to:

- Improve rural accessibility for those without alternative means of travel
- Help tackle social isolation
- Improve the use of existing transport resources including Community Transport
- Contribute to increasing resilience and continuity of service delivery
- Potentially save money through innovative coordination and integration with partners
- Provide the "right transport solution for the right client need for the right price"

2.3 The programme will invite ideas about the possible alternative delivery models for rural bus services, models which could replace conventional subsidised bus services, provide greater access and be more financially sustainable.

2.4 From practice elsewhere, potential alternative models include:

- Demand responsive transport – either as part of a wider KCC project or commercially led.
- Taxi bus style feeder services – linking rural communities to main line commercial bus services but with guaranteed connections.
- Community led transport services – either a community bus or contracted service.

However, the list is not exhaustive and other ideas will be welcomed.

2.5 The programme will include engagement with:

- Parish Councils through the Kent Association of Local Councils (KALC)
- Commercial transport providers on alternative models
- Community transport on the art of the possible
- Technology providers on total transport and Mobility as a Service (MaaS)
- The public and other stakeholders

2.6 This engagement programme will then culminate in a Rural Bus Summit bringing ideas and people together.

2.7 A Programme Manager will oversee the delivery of the programme. The programme manager will work with KCC Communications Team, Consultation & Engagement Team, and Public Transport on delivery of the programme.

2.8 The engagement sessions with commercial transport, community transport and technology providers will be centred at Maidstone. However, sessions for the public and other key stakeholders will be spread across the county, will not be confined to weekdays during office hours, but will also take place in the evenings and on Saturdays, ensuring that the programme reaches all parts of the county.

2.9 The proposals and views expressed at all sessions will be collected, collated and distilled into a report by external consultants.

2.10 The report findings will be used to develop appropriate pilots, which enable alternative delivery models to be tested, their use analysed and the user experience to be defined.

2.11 The findings will be reported to ETCC, alongside proposals for pilot schemes to be shaped and delivered.

2.12 The proposed timetable for the delivery of the programme is as follows:

- 20 March 2018 - Paper to Environment and Transport Cabinet Committee
- April 2018 – Commence focus groups and engagement with Parish Councils, outlining the art of the possible, understand barriers to travel, gaining ideas and support for potential pilots
- May 2018 – Engagement with commercial operators on the barriers and opportunities for delivering rural services and reviewing idea
- May 2018 – Engagement with the Community Transport providers on the art of the possible.
- June 2018 - Bus Summit
- July-September 2018 – Review big conversation inputs and develop appropriate pilots

3   Financial Implications

3.1 The programme will make use of external consultants, venues and other support facilities, which will be funded from the budget of £500k which has been allocated for community transport innovations.

3.2 A detailed cost plan will be drawn up and overseen by the Programme Manager.

4   Legal implications

4.1 No legal implications identified.

5   Equalities implications

5.1   No equalities issues identified.

6   Other corporate implications

6.1   None.

7   Conclusions

7.1 Pressures on budgets remain. Therefore, alternative forms of delivery need to be explored in order to improve sustainability, offer better access and potentially save money.

7.2 Through engagement with transport providers, technology providers, parishes, other key stakeholders and the public, the "Big Conversation" programme will allow such models to be identified, gain feedback and support from users and key stakeholders.

8   Recommendation(s):

8.1   It is recommended that the Cabinet Committee endorse or make recommendations to the Cabinet Member for Planning, Highways, Transport and Waste for the proposed programme for the "Big Conversation", its aims and proposed approach.

9   Background Documents

10.1 None.

10 Contact details

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From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste

Roger Wilkin, Director of Highways, Transportation and Waste

To: Environment & Transport Cabinet Committee – 20 March 2018

Subject: Subsidised Bus Service – Proposed Delivery of Budget Reduction

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment & Transport Committee

Electoral Division: Operator proposals affect Sevenoaks and Thanet

Summary:
This paper sets out proposals for delivering the revised budget reduction in 2018/19 of £0.455m in respect of subsidised bus services.

Following constructive meetings   with bus operators,   proposals   have   been received which   could   deliver savings   with   minimum impact to   service   users, through commercial bus service provision already in place or with a revised commercial bus offering. This paper sets out proposals for delivering the revised budget reduction subject to public consultation.

It is proposed that three services operated by Stagecoach are withdrawn, mitigated by commercial network changes. One service operated by Go Coach will be revised.

In addition, planned contract tendering, delayed for April 2018 but now planned for September 2018, may deliver further savings.

Recommendation:

The Cabinet Committee is asked to endorse progressing to consultation on the proposed network changes.

1.   Introduction

1.1   At the November meeting of this Cabinet Committee members considered proposals to reduce the budget for bus services by £4M over a two-year period.

1.2   As was recognised at the time, this level of reduction would have had a detrimental effect on the number of services/journeys supported and a significant consultation process was planned to commence in mid-January.

1.3 The Leader then asked for officers to reconsider the proposals, to delay the consultation process and to meet with the bus operators to consider alternative savings that could be delivered to SBS. This period also allowed the outcome of the Government settlement to be considered.

1.4 Following an improved settlement, the planned reduction in SBS of £4M has been reduced to £0.455m. This paper outlines proposals for how the saving could be delivered through network revisions proposed by operators following meetings with Kent County Council (KCC) and the approach to the re-tender of existing SBS, delayed from April 2018 to September 2018.

2. Proposed Network Revisions

2.1 Following the Leader's meetings with operators and an email from Public Transport to all SBS contractors requesting proposals for service changes which could produce SBS savings, a number of proposals were reviewed.

2.2 Proposals submitted were reviewed on the basis that any mitigation proposed, would provide 90% of current journey options or would not leave a community without a service. In addition, proposals could not impact on known school movements.

2.3 On this basis two proposals, one from Stagecoach and one from Go Coach have been taken forward.

2.4 The Stagecoach proposal relates to three SBS in the Thanet area:

> *39: Sherwood Gardens loop, Dumpton and Nixon Avenue*
> *42: Windermere Avenue/Rydal Avenue, Nethercourt*
> *56: St Peter's Road/Vicarage Street, St Peter's and Stone Road/Lanthorne Road/Knights Avenue, Broadstairs*

2.5 These services are all mirrored by existing commercial services, which could serve them with some network changes. This position arises as the services were previously provided as commercial competition to Stagecoach, and were only taken on by KCC as SBS when the then commercial competitor failed.

2.6 Stagecoach has undertaken to amend its current commercial network in the area to provide similar journey opportunities to the SBS albeit they may be perceived as less convenient by some service users.

2.7 The annual cost to budget of these SBS is £310K and they account for circa 180,000 annual journeys.

2.8 Go Coach have proposed revisions to service 404 from Edenbridge to Sevenoaks/Plaxtol to Borough Green. The proposal has two elements, the first is to take a current mainstream home to school transport contract and convert it to a school-focused commercial bus service. The second element is the refocusing of the current service 404 on Edenbridge to Sevenoaks, dropping Plaxtol to Borough Green which is already covered by another service and withdrawing the 'Wednesdays only' 405, again which has other service provision.

2.9   The Go Coach proposal improves the connectivity between Edenbridge and Sevenoaks for off peak bus users. Plaxtol residents remain served by alternative provision, focused on Tonbridge/Borough Green, not Sevenoaks. The 'Wednesday 405' users have access to a regular service to Swanley/Dartford. Therefore, it is concluded that the proposal includes suitable mitigations.

2.10 The Go Coach proposal would deliver a saving to both the SBS budget and Education's mainstream home to school transport budget. The annual saving to SBS would be circa £75K and to Education £35K.

2.11 There will be local consultation for each of the proposed changes. This consultation will focus on the scope of the change and the mitigation/alternative provision. Use will be made of maps and timetables to make it as easy as possible for users to understand the proposals and officers are working closely with the KCC consultation team. In addition, where necessary, public meetings will be supported by officers from Public Transport.

2.12 It is planned that the local consultation will commence in late April 2018 for 8 weeks. Feedback from the consultation will be reported to ETCC in July 2018 and subject to any revisions implementation will start from late September 2018.

3.   SBS Tendering

3.1   Public Transport planned to re-tender a number of SBS and Mainstream (PSV) Home to school transport services that were due to expire in April 2018. These were delayed to take account of the wider discussions regarding SBS and hence contracts were extended.

3.2   These services will now be tendered alongside mainstream home to school transport contracts, as per the programme which was brought to ETCC on the 7th September 2016 and the key decision that followed.

3.3   In tendering as packages, the SBS are tendered as per the current specification, with operators able to submit variations which still meet the journey need.

3.4   Since 2016, all KCC PSV requirements have been tendered through a Dynamic Purchasing System which combines the requirement for Home to School and SBS work.

3.5   Combining this work has been shown to offer opportunities to make savings against current contract costs. Based on the previous tender round in September 2017, this tender round could deliver savings in the region of £35-£40K.

4.   Financial Implications

4.1   Implementation of the operator proposals will deliver a full year saving of £385K to the base budget with a saving of £35K to Education. The local bus tendering, delayed from April 2018 to September 2018 could yield savings, in the region of £40K. In total these two areas of savings could deliver a full year budget saving of £425K.

4.2 Public Transport will seek further efficiencies within the SBS budget which do not impact the SBS delivered. Any short-term budget shortfall will be covered from the Public Transport Reserve.

5 Legal implications

5.1 The Transport Act 1985 requires that Local Transport Authorities (LTAs) consider the support of subsidised bus services. However, expenditure in this area is a discretionary activity with LTAs being under no obligation to provide subsidy for this purpose.

5.2 It is important to note that the proposed savings have not used KCC's adopted criteria for assessing routes. Rather the operators have provided options which deliver savings and appropriate mitigations whilst protecting journey opportunities.

5.3 Services carrying children with a statutory entitlement to free transport to school under the Education Act are unaffected by these proposals.

5.4 A failure to manage the process of change robustly in terms of demonstrating a consideration of the implications carries a possible risk of decisions being subject to judicial review. However, we are satisfied that the consultation process to be carried out and the related Equality Impact Assessment (EqIA) process will be sufficiently robust to ensure that the risk is mitigated.

6 Equalities implications

6.1 An initial EqIA screening covering the Stagecoach and Go Coach proposals has been undertaken.

6.2 Detailed EqIAs will be developed for each specific proposal and will be reviewed by the EqIA team before formal sign off.

6.3 Following the public consultation, the EqIA will be updated with necessary changes.

7 Other corporate implications

7.1 None.

8 Conclusions

8.1 The savings against the subsidised bus budget has been reduced £0.455M for 2018/19.

8.2 Meetings with operators have taken place to explore the opportunity to make these savings, whilst mitigating the impact on bus users, ensuring whole communities are not left without a service or known school flows are not served.

8.3 The operator proposals received provided sufficient mitigation, that in delivering a significant saving, journey opportunities are not lost, whole communities do not lose a bus service and known school flows are not affected.

8.4 Local consultation will be undertaken in late April 2018. Consultation documentation will be clear to ensure that the changes are understood.

8.5 In addition to the operator proposals, the delayed planned tendering from April 2018 to September 2018 is expected to deliver further savings.

8.6 If the combined annual saving does not meet the full budget reduction, the public transport team will find efficiencies to fill the gap, which will not affect SBS.

8.7 To cater for in year phasing, the use of the public transport reserve is proposed.

8.8 The proposed approach to delivering the budget reduction minimises the impact on communities through mitigations, will be supported by focused local consultation and is based on work with operators.

9. Recommendation(s):

9.1 The Cabinet Committee is asked to endorse progressing to consultation on the proposed network changes.

10. Background Documents

10.1 None.

11. Contact details

Report Author:	Relevant Director:
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From: Benjamin Watts, General Counsel

To: Environment and Transport Cabinet Committee on 20 March 2018

Subject: Work Programme 2018

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Environment and Transport Cabinet Committee.

Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2018.

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1.   Introduction
1.1   The proposed Work Programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.

1.2   Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the programme's fine tuning, this item gives all Members of this Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2.   Work Programme 2018
2.1   The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting, in accordance with the Constitution].

2.2   The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.

2.3   The schedule of commissioning activity which 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 allow Members to have oversight of significant services delivery decisions in advance.

2.4   When selecting future items, the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items

will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

2.5 In addition to the formal work programme, the Cabinet Member for Economic Development, the Chairman of the Cabinet Committee and other interested Members are intending to visit all district councils over the next two years starting with Dover, Dartford, Swale and Thanet.

3. Conclusion

3.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme 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.

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5. Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2018.

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6. Background Documents: None

7. Contact details

Report Author:	Lead Officer:
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Environment and Transport Cabinet Committee - WORK PROGRAMME 2018

Item	Cabinet Committee to receive item
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (September)
Risk Register – Strategic Risk Register	Annually (March)
Winter Service Policy	Annually (September)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting

No.	Item	Key Decision	Date added to WP	Additional Comments
	Wednesday 31 January 2018			
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Kent Environment Strategy			Deferred from Nov to Jan
7	Country Parks Strategy Consultation	Key		Deferred from Nov to Jan
N/A	Maidstone Integrated Transport – Sutton Road/ Willington Street			Deferred from Nov to Jan Removed from Jan meeting – 19/01/2018
8	KCC response to the Department for Transport's 'Shaping the Future of England's Strategic Roads' consultation on Highways England's 'Strategic Road Network Initial Report'			
9	Approach to Highways Asset Management	Key		New to agenda
10	Agreement to manage and deliver the National Driver Offender Retraining Schemes for the Kent Police Driver Diversionary Partnership key decision	Key		New to agenda
11	Re-procurement of the Urban Grass, shrubs and hedges contract	Key		New to agenda
12	Planning, Highways, Transport and Waste Fees and Charges	Key		
13	2018/19 Medium Term Financial Plan			
14	2018/19 Financial Monitoring			
15	Work Programme (Standing Item)			

No.	Item	Key Decision	Date added to WP	Additional Comments
	Tuesday 20 March 2018			
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Performance Dashboard (Standing Item)			
7	17/00137 - Growth and Infrastructure Framework	Key	19/01/2018	Deferred from Jan to March
8	Department for Transport Major Road Network Consultation			
9	Community Safety Agreement & Kent Community Safety Team Update Phase 2		16/02/2018	Combined reports
10	Keep Kent Clean Litter Strategy		07/02/2018	
11	Risk Register			
12	Directorate Business Plan			
13	The Big Bus Conversations			
14	Achieving necessary Bus budget			
15	Work Programme (Standing Item)			

No.	Item	Key Decision	Date added to WP	Additional Comments
	Tuesday 15 May 2018			
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	HWRC Policy Changes			Deferred from March to May (agenda setting 30/01/2018)
7	Amey Contract Extension	Key	30/01/2018	
8	Winter service Policy	Key	30/01/2018	To include winter routes. Needs to go to CMM then to E&TCC
9	Maidstone Integrated Transport – Sutton Road/ Willington Street	Key	30/01/2018	Deferred from Nov to Jan Deferred from Jan to March Deferred from March to May
10	18/00007 - Public Rights of Way Access Improvement Plan	Key	21/02/2018	Deferred from Nov to Jan - agenda setting on 12/10/17. Deferred from Jan to March - agenda setting on 05/12/2017. Deferred from March to May – 21/02/2018 (Email)
11	Housing Infrastructure Fund update report		30/01/2018	Discuss marginal Viability and HIF Fund Bids Deferred from March to May
12	17/00135 - Pitch Allocation Policy for Gypsy and Traveller Service Charge	Key	16/01/2018	Deferred from Jan to March Deferred from March to May
13	Update on Medway Flood Partnership and associated flood defences		09/03/2018	
14	KCC's Approach to Organised Crime Group management'		16/02/2018	Deferred from March to May
15	Work Programme (Standing Item)			

No.	Item	Key Decision	Date added to WP	Additional Comments
	Friday 13 July 2018			
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
	Work Programme (Standing Item)			

No.	Item	Key Decision	Date added to WP	Additional Comments
	Thursday 20 September 2018			
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
6	Tonbridge and Malling Transport Strategy			
	Work Programme (Standing Item)			

No.	Item	Key Decision	Date added to WP	Additional Comments
	Wednesday 28 November 2018			
1	Intro/ Web announcement (Standing Item)			
2	Apologies and Subs (Standing Item)			
3	Declaration of Interest (Standing Item)			
4	Minutes (Standing Item)			
5	Verbal Update (Standing Item)			
	Work Programme (Standing Item)			

Items for Consideration that have not yet been allocated to a meeting
Tonbridge and Malling Transport Strategy (was going to E&T CC on 20 March 2018 – now deferred until summer)
Community Safety Framework
Highways Term Maintenance Contract Management (going to March 2018 meeting)
Low Emissions Strategy (added at agenda setting meeting on 25 July 2017)
Winter Service Policy 2017/18 to the ETCC meeting on 21 September 2017. The policy is renewed annually (September 2018)
Thanet Parkway (Deferred from September 2017 to enable development of further funding options)

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