



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 13th July,  
2017**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 5 July 2017

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 13 July 2017 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

#### **Webcasting Notice**

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present.

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

#### **Voting at County Council Meetings**

Before a vote is taken the Chairman will announce that a vote is to be taken and the division bell shall be rung for 60 seconds unless the Chairman is satisfied that all Members are present in the Chamber.

**20 seconds** are allowed for electronic voting to take place and the Chairman will announce that the vote has closed and the result.

#### **A G E N D A**

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
3. Minutes of the meetings held on 25 May, and, if in order, to be **(Pages 5 - 14)** approved as a correct record
4. Chairman's Announcements
5. Questions

6. Report by Leader of the Council (Oral)
7. Ofsted inspection on Children's Services **(Pages 15 - 54)**
8. Local Transport Plan 4: Delivering Growth without Gridlock **(Pages 55 - 168)**
9. Cultural Strategy **(Pages 169 - 194)**
10. Member Remuneration Panel **(Pages 195 - 258)**
11. County Council Directorate and Strategic Commissioning Structure Update **(Pages 259 - 264)**



John Lynch,  
Head of Democratic Services  
03000 410466



## KENT COUNTY COUNCIL

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MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 May 2017.

**PRESENT:**

Mr T Gates (Chairman)  
Mr D L Brazier (Vice-Chairman)

Mrs A D Allen, MBE, Mr M J Angell, Mr M A C Balfour, Mr P V Barrington-King, Mr P Bartlett, Mrs P M Beresford, Mrs R Binks, Mr R H Bird, Mr T Bond, Mr A H T Bowles, Mr D Butler, Miss S J Carey, Mr P B Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mrs P T Cole, Mr N J Collor, Ms K Constantine, Mr A Cook, Mr G Cooke, Mr P C Cooper, Mrs M E Crabtree, Mr D S Daley, Mr M C Dance, Miss E Dawson, Mrs T Dean, MBE, Mr T Dhesi, Mr D Farrell, Mrs L Game, Mrs S Gent, Mr G K Gibbens, Mr R W Gough, Mr K Gregory, Ms S Hamilton, Mr P M Harman, Mr P M Hill, OBE, Mr T Hills, Mrs S V Hohler, Mr S Holden, Mr P J Homewood, Mr A J Hook, Mr M J Horwood, Mr E E C Hotson, Mr J A Kite, MBE, Mr S J G Koowaree, Mr P W A Lake, Mr B H Lewis, Ida Linfield, Mr R L H Long, TD, Mr R C Love, Mr G Lymer, Mr R A Marsh, Ms D Marsh, Mr J McInroy, Mr P J Messenger, Mr D D Monk, Mr D Murphy, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr R A Pascoe, Mr M D Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr A M Ridgers, Mr C Simkins, Mr J D Simmonds, MBE, Mrs P A V Stockell, Dr L Sullivan, Mr I Thomas, Mr M Whiting, Mr M E Whybrow and Mr J Wright

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services), Mr J Lynch (Head of Democratic Services) and Mr B Watts (General Counsel)

### UNRESTRICTED ITEMS

#### 1. Election of Chairman

*(Mr T Gates the present Chairman presided for this item)*

(1) Mr Gough moved and Mr Chard seconded that Mr D Brazier be appointed Chairman of the County Council.

*Agreed unanimously*

(2) Thereupon Mr Brazier took the chair, made his Declaration of Acceptance of Office and returned thanks for his election.

(3) Mrs Dean and Mr Bowles paid tribute to Mr Gates and thanked him for the manner in which he had carried out his duties as Chairman of the Council from May 2016 until the present day.

(4) Mr Gates suitably replied.

## **2. Election of Vice-Chairman**

(1) Mr Carter moved and Mr Simkins seconded that Mr M Angell be appointed Vice-Chairman of the Council.

*Agreed unanimously*

(2) Mr Angell thereupon made his Declaration of Acceptance of Office and returned thanks for his appointment.

## **3. Apologies for Absence**

The General Counsel reported apologies from Mr Booth, Mr Manion and Mr Sweetland.

## **4. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda**

None.

## **5. Minutes of the meeting held on 16 March 2017 and, if in order, to be approved as a correct record**

RESOLVED that the minutes of the meeting held on 16 March 2017 be approved as a correct record.

## **6. The Returning Officer to submit the returns of persons elected to be County Councillors until 2021**

(1) The County Returning Officer for the County of Kent submitted the Return, dated 5 May 2017, of persons elected to be County Councillors for the Electoral Divisions of the said County as reproduced in the papers for this meeting. The County Returning Officer apologised for the typographical error of the Sevenoaks Town candidate's name.

(2) RESOLVED that the Return be noted.

## **7. Chairman's Announcements**

### **(a) Welcome**

(1) The Chairman welcomed all newly elected and returning Members of the County Council.

### **(b) Turner Contemporary**

(2) The Chairman informed Members that the Turner Contemporary in Margate had been selected to be the host for the 2019 Turner Prize.

**(c) One minutes silence**

(3) The Chairman referred to the recent terrorist attack in Manchester and reminded Members that the National Threat level for a terror attack in the UK had been moved to Critical which meant additional precautions must be taken to remain safe. He reminded Members to remain vigilant when accessing buildings and make sure that their KCC ID was visible at all times in accordance with additional security measures.

(4) The Chairman stated that there would be a one minute's silence observed at 11.00am in memory of all those who lost their lives in the terrorist attack in Manchester.

**(d) 100<sup>th</sup> anniversary of Britain's first air raid in WWI**

(5) The Chairman stated that today was the 100<sup>th</sup> anniversary of the first raid by aircraft over the UK. Aircraft had crossed the coast heading towards London and on returning had divested themselves of their remaining bombs. 71 civilians were killed including 60 in Tontine Street in Folkestone. Also a number of servicemen were killed at Shorncliffe barracks.

**(e) Chairman's charity**

(6) The Chairman informed Members that he had chosen Kent Community Foundation as his charity. It was a unique body in Kent and part of a wider network. This charity identified and approached charitable givers, usually in the commercial sector, and made it easy for them to give to grass roots charities serving the deprived and vulnerable in the County.

**(f) Presentation to previous Leader of the Liberal Democrat Group**

(7) The Chairman paid tribute to Mrs Trudy Dean, MBE, a Member of this authority for 32 years, who had stepped down as Leader of the Liberal Democrat group after 20 years. Mr Bird and Mr Carter were invited to speak in tribute to Mrs Dean. Mrs Dean suitably replied.

**(g) Committee meetings**

(8) The Chairman reminded Members that there would be a number of formal meetings of the various Committees on the rising of this County Council meeting for the purposes of electing a Chairman of each main Committee. He asked that all Members remain in the Chamber at the conclusion of the meeting.

**8. Election of Leader**

(1) Mr Oakford moved and Mr Simmonds seconded that Mr P B Carter, CBE be elected Leader of the Council until the Annual Meeting of the Council in 2021.

*Carried without a formal vote*

## **9. Appointment of Leader of the Opposition**

(1) Mrs Dean moved and Mr Whybrow seconded that Mr Bird be appointed Leader of the Opposition.

*Carried without a formal vote*

## **10. Questions**

In accordance with Procedure Rule 1.17(4), 6 questions were asked and replies given. A record of all questions put and answers given at the meeting are available [online](#) with the papers for this meeting.

## **11. Report by Leader of the Council (Oral)**

(1) The Leader updated the Council on events since the previous meeting.

(2) Mr Carter thanked the County Council for his re-appointment as Leader of Kent County Council and undertook to exercise the role to the best of his ability. He expressed thanks to Mr Watts, the County Returning Officer, for a smooth well run election. He referred to the election result and acknowledged the work of those who had not been returned to the Chamber.

(3) Mr Carter referred to the three core strategic objectives of the County Council for the next 3 to 4 years which were:

- to deliver services that enable children and young people in Kent to get the best start in life,
- to ensure our older and vulnerable residents are safe and supported with choices to live independently and wherever possible are supported in their own home, and
- to provide services that supported Kent communities to feel the benefit of economic growth and that supported Kent Businesses to expand and grow, providing increased job opportunities and prosperity for all.

He reminded Members that everything the County Council did was designed to deliver those objectives and to provide strong stable leadership, not just on the political side but through the inter-dependencies between elected Member and dedicated officers. He acknowledged the integrity of and expressed gratitude to officers who had served for many years.

(4) Mr Carter emphasised the need to focus on delivering savings within this year's budget and reminded Members that this encompassed an additional £73 million of savings in year and it was intended to pull the budget together by the Autumn as had been done last year.

(5) Mr Carter referred to the continuing financial pressure which made it imperative that the current traded services delivered the anticipated £10 million worth of profitability to help support the delivery of services and were grown in future years to achieve targets in excess of the current year. In addition he outlined one of his priorities was, in discussion with Mr Wood, to set aside monies to invest in good strategic investments such as commercial sites and residential housing sites, to help

support housing delivery. He gave the examples of the profitable investment made by the County Council in Kings Hill and East Kent.

(6) Mr Carter welcomed the additional £2 billion going into Social Care for the next 3 years which would be considered later in the meeting.

(7) In relation to Social Care, Mr Carter expressed the view that there needed to be an acceptance by all parties that the current system of accessing social care in this Country was broken, unfair and needed fixing. He stated that it was unfair for the 25% on low incomes and benefits to be supported and have entitlement to state support whilst the “just about managing” who were unfortunate to have dementia or long term disabilities were failed by the system.

(8) Regarding Education and Young People Mr Carter referred to the awaited report from the recent Ofsted Inspection of Children’s Services and also the need to move forward with implementing the new structure agreed by the County Council once the report was received. He emphasised the importance of continuing to campaign for a fair funding mechanism for schools in Kent, with a guarantee that no schools would be worse off and more importantly to make sure that the fair funding formula distribution method targeted genuine need and demand in schools in Kent.

(9) In conclusion, Mr Carter referred to a campaign to make sure that the potholes on KCC’s 5000 miles of roads were fixed well and in addition to take bus operators to task to ensure that they delivered sensible and intelligent bus services that served both the rural and the urban economy of Kent.

(10) Mr Bird, the Leader of the Opposition, started by welcoming new Members to the Chamber and remarked upon how important it was that the Council reflected the demographic of the people of Kent. He congratulated the Leader and his group on their success in the election and expressed his gratitude for the Leaders acknowledgement that opposition Members could and should make a valuable contribution to the Council’s Committee business. He stated that his Group would acknowledge the good work of the Council but if something was wrong, or something could be done better or if something was unfair his Group would speak up. He hoped that the administration would listen as Members were all here to serve the best interests of the people of Kent.

(11) Mr Bird expressed the hope that the Government would listen to local government as its services were vital for society and had been adversely impacted by over-zealous measures and the unfair and unsustainable approach to social care. Whilst not advocating a return to free spending he expressed the view that Government needed to understand that there was a limit to the efficiency gains that could be made by Local Authorities.

(12) Regarding social care, Mr Bird stated that this was a huge financial burden and that it was clear that in future NHS and social care services must be better linked, fairly offered and fairly financed. He continued that it should not matter whether the elderly person needed a clinical procedure or support in dementia, or where the person lived. His Group advocated a broad brush approach to the financing of these services.

(13) In conclusion Mr Bird stated that he welcomed the prospect of investing in residential property as long as it was for the people of Kent and not a purely commercial exercise. His party believed that every citizen should have the right to live in decent affordable accommodation.

(14) Mr Farrell, Leader of the Labour Group, began by sending his condolences to all those affected by the Manchester attack and also referred to colleagues across local government both in Manchester and in Kent, in charge of planning and enacting the response to such atrocities.

(15) Mr Farrell congratulated the Chairman on his election and on behalf of his group he recorded thanks for the work of the dedicated team of officers who had been involved in induction since the election. He stated that the authority and existing Members had been welcoming and supportive.

(16) Mr Farrell referred to concerns over the significant challenges facing social care and stated that policy in this area must not be poorly developed. He highlighted the difference in care for those relying on social care with conditions such as Alzheimer's and those with other illness's that qualified for NHS treatment. He welcomed the additional Government grant for adult social care but stated that local authorities needed greater support to meet social care needs and reduce the pressures on the national health service. He stated that adult social care needed a fundamental, all-encompassing structured approach, with a national care service working alongside the NHS and a clear step change in the current short term funding approach.

(17) Mr Farrell appealed to all sides of the Chamber to put the most vulnerable residents of the County at the centre of every decision taken.

(18) In conclusion Mr Farrell stated that the biggest issues facing the county over the next four years were national issues such as social care, education and the issues presented by population growth and that local government would be at the forefront of these challenges. His Group were aware of the important role that they must take in representing residents of their divisions and holding the administration to account. Therefore in the life of this Council his group would acknowledge and highlight the right course of action, scrutinise when the approach was unjust and criticise when policy was ill conceived.

(19) Mr Whybrow, Leader of the Independents Group, welcomed the new Chairman and Vice-Chairman on behalf of the Independents Group, although the opposition ranks had been depleted he hoped that what they lacked in numbers they would make up for in quality. He referred to the good hard working members from all political parties that had been lost at the last election, some through boundary changes.

(20) Mr Whybrow welcomed the good news that the Turner Prize was coming to the Turner Contemporary in 2019.

(21) In relation to social care, Mr Whybrow, stated that he was not sure how this was going to be funded going forward. There seemed to be an acknowledgement at national level that social care was in crisis and that there was a major funding gap.

He expressed the view that whatever the solution for social care it should not be down to chance as to who had to pay for social care.

(22) Mr Whybrow referred to the challenge of re-connecting with the electorate, across Kent fewer than one in three people actually voted in the County Council elections. KCC was highly relevant to all residents and that message did not seem to be getting across. He wondered if there was a strategic piece of work that might be done with the commissioning team, with a cross party Member group to look at how this could be improved including the relevance of messages from KCC, the success of this would be measured by turnout at the 2021 election.

(23) In conclusion Mr Whybrow stated that he was delighted to provide advice on the environment, which he considered was much needed and looked forward to working with all Members going forward over the next 4 years.

(24) In replying to the other Leaders' comments, Mr Carter stated that he agreed with Mr Bird that there was a limit to the amount of efficiencies that Local Government could take and the fact that tax levels in inner London were set at roughly half of what the council tax payers of Kent had to pay and this could not be allowed to continue. The opportunity to reorganise the way that funding was distributed could release an additional £1billion to help and support counties such as Kent.

(25) Regarding health and social care integration, he hoped that in the coming months and years there would be some experimenting with pooled resources, subject to the right governance arrangements. In his new portfolio for health reform, Mr Carter expressed the view that the health economy could learn from the local government experience in financial management, which would give local government more confidence in working with them in pooling resources, joint commissioning and co-commissioning.

(26) Finally Mr Carter referred to the dreadful events in Manchester, and to a briefing that he had received on the Prevent agenda. He stated that there was going to be a seminar where senior figures representing all the faith organisations in Kent would be coming together to discuss how to ensure that Prevent was making sure that there was good racial cohesion across Kent. He stated that everyone should be involved in ensuring that there was racial tolerance and racial cohesion across the county.

## **12. Revised Budget 2017-18 and Medium Term Financial Plan 2017-20**

(1) Mr Simmonds moved and Mr Gibbens seconded the following motion:

“The County Council is asked to agree the following:

- (a) Revised net budget requirement of £932.977m (a change of £26.018m)
- (b) The overarching adult social care strategy outlined in this report arising from the additional £26.091m grant and the £6.8m market sustainability fund
- (c) Delegate the final decision on precise spending plans under this strategy to the Cabinet Member for Adult Social Care and Corporate Directors

within the limits included in financial regulations, and through the established governance arrangements

The County Council is asked to note the following:

(d) The £0.073m impact on the net budget requirement following minor technical changes following the final notification of business rate share and collection fund balance and New Homes Bonus grant

(e) £0.073m reduction in the £3.994m contribution to general reserves in the approved budget

(f) Potential impact on the local share of business rate tax base following the changes announced in the 2017 Spring Budget and additional compensation grant. These cannot be quantified until local discretionary relief schemes have been approved

(g) The revised policy in relation to KCC dividends and Commercial Services reserves.”

(2) Following the debate the Chairman put the motion set out above to the vote and the voting was as follows:

For (74)

Mrs A Allen, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs P Beresford, Mrs R Binks, Mr R Bird, Mr T Bond, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr N Chard, Mr I Chittenden, Mrs P Cole, Mr N Collor, Ms K Constantine, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs T Dean, Mr T Dhesi, Mr D Farrell, Mrs L Game, Mrs S Gent, Mr G Gibbens, Mr R Gough, Mr K Gregory, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mr S Holden, Mr P Homewood, Mr A Hook, Mr M, Horwood, Mr E Hotson, Mr J Kite, Mr G Koowaree, Mr P Lake, Mr B Lewis, Ida Linfield, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Ms D Marsh, Mr J McInroy, Mr P Messenger, Mr D Monk, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr D Pascoe, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr A Ridgers, Mr C Simkins, Mr J Simmonds, Mrs P Stockell, Dr L Sullivan, Mr I Thomas, Mr M Whiting, Mr M Whybrow, Mr J Wright.

Against (0) Abstained (0)

*Motion carried*

(3) RESOLVED that

(a) revised net budget requirement of £932.977m (a change of £26.018m) be agreed.

(b) the overarching adult social care strategy outlined in the report arising from the additional £26.091m grant and the £6.8m market sustainability fund be agreed.

(c) the final decision on precise spending plans under this strategy be delegated to the Cabinet Member for Adult Social Care and Corporate Directors within the limits included in financial regulations, and through the established governance arrangements

(d) the £0.073m impact on the net budget requirement following minor technical changes following the final notification of business rate share and collection fund balance and New Homes Bonus grant be noted.



- (e) £0.073m reduction in the £3.994m contribution to general reserves in the approved budget be noted
- (f) potential impact on the local share of business rate tax base following the changes announced in the 2017 Spring Budget and additional compensation grant, which cannot be quantified until local discretionary relief schemes have been approved, be noted.
- (g) the revised policy in relation to KCC dividends and Commercial Services reserves be noted.

### **13. Members' Allowances Scheme for the Four Year Period 8 May 2017 to May 2021**

- (1) The Chairman moved and the Vice-Chairman seconded the following motion:

“The County Council be asked to agree to the adoption of the Members Allowance Scheme set out in the appendix to this report pending the receipt of the report and recommendations of the independent Member Remuneration Panel at the July/September meeting of the Council.”

- (2) The above motion was agreed without a formal vote.

(3) RESOLVED that the Members Allowance Scheme as set out in the appendix to the report be adopted pending the receipt of the report and recommendations of the independent Member Remuneration Panel at the July/September meeting of the Council.

### **14. Proportionality and Appointment to Committees and other bodies**

- (1) Mr Carter moved and Mr Oakford seconded the following motion:

“The County Council is asked to:

- (a) determine the total number of Committee places; the allocation of those places between the political groups; and the allocation of places on certain bodies;
- (b) if appropriate, give delegated powers to the Head of Democratic Services in consultation with the four group Leaders to adjust the allocation of committee places in order to conform to overall proportionality requirements.
- (c) agree that Selection and Member Services Committee will make the appointments to outside bodies, except for those which fall to be made by the Leader of the Council; and
- (d) agree proposals for the allocation of the Members' Conference Budget.”

- (2) The motion set out above was agreed without a formal vote.

- (3) RESOLVED that;
- (a) the total number of Committee places; the allocation of those places between the political groups; and the allocation of places on certain bodies be approved as set out in the report, with the addition of a Member of the Independence Group on the Environment and Transport Cabinet Committee, and that the Head of Democratic Services, in consultation with the four group Leaders, be delegated authority to adjust the allocation of committee places in order to conform to overall proportionality requirements.
  - (b) It be noted that the Selection and Member Services Committee will make the appointments to outside bodies, except for those which fall to be made by the Leader of the Council; and
  - (c) proposals for the allocation of the Members' Conference Budget as set out in the report be agreed.

#### **15. Proposed changes to Financial Regulations**

- (1) Mr Simmonds moved and Mrs Crabtree seconded the following motion;
- “Members are asked to consider and approve the updated Financial Regulations and Delegated Authority Matrix of Approval Limits.”
- (2) The motion was agreed without a formal vote.
- (3) RESOLVED that the updated Financial Regulations and Delegated Authority Matrix of Approval Limits, as set out in the appendix to the report, be approved.

**From:** Roger Gough, Cabinet Member for Children, Young People and Education  
Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing

**To:** County Council – 13 July 2017

**Subject:** **OFSTED INSPECTION OF CHILDREN'S SERVICES**

**Classification:** Unrestricted

**Summary:** The Ofsted inspection of Children's Services in Kent under the Single Inspection Framework (SIF) took place over a four week period in March of this year. The inspection process was a rigorous one involving a team of twelve Ofsted inspectors reviewing all aspects of the Council's statutory safeguarding, corporate parenting and family support functions. The work of the Kent Safeguarding Children Board was also reviewed.

**Recommendation** Members are asked to **NOTE** the content of the report and the significant work of all the staff who have contributed to this very positive outcome.

## 1. Summary

1.1 The Ofsted inspection of Children's Services in Kent under the Single Inspection Framework (SIF) took place over a four week period in March of this year. The inspection process was a rigorous one involving a team of twelve Ofsted inspectors reviewing all aspects of our statutory safeguarding, corporate parenting and family support functions. The work of the Kent Safeguarding Children Board (KSCB) was also reviewed.

## 2. Children's Services in Kent

2.1 The overall judgement was that Children's Services in Kent are good. The inspection team delivered category judgments of good in relation to Children Looked after (Adoption, Care Leavers) and Leadership, Management and Governance. However, work in relation to help and protection and the KSCB requires improvement.

### 2.2 Children looked after and achieving permanence and leadership, management and governance

2.2.1 Category judgments in relation to children looked after and achieving permanence (including Adoption performance and the experiences and progress of care leavers) and leadership, management and governance were good. Some of the key points noted by the inspectors include:

- Social workers are good at working with other professionals to keep children safe. They meet children regularly, listen to what they have to say, and work hard to improve things for them and have a good

understanding of what support children need to help them to lead fulfilling lives and ensure that children get the support they need to live with their families when possible

- The well-established Children in Care Council ensures that children are involved in helping to develop services. They regularly attend council meetings, sit on interview panels, and help to arrange interesting events, such as activity days, where they have fun and meet new friends
- The vast majority of young people enjoy positive and trusting relationships with their personal advisers, who are enthusiastic, persistent and tenacious on their behalf. Young people who met with inspectors spoke highly of their personal advisers' commitment to 'getting things done'.
- The local authority works well with partners in the police and health services to agree priorities, such as tackling domestic abuse and ensuring a comprehensive response to children at risk of sexual exploitation or radicalisation
- Senior and political leaders are proud to be the corporate parents of Kent's children looked after and care leavers
- Performance management systems provide detailed data and helpful analysis to monitor and develop services effectively
- Nearly all children looked after go to good schools. Most have good attendance and are helped to do their best in their studies. Educational outcomes for children looked after are improving at key stages 1, 2 and 4. The virtual school uses personal education plans well to enable pupils to get the right support for personal and social development and academic progress.

## **2.3 Experiences and progress of children who need help and protection**

2.3.1 The category judgment in relation to the experiences and progress of children who need help and protection was requires improvement. Some of the key points noted by the inspectors include:

- Social workers see children regularly and know them well. Assessments are analytical, and capture family histories, views and experiences and result in high-quality plans. However, the quality of some assessments is not good, with some lacking analysis and not recognising all risk factors
- Inspectors saw appropriate action taken in the multi-agency child sexual exploitation team to monitor and reduce risks for children identified as being at risk of sexual exploitation. However, inconsistencies in the effectiveness of district ARM panels mean that intervention is not always successful in reducing risks for all children.
- Children living in private fostering arrangements are identified but assessments are not rigorous enough to ensure that the arrangements are suitable.

2.4 The Inspection Team noted that improvements had been made from the low base point of 2010 and in the face of a substantial challenge arising from the volume of Unaccompanied Asylum Seeking Children (UASC) for whom Kent had needed to provide support.

- 2.5 Ofsted acknowledged the strength of cross party support for the Children's Services agenda and the constructive relationships that have been built between Members and senior officers. Ofsted also acknowledged that senior and political leaders are proud to be the corporate parents of Kent's children looked after and care leavers.
- 2.6 As a national comparator 28% of Local Authority Children's Services inspected to date have received an overall judgement of good or better, this is a significant achievement and places Kent within the upper quartile of high performing authorities across the country.
- 2.7 The Council should be proud of the work of all the staff who have contributed to this very positive outcome.

### **3. Next Steps**

- 3.1 There are ten recommendations made within the inspection report (Attached as Appendix 1) with a requirement that Ofsted is provided with an action plan addressing them no later than 20 September 2017. This will be produced in the form of a Practice Development Plan.
- 3.2 Whilst delighted with the outcome of the March Inspection, Children's Services will continue to strive for improvement, consolidating areas of good practice and addressing those areas where shortcomings were identified to ensure that all children in Kent are able to consistently benefit from high quality social care and early help support when it is required.

### **4. Recommendation**

<p><b>4.1 Recommendation:</b> Members are asked to <b>NOTE</b> the content of the report and the significant work of all the staff who have contributed to this very positive outcome.</p>
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### **5. Background Documents**

None

### **6. Report Author**

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# Kent County Council

## Inspection of services for children in need of help and protection, children looked after and care leavers

and

## Review of the effectiveness of the Local Safeguarding Children Board<sup>1</sup>

Inspection dates: 6 March to 30 March 2017

Report published: 13 June 2017

<b>Children's services in Kent are good</b>		
<b>1. Children who need help and protection</b>		Requires improvement
<b>2. Children looked after and achieving permanence</b>		Good
	2.1 Adoption performance	Good
	2.2 Experiences and progress of care leavers	Good
<b>3. Leadership, management and governance</b>		Good

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<sup>1</sup> Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

## Executive summary

Kent County Council is delivering a good service to children and families. Leaders and senior managers have responded purposefully and methodically to service weaknesses, resulting in strengthened services and improved outcomes for children. Through his effective leadership, the director of children's services (DCS) sets clear priorities, demonstrating a firm resolve to improve outcomes for children and young people. This is in the context of a significant increase in the number of unaccompanied asylum-seeking children arriving in Kent during 2015–16. The local authority tackled the increased demand on children's services effectively, along with work it was already doing. Senior managers have responded swiftly to these changing needs through considered restructuring of services for care leavers. Political leaders have been responsive to budget pressures, supporting increased financial investment.

Following an inspection of safeguarding and children looked after in 2010, which found services for children inadequate, the local authority has engaged with partners in a substantial improvement journey. By 2013, inspections of child protection and children looked after found services had improved to adequate. Building on these foundations, managers have systematically tackled weaknesses across the service, using a comprehensive quality-assurance framework and regular case-auditing to identify areas for practice improvement. However, the help and protection that children receive continue to require improvement. Some aspects of practice have improved, but more work is required to ensure consistently effective decision-making when children first come to the attention of the service, as well as to improve the quality of assessment for those children living in private fostering arrangements.

Services are well targeted and coordinated to meet the specific needs of communities of Kent. Children and their families have access to a wide range of early help services from the earliest point of need. When need becomes more complex, children are referred to the Central Referral Unit (CRU) and most receive a prompt response that ensures their needs are met at the earliest opportunity. However, some referrals closed prematurely, before all relevant information had been gathered and analysed to ensure safe and appropriate decision-making. Once alerted to this by inspectors, senior managers took decisive action to review recent referrals, reopening some for further scrutiny, and revising working practices, structure and management oversight in this part of the service.

Social workers develop strong and constructive relationships with children. They see them regularly and use creative direct work to ensure that they understand children's experiences and views. The majority of assessments are analytical and result in high-quality plans that focus on the needs of children and lead to effective interventions, with positive outcomes. When child protection referrals lead to strategy discussions, they involve relevant professionals, are mainly timely, and, when appropriate, result in initial child protection conferences. However, for a small number of children open to the district social work teams, there are delays in recognising escalating risk. This is particularly evident for children living in neglectful circumstances or affected by



domestic violence. The local authority appropriately identifies children who are at risk of sexual exploitation and has developed strong working relationships through the multi-agency child sexual exploitation team. Adolescent risk management (ARM) panels are in place, but vary in their effectiveness. The local authority identifies and responds to children who go missing from home or care, but the quality and timeliness of return home interviews is too variable.

Effective services, including adolescent support teams and family group conferences, support children on the edge of care. This ensures that when possible children remain with their families. Children looked after by the local authority receive a good service. The vast majority become looked after at the right time and benefit from comprehensive assessments of their needs, and the majority live in stable placements. Assessments for foster carers, connected persons and special guardians are comprehensive. However, for a small number of children there is a lack of clarity about the steps required to formalise living arrangements with family and friends.

Children who have a care plan for adoption benefit from the effective service that the adoption team provides. Services for care leavers are good. Personal advisers remain in touch with large numbers of young people and most live in suitable accommodation. More work is required to ensure that young people in custody have regular visits and focused planning for their discharge.

Performance management systems provide detailed data and helpful analysis to monitor and develop services effectively. However, some data relating to care leavers is not accurate or reliable enough to enable proper scrutiny and oversight. Management oversight and case supervision and direction have significantly improved. Inspectors saw some examples of analytical case supervision, but the quality is not always good enough, and managers do not always sufficiently identify risks or challenge lack of progress.

The local authority recognises the vulnerabilities of unaccompanied asylum-seeking children and works closely with the Home Office, immigration services, police and partners from adult services. They work effectively to reduce risks such as those related to trafficking, sexual exploitation, female genital mutilation and possible radicalisation. Arrangements for tracking missing unaccompanied asylum-seeking children are rigorous. A panel provides management oversight of those children who are missing, or at high risk of harm, to ensure that risks are understood and minimised when possible.

Young people aged 16 and 17 at risk of homelessness are supported by housing officers. There is a lack of consistent protocols with district housing departments. As a result, arrangements for support and accommodation are too variable. No young people were in bed and breakfast accommodation at the time of the inspection but this is used by district housing departments in some circumstances, which is not acceptable practice and leaves young people potentially vulnerable.

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## The local authority

### Information about this local authority area<sup>2</sup>

#### Previous Ofsted inspections

- The local authority operates five children's homes. Four were judged to be good or outstanding in their most recent Ofsted inspections.
- The last inspection of the local authority's arrangements for the protection of children was in January 2013. The local authority was judged to be adequate.
- The last inspection of the local authority's services for children looked after was in August 2013. The local authority was judged to be adequate.

#### Local leadership

- The corporate director of Social Care, Health and Wellbeing is the DCS for Kent County Council and has been in post since November 2011.
- The DCS is also responsible for adult services and public health.
- Kent County Council does not have a chief executive. The DCS is currently responsible directly to the County Council. However, following a County Council decision in January 2017, the DCS will report to the head of Paid Service with effect from 3 April 2017.
- The chair of the Local Safeguarding Children Board (LSCB) has been in post since March 2014.
- The local authority uses the Signs of Safety model of social work.

#### Children living in this area

- Approximately 330,000 children and young people under the age of 18 live in Kent. This is 22% of the total population in the area.
- Approximately 17% of the local authority's children aged under 16 are living in low-income families.
- The proportion of children entitled to free school meals:
  - in primary schools is 12% (the national average is 15%)
  - in secondary schools is 10% (the national average is 13%).
- Children and young people from minority ethnic groups account for 9% of all children living in the area, compared with 21% in the country as a whole.

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<sup>2</sup> The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data when this was available.

- The largest minority ethnic groups of children and young people in the area are Mixed and Asian/Asian British.
- The proportion of children and young people with English as an additional language:
  - in primary schools is 11% (the national average is 20%)
  - in secondary schools is 8% (the national average is 16%).
- Due to over 1,300 unaccompanied asylum-seeking children entering Kent since January 2015, the county (including the unitary Medway towns) continues to look after and accommodate disproportionately high numbers of children and young people from the Middle East and North Africa (MENA) region, Afghanistan and the Horn of Africa.

### **Child protection in this area**

- At 6 March 2017, 9,193 children had been identified through assessment as being formally in need of a specialist children’s service. This is a reduction from 9,290 at 31 March 2016.
- At 6 March 2017, 1,176 children and young people were the subject of a child protection plan (a rate of 36 per 10,000 children). This is an increase from 1,049 children (32 per 10,000 children) at 31 March 2016.
- At 6 March 2017, 40 children lived in a privately arranged fostering placement. This is an increase from 25 at 31 March 2015.
- In the last two years prior to inspection, 19 serious incident notifications had been submitted to Ofsted and one serious case review has been completed.
- There are four serious case reviews ongoing at the time of the inspection.

### **Children looked after in this area**

- At 6 March 2017, 1,893 children were being looked after by the local authority (a rate of 57 per 10,000 children). This is a reduction from 2,310 (70 per 10,000 children) at 31 March 2016. Of this number:
  - 338 (18%) live outside the local authority area
  - 79 live in residential children’s homes, of whom 33 (42%) live out of the authority area
  - 10 live in residential special schools<sup>3</sup>, of whom two (20%) live out of the authority area
  - 1,353 live with foster families, of whom 160 (12%) live out of the authority area
  - 25 live with parents, of whom one (4%) lives out of the authority area

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<sup>3</sup> These are residential special schools that look after children for 295 days or less per year.

- 500 are unaccompanied asylum-seeking children.
- In the last 12 months:
  - there have been 86 adoptions
  - 51 children became the subject of special guardianship orders
  - 1,316 children ceased to be looked after, of whom 37 (3%) subsequently returned to be looked after
  - 462 children and young people ceased to be looked after and moved on to independent living
  - 286 children and young people who ceased to be looked after are now care leavers living in houses in multiple occupation.

## Recommendations

1. Ensure that prompt consideration is given to convening strategy discussions and, when appropriate, that strategy discussions are held for all children when risk increases.
2. Ensure that private fostering assessments are robust and include all required safeguarding checks, and that visits to children are timely.
3. Ensure that homeless young people aged 16 and 17 years are aware of their right to become looked after, assessments of risk are completed and there is adequate accommodation to meet their needs.
4. Improve the response to all children at risk of sexual exploitation, ensuring that assessments and safety plans are of a consistently good quality.
5. Improve the timeliness and quality of return home interviews for children who go missing, to ensure that they are an effective tool to safeguard individual children and inform strategic response.
6. Ensure that all care leavers in prison or secure training centres have purposeful visits and an up-to-date pathway plan.
7. Review the data routinely provided to the Kent Safeguarding Children Board (KSCB), and in conjunction with the board take steps to ensure that this is sufficiently comprehensive to enable the partnership to scrutinise the local authority's safeguarding performance.
8. Evaluate the quality of case and staff supervision across teams and districts and take steps to ensure that managers pay sufficient attention to social workers' performance, and to their development needs.
9. Ensure that data relating to care leavers is accurate, and that it provides leaders, managers and corporate parents with a clear view of the performance of the service.
10. In partnership with the KSCB, launch the multi-agency neglect strategy and ensure that early help and specialist children's services and professionals who work with families at all levels of need are equipped to identify, assess and address neglect within families.

## Summary for children and young people

- In 2013, inspectors found that children in Kent did not get good enough services. Since that time, senior leaders, managers and social workers have worked hard to make changes to ensure that children get the help and support they need. In this inspection in March 2017, inspectors found that nearly all services in Kent are good.
- Political leaders have a real commitment to improving the lives of children. They have made sure that there is enough money available so that children get the help they need.
- When professionals are worried about children, they know who to contact to ensure that children get the help and support they need to keep them safe. However, social workers do not always find out enough information to make the right decisions. Managers know what they need to do and plans are already in place to make improvements.
- Social workers are good at working with other professionals, such as police officers, health visitors and teachers, to keep children safe. They meet children regularly, listen to what they have to say, and work hard to improve things for them.
- Social workers have a good understanding of what support children need to help them to lead fulfilling lives. Social workers ensure that children get the support they need to live with their families when possible.
- When children cannot live safely with their families, social workers work hard to ensure that children live with families that take good care of them.
- Social workers are good at ensuring that children are adopted quickly when this is the right decision for them.
- Nearly all children looked after go to good schools. Most have good attendance and are helped to do their best in their studies.
- When young people leave care, staff visit them regularly and provide the right support to help them live independently. Young people spoken to by inspectors said they feel safe where they live.
- The well-established Children in Care Council ensures that children are involved in helping to develop services. They regularly attend council meetings, sit on interview panels, and help to arrange interesting events, such as activity days, where they have fun and meet new friends.

<p><b>The experiences and progress of children who need help and protection</b></p>	<p><b>Requires improvement</b></p>
<p><b>Summary</b></p> <p>A comprehensive range of early help services provide good support to children and their families from the earliest point of need. Services are well targeted and coordinated to meet the specific needs of the communities of Kent. When need becomes more complex, step-up to statutory social work services is timely.</p> <p>Decision-making in the CRU for children requiring statutory intervention is not yet consistently good. As a result, some children do not receive intervention as early as required. When immediate risks to children are identified, the response is timely and proportionate. Strategy discussions involve relevant agencies, and make the right decisions about the next steps. Initial child protection and review conferences are timely and well attended by agencies. However, in a small number of children’s cases open to the district social work teams, action is not consistently timely in response to escalating concerns. Consequently, inspectors saw a small minority of children who had remained in situations of unassessed risk for too long.</p> <p>Social workers see children regularly and know them well. Effective direct work enables social workers to gain a comprehensive understanding of children’s wishes and views and to understand what life is really like for them. Assessments are analytical, and capture family histories, views and experiences and result in high-quality plans. Plans focus on the needs of children and lead to effective interventions, with positive outcomes. However, the quality of some assessments is not good, with some lacking analysis and not recognising all risk factors. Support for a small number of children subject to child protection plans ends too soon, before change has been sustained, resulting in children’s circumstances deteriorating.</p> <p>Inspectors saw appropriate action taken in the multi-agency child sexual exploitation team to monitor and reduce risks for children identified as being at risk of sexual exploitation. However, inconsistencies in the effectiveness of district ARM panels mean that intervention is not always successful in reducing risks for all children. Arrangements for children who go missing are variable, and improvement is required to ensure that all children have timely return home interviews and safety plans.</p> <p>Children living in private fostering arrangements are identified but assessments are not rigorous enough to ensure that the arrangements are suitable. Services to homeless 16- and 17-year-olds are underdeveloped. District housing departments do not always refer homeless young people to specialist children’s services for an assessment of their needs.</p>	



## Inspection findings

11. Children and families benefit from a wide range of early help services, including commissioned services, children's centres and youth hubs that ensure that support is available as soon as need is identified. Intensive early help is delivered successfully through early help units across Kent, supporting 3,080 children and families in response to needs resulting from a variety of issues, including domestic abuse, parental substance misuse and behavioural issues.
12. Early help assessments are mostly good. Early help plans are well targeted, set clear expectations of parents and professionals and include specific timescales. Weekly step-down panels ensure that decisions to step support plans down from specialist children's services to early help are appropriate and that families experience a smooth transition between services. An effective quality-assurance process is informed by feedback from children, parents and carers, which evaluates the quality and impact of support provided and is used to inform service planning. Inspectors saw examples of early help preventing escalation to specialist children's services and making a tangible difference to children's lives.
13. The multi-agency CRU is the first point of contact for members of the public, professionals and families when there are concerns about children's welfare. This supports comprehensive information-sharing and provides immediate child protection responses. Partner agencies have the opportunity to consult with social workers to inform decision-making regarding next steps, which reduces the number of inappropriate referrals. Recent changes to the recording of these consultations have provided greater clarity about professional responsibility for subsequent actions. Consent to share information is appropriately sought from parents. In children's cases sampled by inspectors, the vast majority demonstrated partner agencies understanding the threshold criteria for access to children's social care.
14. Managers screen all contacts and referrals and swiftly determine whether they meet the criteria for statutory intervention or early help services. Although thresholds for referral are clear, they are not consistently applied in the CRU. Inspectors saw a small number of referrals closed prematurely before all relevant information had been gathered and analysed to ensure safe and appropriate decision-making. Senior managers accepted inspectors' findings and took immediate and appropriate action to address these shortfalls.
15. When child protection concerns arise, the response is timely in the majority of cases. When strategy discussions and meetings are held, they are effective, attended by relevant agencies, result in appropriate outcomes, and ensure that children are protected. Child protection enquiries are comprehensive, and when appropriate lead to initial child protection conferences.
16. Inspectors identified a small minority of children for whom progress of plans was poor, risk had escalated or there had been a lack of professional curiosity.

For these children, strategy discussions should have been held to consider whether a child protection enquiry was needed to further explore and understand risk. The local authority accepted inspectors' concerns and took action to strengthen children's plans or to arrange strategy discussions to consider whether child protection enquiries were necessary. (Recommendation)

17. The majority of children's assessments, including pre-birth assessments, are comprehensive, with sound analysis of risks, and result in coherent plans. However, the quality of practice in the district children's social work teams is too variable, with a small number of weaker assessments seen. Together with a lack of professional curiosity, these assessments did not fully explore the potential impact of cultural differences or consider the views of significant adults, including non-resident fathers. Consequently, these assessments are superficial and fail to provide the focus needed to help improve children's circumstances at a sufficient pace.
18. The local authority has completed a number of deep-dive audits to understand why the majority of children are subject to child protection plans under the category of neglect, and to address the increasing number of repeat child protection plans under this category. Despite the prevalence of this issue, the local authority and the KSCB have been slow to take decisive action to equip professionals to assess and respond to neglect within families. A draft multi-agency neglect strategy is yet to be approved. (Recommendation)
19. Child protection conferences and core group meetings are sensitively chaired and well attended by agencies. They are effective in ensuring that risks to children are understood and reduced. Children are supported to attend their meetings to ensure that their views are known and considered. However, social workers are not clear about recent changes in how to access advocacy services. As a result, the number of referrals to the commissioned advocacy service has reduced.
20. Inspectors saw some good examples of outcome-focused plans, created and owned by families, that reflected children's needs well, but overall the quality of plans is too variable. Weaker plans are not sufficiently outcome-focused and do not track change effectively, which hampers progress. A small number of children's cases seen by inspectors had been stepped down from a child protection plan to a child in need plan before sustained change had occurred. The impact of this was that concerns re-emerged and children re-entered the child protection system. Social workers visit children regularly and develop trusting relationships with them. Inspectors saw many examples of effective and creative direct work by social workers to enable children to express their views and inform assessments and intervention plans.
21. The quality of management oversight and supervision is not yet consistently good. Supervision generally covers immediate casework issues, but is not sufficiently rigorous in driving planning and reviewing overall progress. As a result, complexities and concerns in children's lives are not fully explored, and,

for a small number of children, this has led to drift and delay in taking decisive action to meet their needs and to ensure that they are protected.

22. Specialist disabled children's teams support children who have disabilities effectively. Social workers provide good-quality, child-focused work, which leads to improved outcomes for children.
23. A good range of services are available, and these are improving outcomes for children, including those who have experienced domestic abuse. Multi-agency public protection arrangements and multi-agency risk assessment conferences are effective in sharing information, identifying risks and developing appropriate protective responses for children who have contact with adults assessed as high risk.
24. The Public Law Outline is in place, with letters to parents clearly outlining concerns and actions required. When children's circumstances do not improve or risks escalate, legal planning meetings are, for the majority of children, swiftly convened. However, management oversight and monitoring needs to improve to ensure that letters are timely and children do not spend extended periods at this stage with no progress made against agreed actions.
25. Robust strategic partnerships support early identification and management of children at risk of sexual exploitation. Operational practice within the multi-agency child sexual exploitation team is effective, with many examples of successful risk reduction. However, the quality of risk assessments needs strengthening to ensure that they are regularly updated and proactively used to inform safety plans. The district ARM panels vary in effectiveness, with some lacking clear actions and safety planning. As a result, professionals are not clear about what they should collectively do to safeguard children, and risks do not reduce quickly enough. (Recommendation)
26. The local authority has recently strengthened its response to children who go missing from home, school or care. Two missing coordinators within the CRU track and record all missing notifications effectively. They ensure that local authorities who place children looked after in Kent are informed of missing episodes. Social workers or early help workers offer children return interviews. Some of these conversations are meaningful and help practitioners to understand children better, but they are not always timely and the quality of the records is not consistently good enough to inform safety plans and reduce risk. (Recommendation)
27. Arrangements for tracking children missing education are effective. The children missing education team works closely with schools and other partners to return children to school or improve attendance. Alternative provision meets the needs of 668 children well, and virtually all are on full timetables.
28. Notifications to the local authority of private fostering arrangements have increased in the past year. At the time of the inspection, 40 children were living

in private fostering arrangements. Children's needs are assessed, but assessments are not sufficiently rigorous to ensure the suitability of placements. Inspectors saw a small minority of children living in arrangements that were not meeting their needs, with delays in visiting and in providing appropriate support. (Recommendation)

29. When young people aged 16 and 17 present as homeless to district housing departments, they are offered support and mediation to help them to return to their families. However, district housing departments do not refer all young people to specialist children's services for a joint assessment of need. As a result, some young people are placed in bed and breakfast establishments by district housing departments. The local authority recognises that this is unacceptable and intends to review the housing protocol as a matter of urgency. (Recommendation)
30. When allegations are made about adults who work with children, the designated officer provides a timely and effective response. Work to raise awareness of the designated officer role has taken place, with a wide range of professionals engaged, including foster carers.

<p><b>The experiences and progress of children looked after and achieving permanence</b></p>	<p><b>Good</b></p>
<p><b>Summary</b></p> <p>A range of good services appropriately support children who are on the edge of care, to remain living safely with their families whenever possible. Decisions for children to become looked after are timely and proportionate. When children return home, they are well supported and monitored.</p> <p>The large majority of children looked after live in stable, local placements in which their identified needs are met. Children develop meaningful and consistent relationships with social workers who visit them regularly and know them well. Children benefit from regular direct work, including life-story work, which helps them to understand their histories. Children regularly participate in their own timely reviews. The majority of children’s assessments are of good quality, with their wishes and feelings carefully considered. However, the quality of children’s plans is more variable.</p> <p>Senior managers closely monitor children’s plans for permanence. Fostering panels are used well to agree long-term placement matches for children. For a small number of children, there is a lack of clarity about the steps required to formalise living arrangements with family and friends.</p> <p>Inspectors saw appropriate action taken to monitor and reduce risks for children who are missing or at risk of sexual exploitation. However, inconsistencies in the effectiveness of district ARM panels means that risks are not always reducing for some children. Children benefit from regular and thorough health assessments and access to well-established services for emotional support.</p> <p>Educational outcomes for children looked after are improving at key stages 1, 2 and 4. The virtual school uses personal education plans well to enable pupils to get the right support for personal and social development and academic progress.</p> <p>Children who need to be adopted benefit from timely decision-making and effective planning. Good assessment, training and support are available for prospective adopters. Children enjoy stability and thrive in their adoptive families.</p> <p>Care leavers form good relationships with their personal advisers, who know them well and visit them regularly. Pathway plans are effective and help care leavers to develop the skills needed for independent living. Managers and staff ensure the active participation of young people in service improvements, such as in the new pathway plan and in the recruitment of staff.</p>	

## Inspection findings

31. Kent children's services appropriately support children on the 'edge of care' with a wide range of services. These include an effective family group conferencing service and the adolescent support teams who work alongside families to enable them to find their own solutions to effect change that is sustainable. As a result, children are able to remain safely in the care of their birth families whenever possible, and only become looked after when it is in their best interests.
32. At the time of the inspection, Kent was looking after 1,893 children. Inspectors found thresholds for children to become looked after were timely and proportionate. When children no longer need to be looked after by the local authority, they return home safely to their birth families with comprehensive support plans, which are regularly monitored.
33. Senior managers and legal representatives regularly meet with the local judiciary and the Children and Family Court Advisory and Support Service to ensure timely court decision-making for children. Close scrutiny and monitoring of the recent decline in timeliness of court performance is supporting the progression of court work effectively.
34. Children enjoy meaningful and consistent relationships with social workers who know them well and visit them regularly. Children benefit from regular direct work, including good-quality life-story work, which helps them to understand their histories. This is not yet consistent across all children in care teams. Children are encouraged to use an advocate if needed. Some children benefit from having an independent visitor. However, the service does not currently have the capacity to allocate a visitor to all children who would benefit from this. At the time of the inspection, 28 children were waiting for an independent visitor.
35. Inspectors found regularly updated, comprehensive assessments of children's needs. A minority of plans seen were of poorer quality, but plans do routinely outline children's wishes and feelings. Management oversight demonstrates a clear focus on improving less effective care plans and placement plans, to ensure that they are clear, with a focus on meeting children's needs in a timely way.
36. There is a clear focus on ensuring that children achieve permanence at the earliest opportunity. Managers oversee permanence decision-making and ensure that children move to permanent placements in a timely way. Children who are long-term fostered are carefully matched at fostering panels. Social work teams track children who are waiting to be matched with permanent carers effectively.
37. The identification of risks to children looked after, who are missing or at risk of sexual exploitation result in appropriate actions to reduce harm, with the

support of the child sexual exploitation team. However, discussions at the ARM panels vary in their effectiveness, resulting in risks not always reducing for some children.

38. Work with health partners over the last 12 months has significantly improved performance relating to health assessments and dental checks for children, ensuring that their identified needs are well met in children's timescales. Child and adolescent mental health services (CAMHS) for children looked after are undergoing a substantial redesign as part of the re-tendering of local emotional and mental health services. Innovative health practices for unaccompanied asylum-seeking children, jointly run with a local university, provide advice and support across a range of areas, such as nutrition and sleep projects. Work is under way to further develop this so that it will benefit all children looked after.
39. The large majority of children looked after attend schools judged by Ofsted to be good or outstanding. A very small proportion who are not on a school roll are children who have specialist complex needs and are waiting for an assessment, or unaccompanied asylum-seeking children awaiting assessment at a reception centre.
40. At key stages 1 and 2, children looked after typically make better progress and improve their levels of development after a period of stability in placement. In 2016, at key stage 2 the proportion reaching the expected standard in reading and mathematics was in line with national rates and above these in writing. The number achieving 5 GCSEs A\*–C in English and mathematics at key stage 4 improved from previous years and is in line with the national rate for children looked after.
41. The attendance of all children looked after up to the age of 16 is 90%. No children looked after are permanently excluded. Robust approaches by the inclusion and attendance officers of the virtual school, together with improved curriculum arrangements, have contributed to the decrease in the numbers of those experiencing fixed-term exclusions over the previous year to January 2017.
42. The careful monitoring of the progress and achievement of children looked after by the virtual school has resulted in a decrease in the differences in achievement between children looked after and their peers at the different key stages. Several supplementary and highly appropriate arrangements, such as activity days, buddying and participating in fostering workshops, improve the confidence, self-esteem and resilience of children. There are 39 children in alternative provision, mainly at pupil referral units, primarily for behavioural reasons. Participation and progression officers work effectively with local schools to secure re-entry of these pupils to appropriate schools.
43. Sound use of the Pupil Premium funding and other additional payments have contributed to improving the outcomes for children looked after. For example, it is used to fund appropriate tuition. English language support and 'school ready'

projects for unaccompanied asylum-seeking children are provided, alongside literacy and numeracy development programmes and projects that improve the emotional and social well-being of pupils. Personal education plans show clearly how well the Pupil Premium is used, directly related to the needs of the pupils. Plans focus well on pupils' attendance and identify activities that will benefit their academic progress and social development. However, targets are not precise enough and plans do not show pupils' views about their progress, achievements and aspirations. They also do not contain meaningful contributions from foster carers towards supporting pupils.

44. The large majority of children live with their brothers and sisters, benefiting from stable local placements, with access to a wide range of educational, social and recreational opportunities. Comprehensive assessments inform decision-making regarding whether children should be placed with their brothers and sisters. A helpful in-house supervised contact service ensures that children are able to maintain regular contact with family members.
45. Close monitoring of performance in relation to short-term placement stability is in place, with appropriate actions being taken to improve the figure of 13% at the time of inspection. For example, the 'sense of belonging' project, outdoor activity days and residential courses provide more targeted support for carers and children. A relaunched focus on thorough matching and placement planning was due.
46. In response to the large number of children who are placed in Kent by other local authorities (1,309 at the time of the inspection), the local authority has innovatively appointed an out-of-area officer who assertively liaises with the 106 placing authorities.
47. The high demand for placements for unaccompanied asylum-seeking children has had an impact on placement availability for all children. However, effective commissioning arrangements and monitoring of external placements for children, alongside the fostering recruitment strategy, are working to increase the range of local placements available. Since June 2016, the appointment of new senior managers in the fostering service has led to active and successful progression of a wide range of developments, and has ensured that high-quality foster care is in place. Foster carers spoken to by inspectors were positive about the implementation of these developments.
48. Inspectors found that the fostering service was mostly compliant with fostering regulations. While assessments of connected carers and special guardians are comprehensive, confusion over the procedures for assessing connected carers has resulted in a very small number of placements being unregulated for short periods of time. Inspectors found that while regulations had not been robustly followed for the children in these arrangements, appropriate actions had been taken to ensure that their needs were met and they were safeguarded. Senior managers have acknowledged this issue and taken immediate action.



49. The three Children in Care Councils, separated into children of primary school age, children of secondary school age and young people aged over 16, are well established. Children's views regularly inform the corporate parenting panel, service development and commissioning activity, through a range of engaging participation events.
50. The very large majority of children participate in their own timely reviews, with their wishes and feelings carefully considered by independent reviewing officers (IROs) who know them well. Caseloads for IROs are manageable. IROs meet children before their reviews, and monitor the progress of plans between reviews. A culture of challenge is in place across the service, and appropriate dispute resolutions are progressed.

**The graded judgement for adoption performance is that it is good**

51. Adoption is considered as an option for all children at the earliest opportunity. Planning is purposeful and any unnecessary delays are avoided. The local authority actively pursues parallel plans for children to minimise delays in securing permanence. During 2016, the local authority placed 88 children for adoption. Of these children, 41 had additional complexities to consider when matching with adoptive families. The local authority is successful in securing adoption for older children and brothers and sisters together. Very few children experience disruption. On the rare occasion that this happens, managers take steps to identify what they can learn from the child's experience.
52. In January 2016, a four-year partnership for externally managing Kent adoption services ended and Kent resumed the management of its adoption service, while continuing to work with the provider as an improvement and innovation partner. Effective oversight of this transition has seen adoption performance improve. Senior managers track and maintain regular oversight of each individual child's progress to adoption effectively. This is proving successful, and for those children coming into care in the last 12 months, they have achieved timely adoptive placements and adoption orders. The head of the adoption service, supported by experienced managers and teams, scrutinises all performance and drives improvements effectively.
53. Children are well prepared for adoption. Child permanence reports are thorough, focus on the child and inform their plans well. Adopters report positively about how well they are informed about children and prepared for introductions. Wherever possible, birth parents are involved in meeting prospective adopters and supporting their child's plan. A number of adopters noted that their child had recognised them when they arrived for a first visit, which demonstrates how well prepared children are to meet them.

54. Children have colourful and individual life-story books and direct work to help them understand their history. Adopters receive helpful training to support their child's ongoing life-story work. Children receive informative and sensitively written later-life letters to help them make sense of their identity and history when they are older.
55. The local authority has made steady progress since 2012 in reducing the time it takes for children to be matched with, and move to live with, their adoptive families. The local authority's data demonstrates that performance continues to improve, with a reducing number of children waiting to be linked with families or to be placed for adoption. However, for a very small minority of children efforts to find adoptive families went on too long before alternative plans were made.
56. Children benefit from timely adoption orders once they are placed, and make good progress in their adoptive families. Adopters are very positive about their experiences of contacting the service. They consistently told inspectors that they had received clear information and prompt responses to enquiries, and that the quality of the training prepared them well. Prospective adopter assessments are thorough, and reports are analytical and child-centred, with clear rationales for supporting the recommendations to approve prospective adopters. A number of adopters had already successfully adopted with Kent. This demonstrates their confidence in the experience they will have in adopting their second or third child. The local authority has a well-promoted policy for fostering to adopt, and this has successfully supported children to form early attachments and not experience further moves when adoption becomes the plan. The capacity to offer fostering to adopt placements continues to increase, with six carers due to be considered for dual approval at adoption panel at the time of inspection.
57. The adoption panels provide effective scrutiny, focus on children and test information to carefully consider their recommendations for approving adopters and matching children. The panel quality-assures all presenting information and regularly reports to the agency its findings on the quality of practice. This has supported improvements, for example in the quality of prospective adopter reports. The agency decision makers (ADMs) make timely decisions, and challenge on the rare occasions that information is insufficient. The ADMs meet regularly with panel chairs and undertake appraisals to maintain oversight and accountability. Panel members receive regular appraisals and comprehensive training to ensure that their contributions are informed by current practice and developments in the service.
58. The local authority works closely with two neighbouring local authorities to ensure that a wider resource of potential adopters can be considered for the needs of children. At the time of inspection there were 14 Kent adopters approved and waiting for a link. The local authority utilises all local, regional and national events to link adopters and children. If no matches can be

identified at an early point, the local authority promptly refers to the adoption register and adoption link.

59. The quality of post-adoption support is excellent. There is an effective and innovative range of options and services provided by a multi-disciplinary team under partnership arrangements. The support offered is flexible, and options include group workshops, training, specific and tailored support groups for adults and children, mentoring of newly approved adopters, and individual and family therapeutic interventions. There is creative and very successful use of the adoption support fund to support adoptive families. The team members are intuitive and use their expertise well. The capacity of the team has recently been increased to ensure that it can provide the full scope of therapeutic assessments and interventions. Adopters are extremely positive about the post-adoption support they and their children receive. For example, one adopter described the support as 'phenomenal, so pertinent to what we need'.

**The graded judgement about the experience and progress of care leavers is that it is good**

60. Care leavers in Kent receive good support and, for the vast majority of young people, outcomes are good. The local authority has high aspirations for its care leavers and has taken timely, proactive steps to plan for the increase in unaccompanied asylum-seeking children who became looked after during 2015–16 and are due to turn 18 during the forthcoming months. Personal advisers in the 18-plus service support 1,278 care leavers effectively, of which 586 arrived as unaccompanied asylum-seeking children.
61. Staying put arrangements are in place and enable young people to remain with their foster carers as they progress into adulthood. The local authority has recognised that arrangements for young people moving from the children-in-care teams to the 18-plus service do not start early enough. Advanced plans are in place for young people to be introduced to personal advisers at an earlier stage.
62. The vast majority of young people enjoy positive and trusting relationships with their personal advisers, who are enthusiastic, persistent and tenacious on their behalf. Young people who met with inspectors spoke highly of their personal advisers' commitment to 'getting things done'. When young people lose touch with the 18-plus service, personal advisers make persistent efforts to engage them and continue to support them indirectly through family members. Assertive steps are taken to trace young people through last-known associates. However, managers and personal advisers have not maintained sufficient oversight of, and contact with, care leavers in custody. The result is that pre-release planning is not always effective and does not help young people to find

suitable and stable accommodation and reduce the likelihood of reoffending.  
(Recommendation)

63. Personal advisers engage young people positively in developing their pathway plans. The large majority of pathway plans are comprehensive; they identify risks, contain appropriate actions and contingency plans, and are regularly reviewed.
64. Young people receive information about events and resources to help them with decisions about their future. Foster carers and accommodation providers attend helpful workshops on how to support transition to adulthood. Unaccompanied asylum-seeking young people regularly attend 'drop-ins' run by a voluntary organisation that provides helpful emotional and practical support for independent living.
65. Personal advisers work closely with the Home Office, immigration services, police and partners from adult services. They recognise risks such as those related to trafficking, sexual exploitation, female genital mutilation and possible radicalisation. A panel considers young people who are missing or at high risk of harm, and provides sound management oversight of these young people to ensure that risks are mitigated and managed.
66. A range of professionals, including the family nurse partnership, provide good support to care leavers who are parents. However, the practice of referring all care leavers who are expecting a child to children's specialist services for an assessment is not proportionate to young people's differing needs. Senior managers acknowledged that there was some confusion in practice and are taking immediate action to clarify practitioners' understanding.
67. Young people benefit from the support they receive from personal advisers in maintaining their accommodation and budgeting. Personal advisers ensure that they make applications for permanent accommodation in a timely manner, and young people attend workshops to help prepare them for managing their tenancies. The local authority reports that 92% of those that they are in touch with are living in suitable accommodation. Taking careful account of the views of young people, it has increased its supported accommodation and shared housing. Good placements meet the needs of the vast majority of young people, and all those spoken with by inspectors felt safe in their accommodation and reported that it was in a good state of repair.
68. A very small minority of young people aged 19 and 20 were in bed and breakfast accommodation at the time of the inspection. This type of accommodation is used only in exceptional circumstances, and some young people in bed and breakfast accommodation had rejected other suitable alternative accommodation offered to them. The local authority recognises that the use of bed and breakfast accommodation is not acceptable practice and is actively reducing this. It has introduced safety pods to provide emergency accommodation for young people while more permanent options are explored.

69. Care leavers receive appropriate advice and support from the 18-plus support officers to help them into education, training or employment. As a result, the numbers of young people not in education, employment or training reduced from 305 in 2015–16 to 179 in February 2017. The virtual school has supported care leavers to undertake apprenticeships and supports care leavers in higher education.
70. Some care leavers who have more recently transferred to the 18-plus team have not received initial health assessments or their health history. The health service is rectifying the situation through the provision of increased resources. It has also responded well to increased demands to meet the emotional and mental health needs of asylum-seeking young people by providing innovative support programmes.
71. Personal advisers help young people to understand their rights and entitlements. Care leavers also receive a pack of information about their rights and the pledge, which is translated when necessary. The authority has approved a new leaflet describing financial entitlements.
72. Managers and staff ensure the active participation of young people in service improvements, for example in the development of the new pathway plans and in the recruitment of staff. The Young Adults Council, facilitated by an apprentice from the virtual school, has been involved in reviewing the pledge and the council's commitment to care leavers. Personal advisers take pride in the young people they work with and take steps to ensure that their achievements are recognised and celebrated.

<b>Leadership, management and governance</b>	<b>Good</b>
<p><b>Summary</b></p> <p>Determined senior leadership, sustained over a number of years, and firm political support are key factors in the steady progress made by Kent in improving services for vulnerable children from a low base. Senior managers have adopted a systematic approach to analysing practice through comprehensive quality-assurance activity and detailed performance information. This has ensured that, in almost all parts of the service, leaders have an accurate view of whether practice meets expected standards, and whether the help families receive is leading to good outcomes for children. Senior managers seek external advice and peer review to identify weaknesses and plan service improvements. This has led to positive changes in key areas, such as in the fostering and adoption services.</p> <p>Senior and political leaders are proud to be the corporate parents of Kent’s children looked after and care leavers. They demonstrate this through listening to children’s care experiences, the comprehensive work programme of the corporate parenting board and members’ self-critical analysis of their progress against the promises made to children in the pledge. Key forums receive and interrogate helpful performance information. However, some data relating to care leavers is not accurate or reliable enough to enable proper scrutiny and oversight.</p> <p>The local authority works well with partners in the police and health services to agree priorities, such as tackling domestic abuse and ensuring a comprehensive response to children at risk of sexual exploitation or radicalisation. A common purpose is evident. This facilitates improvements in service provision when a need is identified. Together with its partners, the local authority is recommissioning services such as CAMHS, early help, accommodation for care leavers and domestic abuse. Although not all new services were in place at the time of the inspection, the approach evidences detailed needs analyses and close consultation with young people and families in order to provide better services. Close partnership working at a strategic level has helped staff to find creative solutions to challenging problems, such as the co-location of Kent staff with the Home Office to provide a more joined-up early response to unaccompanied asylum-seeking children.</p> <p>Senior managers engage well with the KSCB and are influential in the work of the board’s sub-groups, but the local authority does not share detailed enough data with the board to enable partners to scrutinise safeguarding performance. Social workers are positive about the environment they work in. Morale is good, workforce stability is improving and staff at all levels have ample opportunity to develop their skills and experience. However, not all team managers provide sufficiently challenging, analytical or supportive supervision. Although staff have access to largely comprehensive procedures, guidance and training, more work is needed to ensure that staff in early help and specialist children’s services are properly equipped to understand and respond to neglect within families.</p>	

## Inspection findings

73. Led by the DCS, senior and political leaders have established strong relationships with each other and with key partners. In most cases, these relationships have been sustained over a number of years, cemented through local challenges, such as the influx of unaccompanied asylum-seeking children. Leaders routinely share child-related concerns and service risks, strengths and weaknesses. Cross-party commitment is clear. This is underpinned by financial investment, which supports improvement, such as the substantial additional funds dedicated to the leaving-care service in order to meet demand and reduce caseloads. The lead member for children's services has a good understanding of the needs of vulnerable children and brings his influence to bear on behalf of children and social workers. He has been instrumental in improving reward packages for social workers who are loyal to Kent, and in improving mobile technology for staff.
74. Appropriate formal links between local authority leaders and the KSCB are in place. Senior managers positively influence the work of the board through the chairing of sub-groups and work-streams. However, senior managers have not engaged assertively enough with the board to ensure that it has the right information to scrutinise frontline practice within children's services properly. For example, the board does not receive data relating to the conversion rates from strategy meetings, child protection enquiries, conferences and plans, or the rate of repeat child protection plans. This is a joint responsibility.  
(Recommendation)
75. Senior and political leaders are committed and nurturing corporate parents. They aim high for children looked after and care leavers, and enthusiastically congratulate them on their progress and achievements. The co-chairs of the corporate parenting board are passionate and well-informed; this helps the board to interrogate data effectively and improve children's experiences. Children attend the board regularly and participate well. Children were actively involved in developing the pledge, which has received full council sign-up. Senior and political leaders seek out opportunities to hear what young people think about their experiences, and routinely consult them about important decisions, such as the appointment of social care staff.
76. Through a proactive strategic and operational response, leaders have made good progress in increasing the sufficiency of accommodation for the unexpectedly large group of care leavers. The recommissioning of supported lodgings accommodation was well informed by detailed analysis and consultation with care leavers. The provider now provides places for 250 young people with host families who are carefully vetted and overseen. The two remaining stages of the accommodation review, to increase the range and quality of semi-independent accommodation and floating support, have not yet taken effect. Senior managers are taking appropriate steps to increase the range and number of placements for children looked after, with increasing

numbers of foster carers responding to targeted recruitment campaigns and subsequently being approved.

77. The children's services workforce is increasingly stable. The local authority almost met its target to achieve 83% permanent staff by 1 April 2016. Turnover is also steadily reducing. Senior and human resources managers have taken the right steps to attract and retain staff at all levels. Loyalty payments, targeted at the parts of the service most difficult to recruit to, complement a supportive environment in which staff at all levels can develop their skills and careers. Caseloads in most teams are manageable, and when they are not, there are firm plans in place to address this. For example, in Thanet the boundary lines have been changed to better balance the caseloads of the teams in that area.
78. Most social workers say that they enjoy working for Kent and they appreciate the training they receive, which is comprehensive. Morale is good. The principal social worker has led the successful implementation of the chosen model of assessment, and inspectors saw the positive effect of this approach in casework. However, further work is needed to ensure that social workers and early help practitioners have the right tools to properly understand the impact of neglect on children. (Recommendation)
79. First-line managers regularly oversee plans for individual children. Inspectors saw some good examples of analytical case supervision, which is helping social workers to work more effectively with complex families. However, not all social workers benefit from this high-quality oversight, support and direction. In the cases brought to the attention of senior managers by inspectors, managers had often not identified risks or sufficiently challenged a lack of progress in children's lives. The quality of staff supervision, including appraisal and attention to social workers' overall development needs, is also too inconsistent across teams. (Recommendation)
80. Quality-assurance activity is extensive across specialist children's services and early help. Overall, it is helping managers to gain a clear view of practice and it is leading to service improvement. Robust monitoring of minimum standards ensures clear messages to staff about the importance of, for instance, comprehensive chronology. Senior managers have not taken a 'one size fits all' approach to interrogating the quality of practice. They use a range of methods, including a strong emphasis on individual observation and coaching through a team of professional development officers, overseen by the principal social worker. Managers at all levels are involved in case-auditing, and they plan to strengthen this activity further through the imminent roll-out of a more analytical and reflective auditing tool. Overall, case audits undertaken by managers for the inspection were an accurate appraisal of practice. Senior managers have identified a need to track more robustly all quality-assurance related actions to ensure maximum whole-service learning. During the inspection, inspectors identified a small number of weaknesses that had not previously been identified, for example the lack of performance monitoring of



'no further action' decision-making in the CRU, and the quality of support for children who are privately fostered.

81. Performance information and data are comprehensive overall. Management information lead officers work closely with senior and operational managers to ensure that data is intuitive, easy to navigate and flexible to changing priorities across specialist children's services and early help. Commentary and clear benchmarking help to ensure that performance information is well understood and valued by leaders, managers and key forums in all parts of the service and is supporting service improvement. For example, a recent detailed analysis of children who go missing identified gaps in the recording of the reasons why children run away. Improving this has resulted in the identification of an increase in children looked after going missing to see family and friends, and to emerging targeted work to support older children to enjoy this contact in a more planned way. The live-data dashboard, updated each night, is tailored to the needs of each team. It is particularly useful to managers in analysing the work of their teams. However, inaccuracies and anomalies in data relating to care leavers have limited the line of sight of senior leaders in some key areas, such as the proportion of care leavers who are in touch with the service.  
(Recommendation)
82. The corporate complaints team ensures that, in most cases, the response to complaints made by children and parents is timely and proportionate. The analysis of themes and issues raised by complainants is increasingly detailed, and this is helping leaders and managers to better identify the need for service changes. The next step is to establish a more coherent approach to ensuring that specific actions are followed up, and that the experiences of other children and families improve as a result. Most children who complain do so with the support of an advocate, but for some children more could be done to resolve their issues and worries at an earlier stage.
83. The oversight and coordination of commissioned services improved in the six months prior to the inspection. Clear commissioning plans are now in place. Detailed mapping and consultation informs specific reviews such as the recommissioning of early help services. Senior managers and partners engage well with children, families and stakeholders, such as general practitioners, when they are planning to change a commissioned service. The major review and recommissioning of CAMHS and emotional well-being services demonstrate a commitment across the partnership to increasing service capacity for the most vulnerable children. Although only part of the new service is in place, the firm plans to create a single point of entry for all children who need emotional or mental health support evidences an understanding of the needs of local children, including those who have been placed in Kent by other local authorities.
84. It is positive that the local authority has been proactive in establishing a 0-25 health and well-being board, to promote a clearer focus on children, including vulnerable children. The 0-25 board has been instrumental in establishing local

children's partnership groups in all 12 districts, each signing up to an agreed set of local indicators linked to Kent health and well-being priorities. Although a recent development, with some groups not yet fully functional, it is an important step in public health, clinical commissioning groups and the local authority integrating the district councils with the health and well-being agenda. A named council member is linked to each group. Grant funding facilitates commissioning of local services to meet local need.

85. Partnership working is effective. The local strategic response to child sexual exploitation and children who go missing is informed by a careful analysis of the community, joint investment in services, and a strong commitment to educating the local community to be able to spot the signs of abuse. A well-developed strategy and clear structures are in place to ensure that the 'Prevent' duty is implemented across the county in a proactive rather than reactive way. Good in-house expertise and effective links with Home Office and counter terrorism units are used well to develop comprehensive training packages for a range of professionals, including foster carers, elected members and school governors. Appropriate referrals to the channel panel are increasing.
86. Despite tenacious follow-up by Kent specialist children's services, routine sharing of information from return home interviews for other local authority children looked after who are placed in Kent, does not routinely occur. This hampers the development of strategic local knowledge, limiting opportunities for targeted disruption activity to reduce risks for all children.
87. Inspectors saw a number of examples of strong and creative work with partners, such as the actions taken with health, education, housing, the police and the UK Border Agency in response to the increase in unaccompanied asylum-seeking children. The co-location of Home Office and Kent staff is a creative and child-focused development. Leaders continue to seek opportunities to develop services in an innovative way, for instance through a partnership with an independent agency to support the transformation of children's services using a whole-system approach. Social innovation money is funding a different model of working through the launch of a new kind of family group conference. The approach is designed to build safe and enduring relationships between children looked after and their friends, carers and family members in order to promote resilience as they head towards independence. Early signs, based on pilot meetings and consultations with staff and families, are promising.

## The Local Safeguarding Children Board (LSCB)

### The Local Safeguarding Children Board requires improvement

#### Executive summary

The Kent Safeguarding Children Board (KSCB) requires improvement to be good. The board is meeting its statutory responsibilities, and the experienced chair has ensured that robust governance arrangements are in place. In some areas, the board positively influences local safeguarding arrangements, such as the strategic response to child sexual exploitation and radicalisation. However, it does not collect all the performance information that it needs to be able to fully challenge partner agencies and hold them to account. An audit programme is in place, but it is not robust enough to enable the board to assure itself about the effectiveness of local safeguarding practice. The board does not have a mechanism to ensure effective oversight of the key risks that might reduce the ability of partner agencies to safeguard children.

Partners are well represented on the board and attendance is good. The board has two lay members, who are valuable participants. A well-developed sub-group structure ensures that the board is able to deliver its work programme. The board's website includes helpful information about campaigns and safeguarding updates, alongside reports on recent learning reviews and serious case reviews. Up-to-date multi-agency procedures are in place and are available on the website. The board has not responded to the issue of neglect at sufficient pace; a multi-agency strategy is yet to be approved and multi-agency training is underdeveloped. The board's annual report does not provide a comprehensive analysis of all key areas of safeguarding practice.

The case review group and the child death overview panel (CDOP) are well developed and effective. The board has taken appropriate steps to disseminate learning from serious case and child death reviews. However, due to a lack of robust follow-up, there is limited evidence that the impact of learning from these reviews has improved practice. Robust strategic and operational arrangements are in place to safeguard and protect those children who go missing, are at risk of child sexual exploitation, or are at risk of being radicalised.

The board has ensured that an up-to-date multi-agency threshold document is in place, and has taken reasonable steps to ensure that it has an understanding of the application of thresholds. Although the board has identified a lack of agency understanding about these thresholds, it has not done sufficient further work to fully understand this. Although a process for undertaking and learning from multi-agency Section 11 audits is in place, local schools have not conducted a regular and comprehensive evaluation of their safeguarding arrangements. Through their active engagement, young people are positively influencing the work of the board.

## Recommendations

88. Ensure that a comprehensive multi-agency dataset is in place to enable the board to scrutinise local safeguarding performance.
89. Ensure that the board has systems in place to monitor risks that have the potential to have an impact on the ability of agencies to safeguard and protect children.
90. Further develop a comprehensive programme of single- and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.
91. Develop the annual report to ensure that it provides rigorous and transparent assessment and scrutiny of frontline practice, the effectiveness of safeguarding services and the work of the independent reviewing service, as well as learning from serious case reviews and child deaths.
92. In partnership with the local authority, launch the multi-agency neglect strategy and ensure that local professionals working with families, at all levels of need, are equipped to identify, assess and address neglect within families.
93. Put in place a system for the board to receive assurance regarding safeguarding practice within early years settings, schools and colleges.

## Inspection findings – the Local Safeguarding Children Board

94. The board is meeting its statutory responsibilities, but has further work to do before it can be considered to be good. Governance arrangements between the KSCB and the local authority are effective, with a well-developed sub-group structure and appropriate communication between the board and the sub-groups to ensure that priorities and work plans are shared. The chair meets regularly with the head of Paid Service and the DCS, and a joint working protocol clearly defines the relationships between the different strategic boards. The chair, who attends the health and well-being 0-25 board, ensures that safeguarding issues are given a sufficiently high profile.
95. Partner agencies are well represented on the board at an appropriately senior level to be able to influence safeguarding practice within their own organisations. They regularly challenge each other to understand and improve services for vulnerable children. Attendance is good, and a shared commitment to delivering high-quality safeguarding services is evident. The board's two lay members bring a unique perspective to the board's work. Sitting both on the board and on a number of sub-groups, they have been able to offer challenge and honest evaluation of the effectiveness of agencies in safeguarding of children. The chair holds agencies to account for the delivery and improvement of services to vulnerable children in some key areas, and this has contributed

to, for example, a coordinated and effective response to unaccompanied asylum-seeking children.

96. Children and young people's experiences shape and influence the work of the board and its priorities. Young people deliver presentations to the board, in which they share and reflect on their experiences. This has resulted in appropriate action to improve services, for example in relation to police responses to youth homelessness and the provision of more suitable young people's housing by district councils.
97. A multi-agency dataset is in place and some information is routinely received, such as the number of early help assessments undertaken and the number and rate of referrals made to specialist children's services. However, the board has not received data relating to the proportion of referrals to specialist children's services that result in child protection enquiries, or how many child protection enquiries lead to a child protection conference. This has reduced the board's ability to identify any potential themes or trends in the application of child protection thresholds. The board has considered the report of the designated officer and the annual private fostering report, but it has not had sight of the annual report by the independent reviewing officers IROs or performance reports from child protection conference chairs. The board recognises that the breadth and depth of the multi-agency performance information it receives needs to be further improved. (Recommendation)
98. The board maintains a risk register in relation to the delivery of its work programme as well as a challenge log. There is a reliance on partners to report any identified risks that have an impact on agency performance to the board, and these are not automatically transferred to the challenge log. In the absence of a single, shared risk register, the board cannot be confident that it has a sufficiently clear overview of risk across the partnership, and this makes it difficult for the board to be sure that any risks are addressed in a timely way. (Recommendation)
99. The board has ensured that a clear and up-to-date multi-agency threshold document is in place, and has undertaken some work to test the application of thresholds across the partnership. A number of audits undertaken in the 12 months preceding the inspection highlighted potential gaps in professionals' understanding of thresholds, inconsistencies in the consideration of consent and some concerns about the multi-agency use of safeguarding leads within professionals' own organisations. Although these issues were highlighted and shared, the board has not taken sufficiently assertive action to further interrogate or address these issues.
100. Effective strategic arrangements are in place to identify and safeguard children and young people who go missing or who are at risk of sexual exploitation. The multi-agency sexual exploitation sub-group oversees the multi-agency sexual exploitation team effectively and has recently completed a problem profile. A significant awareness-raising and training campaign has been delivered, and

child sexual exploitation champions have been appointed across agencies. These champions are appropriately trained and are expected to be proactive in advising colleagues and cascading learning. Following a review of the sexual exploitation tool, a shorter version is being developed to better support professionals in identifying and responding to sexual exploitation. Taxi drivers and hoteliers have received training to increase their awareness of child sexual exploitation. Direct and assertive action is taken when safeguarding concerns are identified. Considerable work has been undertaken across agencies to promote awareness and improve the local response to radicalisation.

101. The board, supported by the quality and effectiveness sub-group, has developed an audit programme that reflects its business priorities. A range of multi-agency audits are undertaken in order to analyse the effectiveness of frontline practice. Audits have identified relevant learning across the partnership, with appropriate recommendations to improve multi-agency working. The board is unable to assess fully how well agencies are implementing these findings, or to judge the impact of the learning on practice, because it has not put into place a robust process to track actions or analyse practice changes. The board also has not established a system for routinely overseeing or receiving the findings from single-agency audits. This means that it cannot judge whether each agency is doing enough to interrogate practice within their own organisation, and cannot assimilate or share relevant findings. (Recommendation)
102. The board undertakes a bi-annual programme of Section 11 audits. These audits are subject to appropriate peer review and provide assurance to the board regarding safeguarding practice within agencies. Underpinning evidence is robust. However, the board, together with the local authority, has not consistently required local schools, early years settings and colleges to undertake a regular and comprehensive evaluation of the arrangements they have in place to safeguard children. (Recommendation)
103. Established and clear arrangements are in place to review and learn from child deaths. The CDOP is effective and there is good multi-agency engagement in the child death process. The development of an innovative e-system has addressed the backlog of cases and ensured an effective and efficient response to, and consideration of, child deaths. The annual report is appropriately detailed, reflects the work undertaken by CDOP and identifies key priorities. The CDOP has led a successful campaign on safe sleeping, producing information and tools that have been distributed to parents and rolling out training for health professionals. Learning from child deaths is routinely shared with partners and cases are referred to the case review panel for consideration, as appropriate.
104. A learning and improvement framework ensures that decisions to initiate a serious case review or, in those cases which do not meet the criteria for such a review, a learning review, are appropriate. The board has completed two serious case reviews in the last 12 months, which are due to be published. A

number of events have been held alongside informative material to disseminate learning across partner agencies. Safeguarding procedures are regularly updated and reflect learning from audits and case reviews, as well as national developments. However, the board does not rigorously evaluate the impact of learning from serious case reviews on frontline practice.

105. The board delivers a wide range of multi-agency safeguarding courses. A training strategy is in place and is available on the website, alongside the 'training tree', which sets out a simple training development structure. Training events and courses reflect the findings from local serious case reviews and learning reviews, and trainers are subject to a thorough quality-assurance process. However, the board has been slow to ensure that local professionals are properly equipped to identify and assess neglect within families, and the current programme does not sufficiently address this. Action has been taken to improve agency attendance at courses and the completion of e-learning modules. A recently developed training matrix assists agency professionals in identifying appropriate courses to attend according to their role. The board has not undertaken a multi-agency training needs analysis to inform the future training plan, limiting its ability to target learning and training activity effectively. Evaluation of the impact of training on frontline practice has so far been limited and the board has identified this as an area for further development.
106. The annual report for 2015–16 includes data in an easy to understand format, highlights key achievements and identifies areas for development. However, it does not provide a rigorous and transparent assessment and scrutiny of frontline practice, or a comprehensive assessment of the performance and effectiveness of local services. While the report includes limited analysis of a number of key aspects of safeguarding, such as managing allegations against professionals, it does not include learning from serious case and child death reviews. (Recommendation)

## Information about this inspection

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition, the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the local safeguarding children board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of seven of Her Majesty's Inspectors (HMI), one regulatory inspector (RI) and two additional inspectors (AI).

### The inspection team

Lead inspector: Linda Steele HMI

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By: Matthew Balfour, Cabinet Member for Planning,  
Highways, Transport & Waste

Barbara Cooper, Corporate Director of Growth,  
Environment and Transport

To: County Council – 13 July 2017

Subject: **LOCAL TRANSPORT PLAN 4: DELIVERING GROWTH  
WITHOUT GRIDLOCK (2016 – 2031)**

Classification: Unrestricted

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### **Summary:**

Kent County Council (KCC) has a statutory duty to have a Local Transport Plan (LTP) under the Local Transport Act (2008). The current LTP3 (2011 – 2016) needs replacing and so a new LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)*, has been produced and also incorporates a refresh of the 2010 *Growth without Gridlock: A transport delivery plan for Kent*.

The draft LTP4 was taken to Environment and Transport Cabinet Committee on 8<sup>th</sup> July 2016 and then a full 12 week public consultation was undertaken. The Consultation Report and a summary of the results were presented to Cabinet Committee on 12<sup>th</sup> January 2017. Following the consultation, revisions were made to LTP4 and a new version was considered by Cabinet Committee on 13<sup>th</sup> March 2017 and Cabinet on 27<sup>th</sup> March 2017 when it was agreed to recommend it to the County Council for adoption.

This report summarises the new LTP and its revisions post consultation. The appendices to this report provide the final version of the plan, the 'You Said, We Did' document which summarises the main changes resulting from the consultation, the Equalities Impact Assessment and the Environmental Statement with the results of the Strategic Environmental Assessment of the plan.

### **Recommendations:**

The County Council is asked to **APPROVE** and **ADOPT** *Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)* as a plan included in the Policy Framework of the Constitution of the Kent County Council.

### **FOR DECISION**

---

## 1 Background

- 1.1 Under the Local Transport Act 2008, it is a statutory requirement for Local Transport Authorities (LTAs) to have a Local Transport Plan (LTP) in place. The Act allows LTAs the freedom to replace LTPs as and when they see fit rather than requiring a five year planning cycle as in previous legislation (Transport Act 2000).
- 1.2. The LTP is a critical tool in facilitating appropriate growth and in assisting Kent to attract investment from Government for its priority transport schemes. It is thus vital that KCC has a robust LTP in place.
- 1.3 Kent County Council (KCC) is in the final stage of the process of replacing its current Local Transport Plan (LTP3), which is dated 2011 to 16. This has provided an opportunity for KCC to produce a longer-term plan, enabling the Council to take a strategic view of transport along the same timescales as those that have been used to set out the county's growth ambitions. The new LTP4 therefore spans the period 2016 to 2031 to align with the timeframe of the Kent and Medway Growth and Infrastructure Framework (GIF).
- 1.4 LTP4 also incorporates Kent's transport delivery plan, *Growth without Gridlock* which was produced in December 2010 and set out the strategic priorities for transport to support economic growth in Kent over a 20-year period. Many of the ambitions of this original plan have been achieved, or significant progress towards delivery has been made. These priorities, along with new ambitions, have been incorporated in the 'Strategic Transport Priorities' section of LTP4. KCC therefore now has one document covering both strategic and local transport priorities.

## 2 Summary of LTP4

- 2.1 The ambition set out in LTP4 is **"To deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported."** LTP4 takes an outcomes-based approach, meaning that all transport schemes should achieve at least one of the five outcomes set by the plan, as follows:
  1. **Economic growth and minimised congestion:**  
*Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population.*
  2. **Affordable and accessible door-to-door journeys:**  
*Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.*

3. **Safer travel:**  
*Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks.*
4. **Enhanced environment:**  
*Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment.*
5. **Better health and wellbeing:**  
*Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.*

2.2 The full LTP4 is provided in **Appendix A**. The summary structure and content of LTP4 is set out as follows:

- **Foreword** – Sets out the context for the LTP4, including planned growth across Kent.
- **Transport in Kent** – Sets out KCC’s achievements, anticipated growth, the background to Kent’s transport issues, roles and responsibilities, links to the South East Local Enterprise Partnership (SELEP) and the policy context of the plan. It also outlines KCC’s ambition for transport, our strategic outcomes and their supporting policies (see paragraph 2.1 above).
- **Strategic priorities** – Sets out KCC’s strategic transport priorities, which is essentially an update of *Growth without Gridlock*. This section includes priorities such as enabling growth in the Thames Gateway (to include A2 Bean and A2 Ebbsfleet junction upgrades and Crossrail extension), a new Lower Thames Crossing, bifurcation of port traffic, port expansion, a solution to Operation Stack, provision for overnight lorry parking, Ashford International Station signalling (Ashford Spurs), Journey Time Improvements and Thanet Parkway Rail Station, rail improvements and bus improvements.
- **Countywide priorities** – Sets out our approach to road safety, highway maintenance and asset management, home to school transport, active travel, public rights of way, sustainable transport and KCC’s policy on aviation.
- **Local priorities** – Outlines the priorities from individual Local Plans and supporting Transport Strategies that set out the transport infrastructure requirements to support growth in each district/borough. This section was developed in partnership with the district/borough Local Planning Authorities and brings together priority schemes from each Local Plan/Transport Strategy as well as schemes that will help support local journeys across Kent.

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

- **Our Funding Sources** – Sets out what funding sources are available to support the priorities identified in the plan and alternative funding strategies. These alternatives include proposals such as Kent receiving a fair portion of the income from the HGV Road User Levy, fuel loyalty discounts and port landing charges related to the impact of these activities in the county. LTP4 will be used to bid for future funds as and when they become available.
- **Annexe** – Comprises a prioritisation method for the Integrated Transport Programme (ITP) (small-scale local transport schemes).

### **3 Public Consultation and Revisions to LTP4**

- 3.1 For a 12-week period (August 8th to October 30th 2016) the consultation documents and questionnaire for LTP4 were available to view and respond to online, with hard copies available on request. Hard copies were also available in all libraries, Gateways and district/borough council offices across Kent. In addition, all KCC Members received a hard copy. A report on LTP4 was also offered to each Joint Transportation Board (JTB). Seven JTBs were attended by officers: Canterbury, Maidstone, Sevenoaks, Swale, Thanet, Tonbridge and Malling, and Tunbridge Wells. The Maidstone Business Partnership meeting was also attended.
- 3.2 Over 500 individual responses were received, including 40 parish councils and the Kent Association of Local Councils, all of the district/borough councils, Medway Council, and the London Borough of Bromley. In addition, a range of other stakeholders responded including the Kent Downs Area of Outstanding Natural Beauty (AONB), High Weald AONB, Port of Dover, Port of London Authority, Freight Transport Association, Highways England, and Natural England.
- 3.3 The Consultation Report was presented to Environment and Transport Cabinet Committee on 12th January 2017. Overall, the draft *Local Transport Plan 4: Delivering Growth without Gridlock* was well received. In particular, the ambition, outcomes and supporting policies were supported by a majority of respondents. The named transport priorities at all levels (strategic, countywide and district) received a mix of responses, nevertheless, there was more support for than disagreement with the priorities identified. The 12 district councils and Medway Council were all generally supportive of the plan, although all made suggestions for changes to specific priorities and additional priorities.
- 3.4 The consultation responses were analysed and LTP4 modified to address issues raised by the public and stakeholders, improve the ease of reading, and include more information where appropriate. The final version of LTP4 has been appended to this report (**Appendix A**) and all

changes made as a result of the consultation summarised in the 'You Said, We Did' document ([Appendix B](#)).

- 3.5 The Equalities Impact Assessment (EqIA) was also updated to reflect comments received in the consultation (**Appendix C**). In addition, LTP4 has undergone a Strategic Environmental Assessment (SEA), which is a legal requirement for LTPs. The draft Environmental Report was available as part of the consultation, and comments received have been used to revise it ([Appendix D](#)). Consequently, a final Adoption Statement has been produced that demonstrates the potential environmental impact of LTP4 (**Appendix E**).

#### **4 Financial, Legal and Equalities Implications**

- 4.1 Following the consultation, officer time has been used to revise *Local Transport Plan 4: Delivering Growth without Gridlock*. The Strategic Environmental Assessment and design costs have been met from within existing budgets. Once adopted, there will be some printing costs for the production of hard copies.
- 4.2 There is a legal requirement for KCC to have a Local Transport Plan and to consult on the proposed plan under the Transport Act (2000) as amended by the Local Transport Act (2008).
- 4.3 The EqIA demonstrates that LTP4 will not have an adverse impact on any group with protected characteristics, and LTP4 itself commits to assessing the equalities impact of the schemes within the plan as they are developed.

#### **5 KCC Strategic Statement**

- 5.1 *Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)* meets the objectives of 'Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement (2015-2020)' in that it helps to achieve a number of the supporting outcomes:
- supporting Kent business growth by enabling access to jobs through improved transport;
  - supporting well planned housing growth;
  - protecting and enhancing Kent's physical and natural environment;
  - helping children and young people have better physical and mental health;
  - giving young people access to work, education and training opportunities; and
  - helping older and vulnerable residents feel socially included.

#### **6 Conclusion**

- 6.1 Kent County Council (KCC) has a statutory duty to have a Local Transport Plan (LTP) under the Local Transport Act (2008). The current

LTP3 (2011 – 2016) needs replacing and so a new LTP, *Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)*, has been produced and also incorporates a refresh of 2010's *Growth without Gridlock: A transport delivery plan for Kent*.

- 6.2 The draft LTP4 was taken to Environment and Transport Cabinet Committee on 8th July 2016 and then a full 12 week public consultation was undertaken. The Consultation Report and a summary of the results were presented to Cabinet Committee on 12th January 2017. Following the consultation revisions were made to LTP4 and a new version was considered by Cabinet Committee on 13th March 2017 and Cabinet on 27th March 2017 when it was agreed to recommend it to the Council for adoption
- 6.3 This report summarises the new LTP and its revisions post consultation. The appendices to this report provide the final version of the plan, the 'You Said, We Did' document which summarises the main changes resulting from the consultation, the Equalities Impact Assessment and the Environmental Statement with the results of the Strategic Environmental Assessment of the plan.

## 7 Recommendation

The County Council is asked to **APPROVE** and **ADOPT** *Local Transport Plan 4: Delivering Growth without Gridlock (2016 – 2031)* as a plan included in the Policy Framework of the Constitution of the Kent County Council.

## 8 Background Documents:

- 8.1 Please note that this report is accompanied by a number of appendices. Given their size, only Appendices A (Local Transport Plan 4), C (the Equalities Impact Assessment) and E (the Strategic Environmental Assessment Adoption Report) are published in hard copy to accompany the papers. A hard copy of all the appendices is available at the Member's Desk. Electronic copies are available via the Council's website:

<https://democracy.kent.gov.uk/ecCatDisplay.aspx?sch=doc&cat=14745>

Hard copies can also be requested from the Transport Strategy Team via [katie.pettitt@kent.gov.uk](mailto:katie.pettitt@kent.gov.uk).

- [Appendix A: Local Transport Plan 4: Delivering Growth without Gridlock \(2016 – 2031\)](#)
- [Appendix B: 'You Said, We Did'](#)
- [Appendix C: Equalities Impact Assessment](#)
- [Appendix D: Strategic Environmental Assessment – Environmental Report](#)
- [Appendix E: Strategic Environmental Assessment – Adoption Statement](#)



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# Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031



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[www.kent.gov.uk/localtransportplan](http://www.kent.gov.uk/localtransportplan)









Maidstone Gyratory Improvements

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# Foreword



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

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

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

Kent also has an ageing population that is increasingly reliant on public transport, particularly the bus network. However, the commercially operated bus network is fragmented and services may end early in the evening, not run all weekdays or be withdrawn altogether. The public transport network must be more diverse to match up to this changing demand.

Investment in Kent's infrastructure is important both nationally and locally. This Plan brings together our strategic ambitions for the county as well as the local schemes that are vital for supporting economic growth. We want to ensure that these schemes

## Our strategic transport priorities are:

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

are delivered at pace. Local transport schemes are substantially underfunded compared with the budgets available for national networks for road and rail. Local transport schemes are essential for delivering growth and therefore more funding is required. We also need increased funding to maintain our existing highway assets, which has become increasingly challenging in recent years due to reduced funding from central government.

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

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

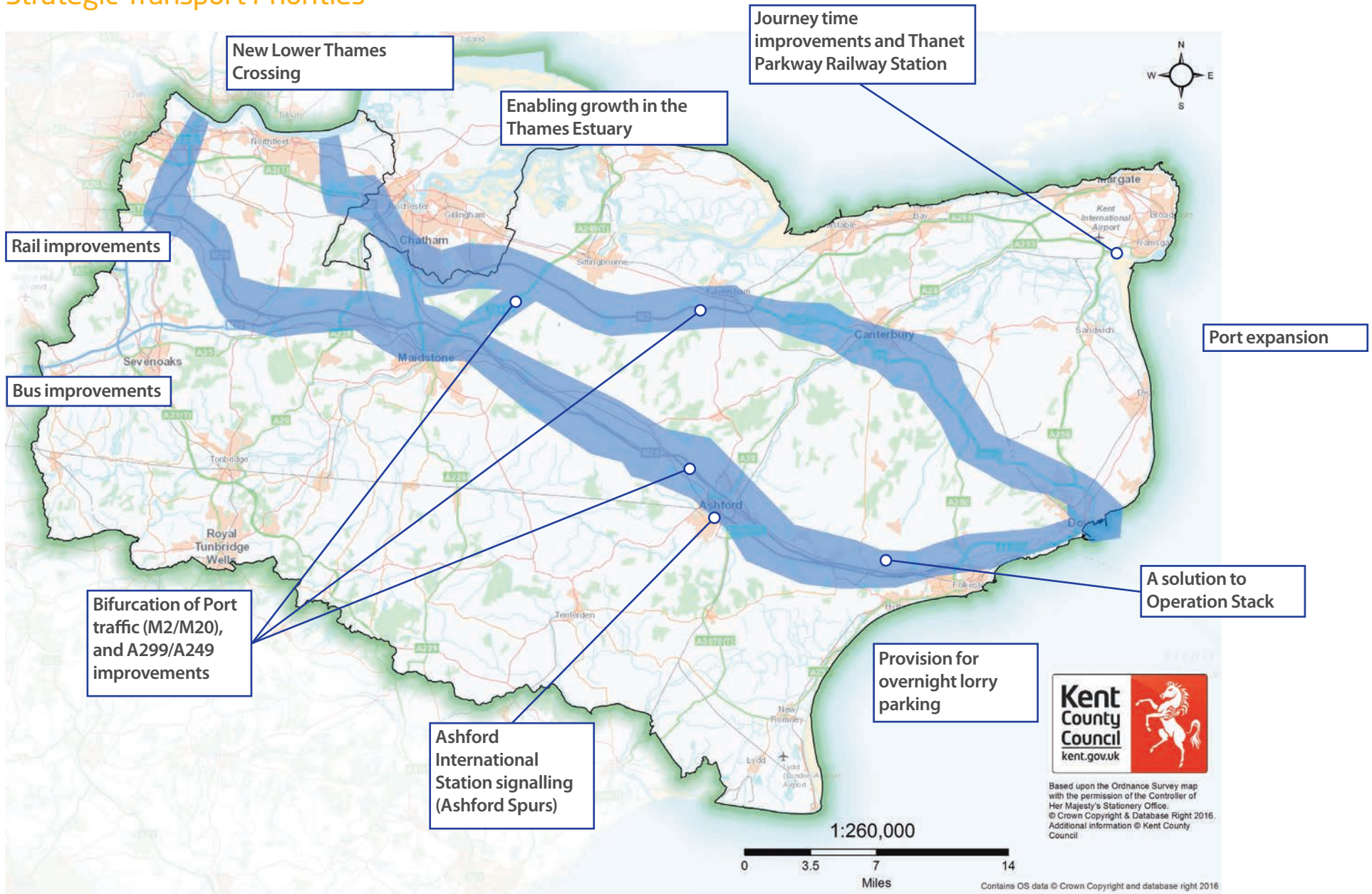
**Matthew Balfour**

Cabinet Member for Planning, Highways, Transport & Waste



# Strategic Transport Priorities

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# Transport in Kent

## Improved Transport to Enable Growth

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

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

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

partnership with other authorities along the proposed route so that this would deliver the increase in rail capacity needed to support the planned growth at Ebbsfleet Garden City and the surrounding area.

### What we've already delivered:

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



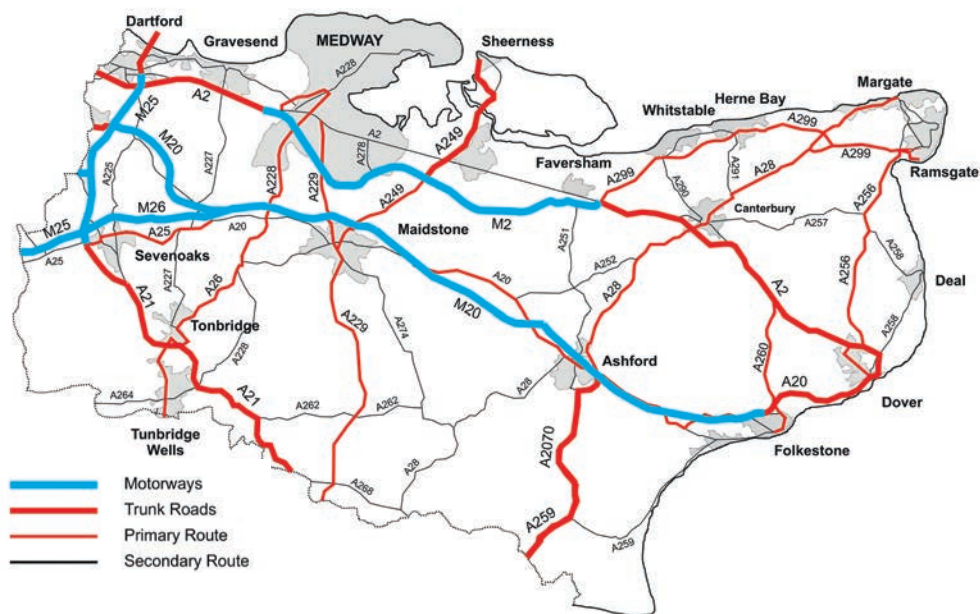
It is vital that national government looks at strategic transport issues in Kent and the wider UK holistically and seeks alternative solutions, such as increasing the proportion of freight carried by rail. Freight trains can reduce pressure on the road network, and produce far fewer carbon emissions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

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

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

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**Kent's Motorways, trunk roads, primary and secondary routes**



**Roles and Responsibilities**

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

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

We are working with other Local Transport Authorities (LTA) in the south east to establish a Sub-National Transport Body, known as Transport for the South East (TfSE). The body will include representatives from the south east LTAs along with the Department for Transport, Local Enterprise Partnerships, Highways England, Network Rail, and port, airport, train and bus operators. TfSE will agree a transport strategy for the area and allow us to influence investment in the strategic road and rail networks in the south east. TfSE will be working in shadow form until it is approved by the Secretary of State for Transport and becomes fully operational.

## What is the Local Transport Plan?

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

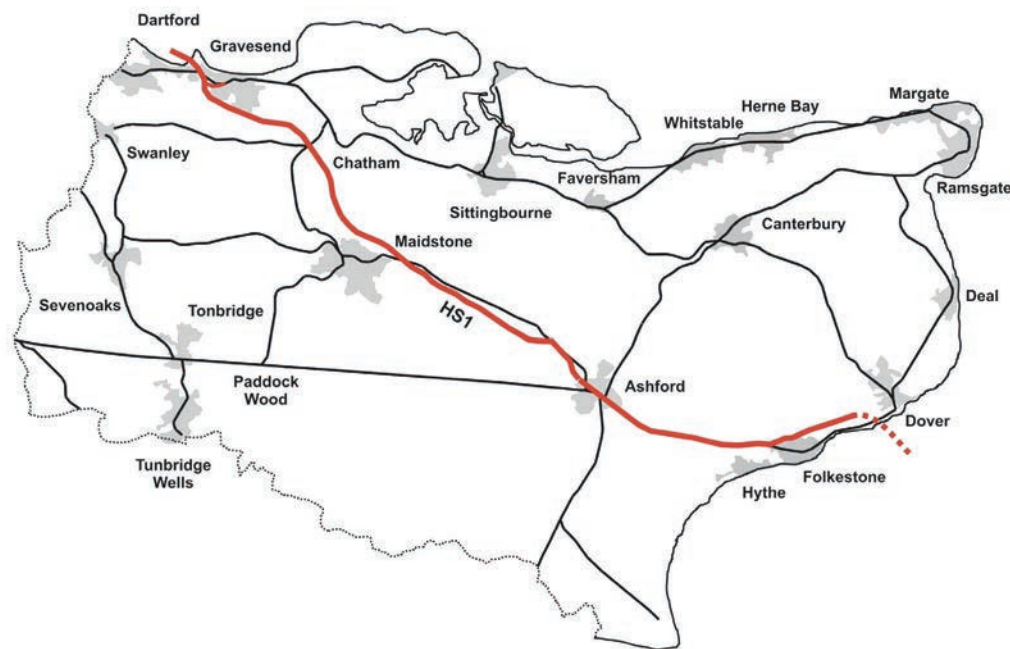
The SELEP is a business-led, public/private body set up to drive economic growth in the South East. In partnership with business groups, Kent County Council, Medway Council and the district councils form the Kent and Medway Economic Partnership (KMEP). As part of a federated SELEP, KMEP has been integral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

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

LTP4 sets out our policies to deliver strategic outcomes for transport and is accompanied by implementation plans and a methodology for prioritising funding. It details our key transport priorities and our longer term transport objectives.

**With this plan we have a clear, evidenced basis from which to bid for funding and deliver infrastructure to support housing and economic growth. LTP4 is designed to deliver ‘Growth without Gridlock’**

## Kent’s mainline and High Speed rail network



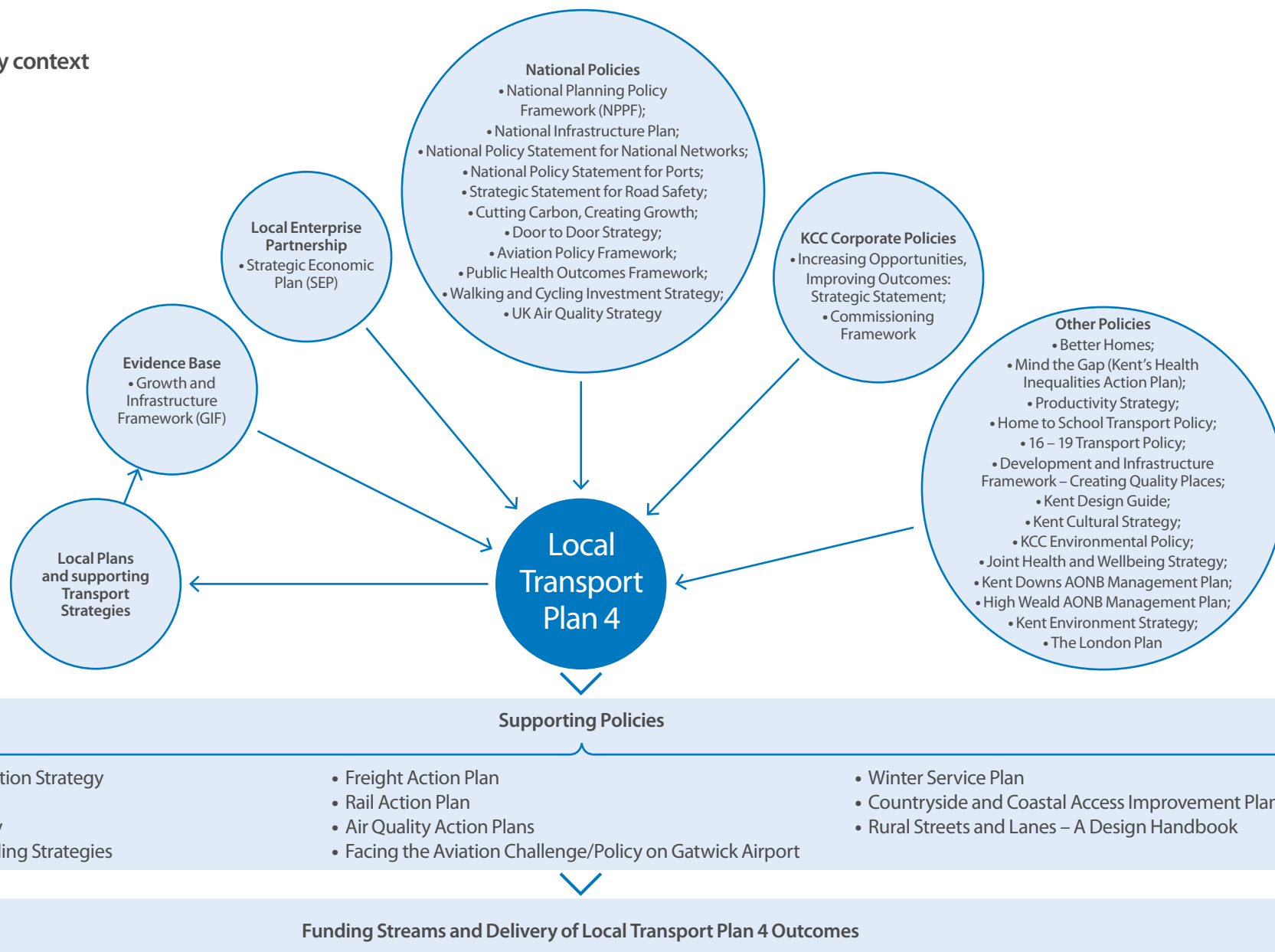
<sup>1</sup> The SELEP has been established to drive economic growth in Kent, East Sussex, Essex, Medway, Southend and Thurrock.

See: <http://www.southeastlep.com>

<sup>2</sup> Kent and Medway Growth and Infrastructure Framework, September 2015.

Available at: [www.kent.gov.uk/gif](http://www.kent.gov.uk/gif)

Figure 1: LTP4 policy context





**“I avoid riding alongside large vehicles, especially coming up to a junction”**

**“I always make sure I leave room at junctions, and watch for cyclists.”**

**Share the road safely together**

Find out more at [www.kentroadsafety.info](http://www.kentroadsafety.info)

Kent County Council  
kent.gov.uk

Road safety campaign



M20 Junction 4 overbridge widening

## Outcomes for Transport

We have the following ambition for Kent:

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

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

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

### Outcome 1: Economic growth and minimised congestion

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

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

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

### Outcome 3: Safer travel

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

### Outcome 4: Enhanced environment

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

### Outcome 5: Better health and wellbeing

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



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

# Kent's Transport Priorities

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

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

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

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

## Strategic



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

## Countywide



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

## Local

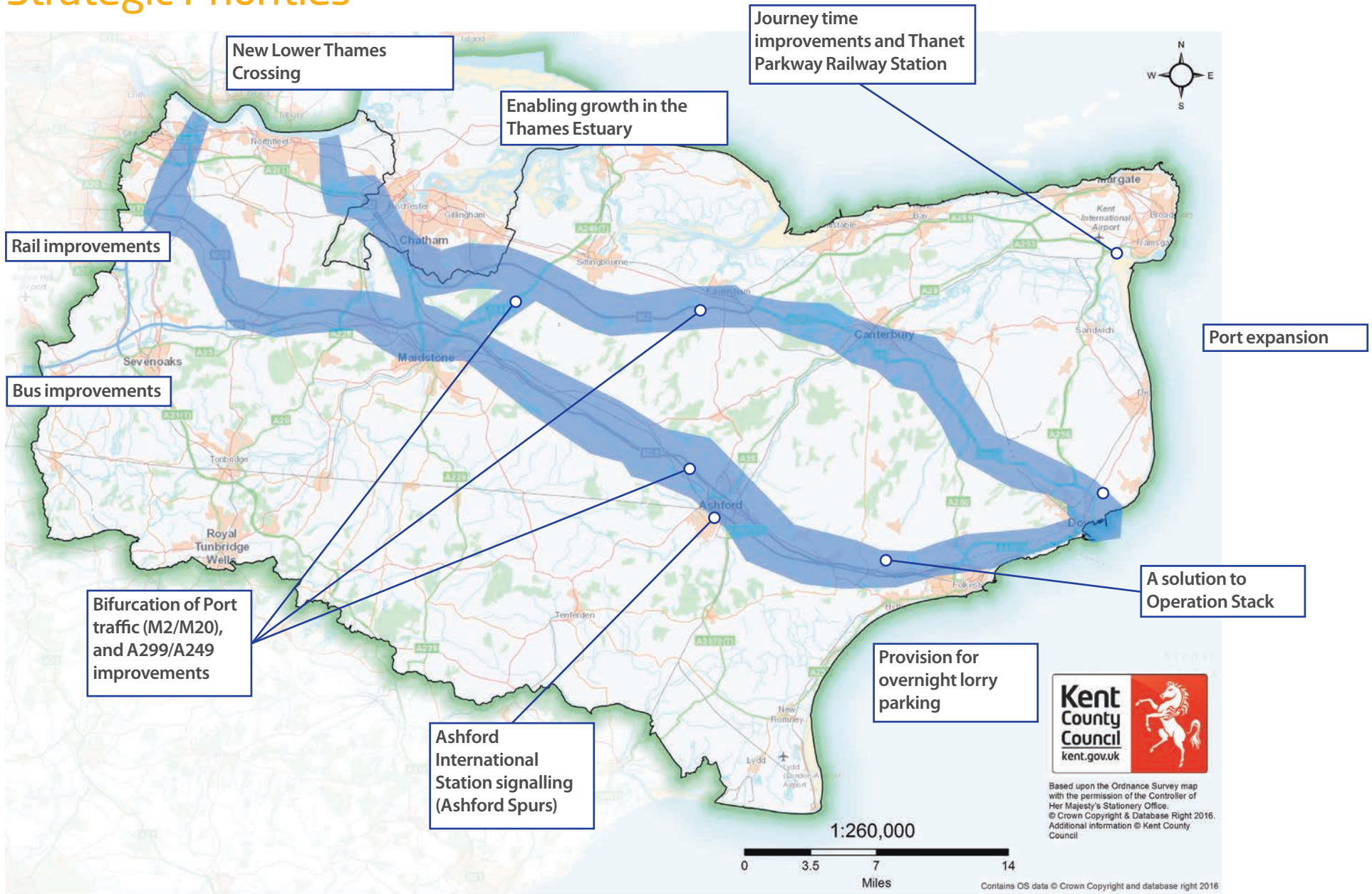


- Local Priorities for each district/borough



# Strategic Priorities

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## Enabling Growth in the Thames Estuary

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

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



Ebbsfleet Interchange Boulevard

Much has been achieved in transforming the area over the past three decades and yet there is much more to be done. Timely provision of transport investments is required to deliver planned development at an enhanced rate, as well as a high level of modal shift if the network is to operate at an acceptable level. Transport schemes include upgrades to the road network along the A2 corridor and public transport improvements including extending Crossrail to Ebbsfleet and expanding the Fastrack bus network. These measures require strategic Government decisions, public sector funding and efforts to secure private investment.

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

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



## New Lower Thames Crossing

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

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

We are clear that a new Lower Thames Crossing, to the east of Gravesend, is required to unlock growth, improve journey time reliability, improve network resilience, and enable opportunities for regeneration. In the 2016 consultation, our response was adamant that the Western Southern Link should be chosen and that with careful route alignment and tunnelling, the environmental and heritage impacts could be substantially minimised. As part of the project to deliver the new Lower Thames Crossing the A229 between M2 Junction 3 and M20 Junction 6 should be upgraded (what has previously been called Option C ‘variant’) along with improvements to the A249 and other links between the two motorways and the upgrades identified for ‘bifurcation of port traffic’ set out in the next section.



Queen Elizabeth II Bridge, Dartford

## Bifurcation of Port Traffic

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

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

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

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



M2 sign to Kent's Channel Ports

## Port Expansion

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

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

The Western Docks will provide a cargo terminal with a port-centric distribution centre, allowing the existing cargo operations to move out of the Eastern Docks so a dedicated ferry terminal and an increase in freight vehicle space can be delivered. The redevelopment would also kick-start the regeneration of Dover town, attracting investment, creating jobs and improving the appearance of the Waterfront. The scheme will remodel the Prince of Wales and York Street roundabouts on the A20. Other ports in the county are also growing. The Port of London has set its goal to become the busiest it has ever been by 2035, including greater use of the Thames wharves for river transport of freight that will take up to 400,000 lorries of the region’s roads. The Port of Sheerness largely handles bulk goods and also has significant expansion plans. The Port of Ramsgate has potential for growth and could also contribute to the strategic priority of bifurcation.



Port of Dover



## A Solution to Operation Stack

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

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

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



Queued HGVs during Operation Stack

## Provision for Overnight Lorry Parking

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

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

Combined with a multi-agency approach to enforcement, the provision of additional lorry parking capacity will reduce antisocial behaviour on the public highway, including littering. This will also reduce unsafe lorry parking, such as vehicles overhanging laybys, and so improve road safety.



HGVs parked on the hard shoulder at Cobham

## Ashford International Station Signalling (Ashford Spurs)

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

Ashford International Station is linked to High Speed 1 by two sections of railway known as the Ashford Spurs. The signalling on these spurs needs to be upgraded to permit the operation of the new Eurostar Class e320 trains into Ashford International Station. We, working in partnership with Ashford Borough Council, have led a working group with all concerned stakeholders to fund, procure and deliver an upgrade to the signalling system. The delivery of the upgraded signalling system by Network Rail will enable Ashford to continue to operate as an international station, serving the new fleet of Class e320 Eurostar trains, as well as any future international rail operators such as Deutsche Bahn.

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



Class 373 Eurostar train at Ashford International Station



## Journey Time Improvements and Thanet Parkway Railway Station

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

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

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

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



Artist's impression of Thanet Parkway

## Rail improvements

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

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

We will influence the specification for the new South Eastern franchise by taking up the offer from the DfT to engage with their new franchise team. We expect a significant increase in capacity on both the High Speed and Mainline networks across Kent during the new franchise. We welcome the new Thameslink services (2018) which will restore the link between stations on the Maidstone East line and the City, as well as linking the North Kent line to the Thameslink network. We support the decision to retain the Metro services, and we will work with the DfT to ensure improved services to Dartford, Gravesend and Sevenoaks. Smart ticketing will be an important element in the new franchise, and we also expect wider delivery of the 'Access for All' programme to facilitate disabled access.

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



Class 395 High Speed train



## Bus improvements

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

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

Currently around 97% of bus journeys in Kent operate on a commercial basis, with no contract in place with KCC. We have to take a pragmatic approach to funding commercially unviable bus services and will seek to support other means of provision that can achieve the same aims, such as community buses. We will review the potential benefits that the new Buses Bill (2017) could bring to Kent and the opportunities for enhanced partnership working.

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

# Countywide Priorities

## Road safety

Under the Road Traffic Act 1989, KCC has a duty to promote road safety and act to reduce the likelihood of road casualties occurring. We also have a moral and financial imperative to do this. Our target is to reduce the number of killed and seriously injured (KSI) by 33% and child KSI by 40% (2014 to 2020). One means of addressing this is through the Crash Remedial Measures (CRM) Programme which targets safety critical schemes. These are locations where there is a statistically higher than expected number of KSI casualties. At least 50% of the Integrated Transport block funding is top sliced for CRM schemes. Therefore, at least 50% of transport scheme funding is prioritised for Outcome 3: Safer travel.



Road safety campaign

In addition to this, we carry out a number of educational and enforcement activities, including working with partners in the Safer Roads Partnership. More information on this can be found in the Road Casualty Reduction Strategy. Further, through the highway maintenance programme every road and footway in the county is inspected and repairs carried out where necessary.

## Highway Maintenance and Asset Management

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

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

## Home to School Transport

High quality education is a priority, and where transport to school is a barrier we aim to get pupils to school safely and on time. This can take the form of advice or the provision of free or subsidised transport where the child is eligible under Section 509 of the Education Act 1996. The criteria for free transport can be found in the Home to School Transport Policy. We also offer the Young Person's Travel Pass and this has been instrumental in encouraging school journeys to be made by bus.



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



Cycling in Ashford

## Active Travel

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

## Public Rights of Way

KCC manages a network of 7,000km of public rights of way. People use this network to access the countryside, as a means to enjoy beautiful landscapes, to improve their health and wellbeing, and to support the rural economy. Much of the network still fulfils the purpose from which it evolved: providing motor-vehicle free access to

schools, public transport hubs and local amenities. It has been demonstrated that walking, cycling and access to green spaces improves overall health – including lowering blood pressure, reducing stress, and improving mental health. Further, the attraction of these routes draws visitors to Kent, and countryside recreational activities benefit the local economy, which in turn supports essential services in rural areas.



Upgraded public right of way

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

## Sustainable Transport

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

- **Kent Thameside Local Sustainable Transport Fund (£4.5m LGF funding)**  
– a capital programme of works for Dartford and Gravesham delivering schemes to promote the use of alternative modes of transport to the private car, e.g. cycle parking, cycle and walking routes and bus infrastructure.
- **West Kent Local Sustainable Transport Fund (£4.9m LGF funding)**  
– a capital programme of works delivering schemes to promote the use of alternative modes of transport to the private car, including Snodland Station forecourt, Tonbridge Station access improvements, Maidstone East Station improvements and Swanley Station improvements.

- **Sustainable access to education and employment (£1m LGF funding)**
  - schemes to upgrade or create new Public Rights of Way as identified by local communities to encourage walking and cycling to places of education and employment. This will deliver new Public Footpath and Cycling routes in Tonbridge & Malling, Ashford, Maidstone and Tunbridge Wells and assists in delivery of our Countryside and Coastal Access Improvement Plan.
- **Kent Sustainable Interventions supporting growth programme (£3m LGF funding)**
  - the delivery of smaller schemes designed to encourage users to switch to walking, cycling and public transport through the provision of facilities such as crossings, footway improvements, bus priority and cycle lanes, as well as Smarter Choices initiatives such as publicity and travel plans.

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

## Aviation

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

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

Lydd (London Ashford) Airport plans to extend its runway and expand its terminal so that it will be capable of handling passenger flights. Currently, Lydd caters for a range of aircraft operations, including executive jets, helicopters and private light aircraft.



Directions to Lydd Airport

We are clear that processes are needed to properly measure, minimise and mitigate the noise impacts of existing airport operations and airport expansion. We, along with Medway Council, are robustly opposed to the proposals for a new hub airport in the Thames Estuary. We are also opposed to a second runway at Gatwick; one of the reasons for this is the doubling of the already unacceptable noise impacts. There needs to be an immediate reduction in overflight and noise in West Kent and so we oppose proposed airspace changes that would not share the burden of overflight equitably between communities. Multiple arrival and departure routes should be used to provide periods of respite. Additionally, the level of night flights should be reduced at Gatwick to a level comparable with Heathrow.

As part of our view on long-term aviation capacity issues, we are pressing Government for immediate action to keep UK airports competitive with European airports in terms of Air Passenger Duty (APD). This currently has a negative impact on the UK's global connectivity and is therefore damaging UK business and tourism. Differential charging of APD at uncongested airports could also help to stimulate growth at regional airports and free up capacity at congested airports.

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



# Local Priorities

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

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

## Cross-District Transport Priorities

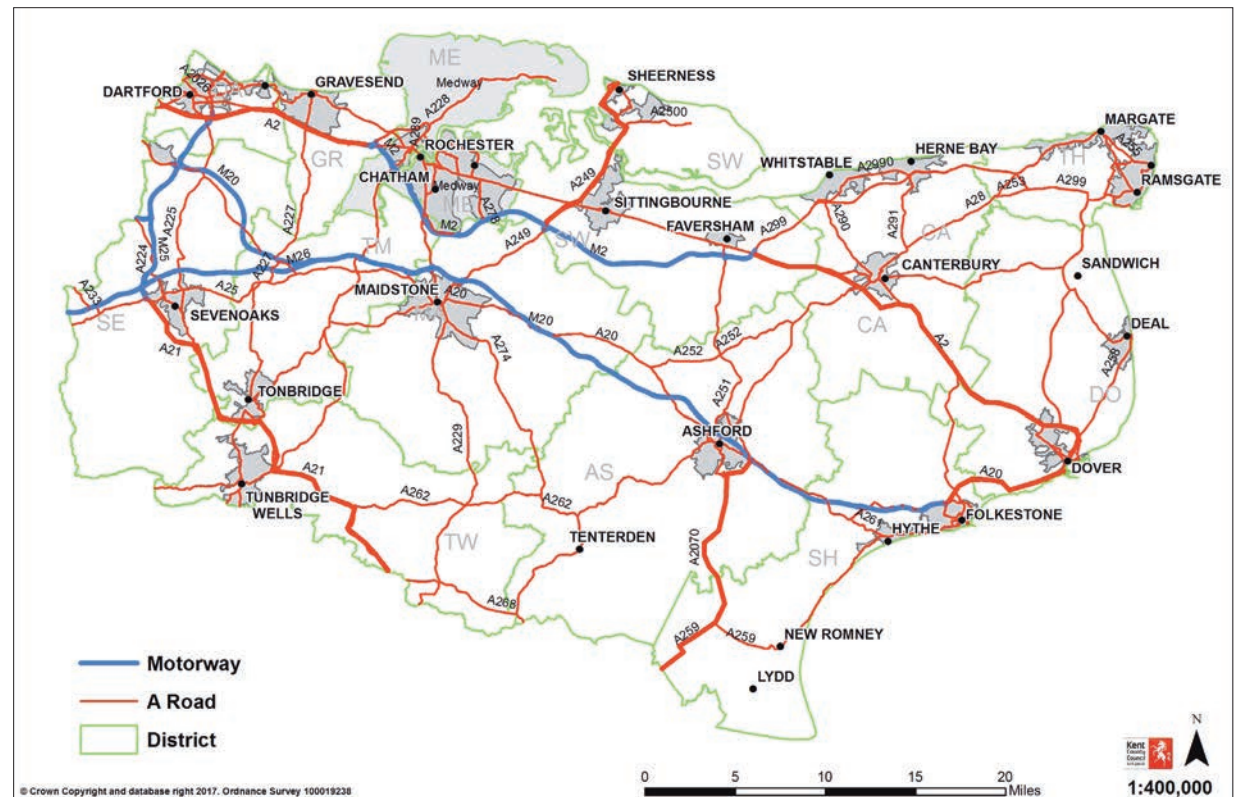
Many of the schemes on the following pages will not only facilitate local growth but improve travel within Kent for residents by delivering benefits across district boundaries. Although it is incredibly important that we invest in major routes to London and schemes with a local impact, we must also invest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

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

- Dualling the A21 between Kipping's Cross and Lamberhurst, improving the route through the county;
- 'Smart' (managed) motorway to increase capacity on the M20 and M26;

- Enhancement to Medway Valley rail services to improve connectivity between Tunbridge Wells and Maidstone via Tonbridge;
- Local road network improvements, such as A228 Colts Hill Relief Scheme and Leeds and Langley Relief Road.

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



Kent's road network

## West Kent Sevenoaks

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

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



Swanley Railway Station



Eynsford Ford



# Transport Priorities for Sevenoaks

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

New railway station and guided busway for Swanley

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

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

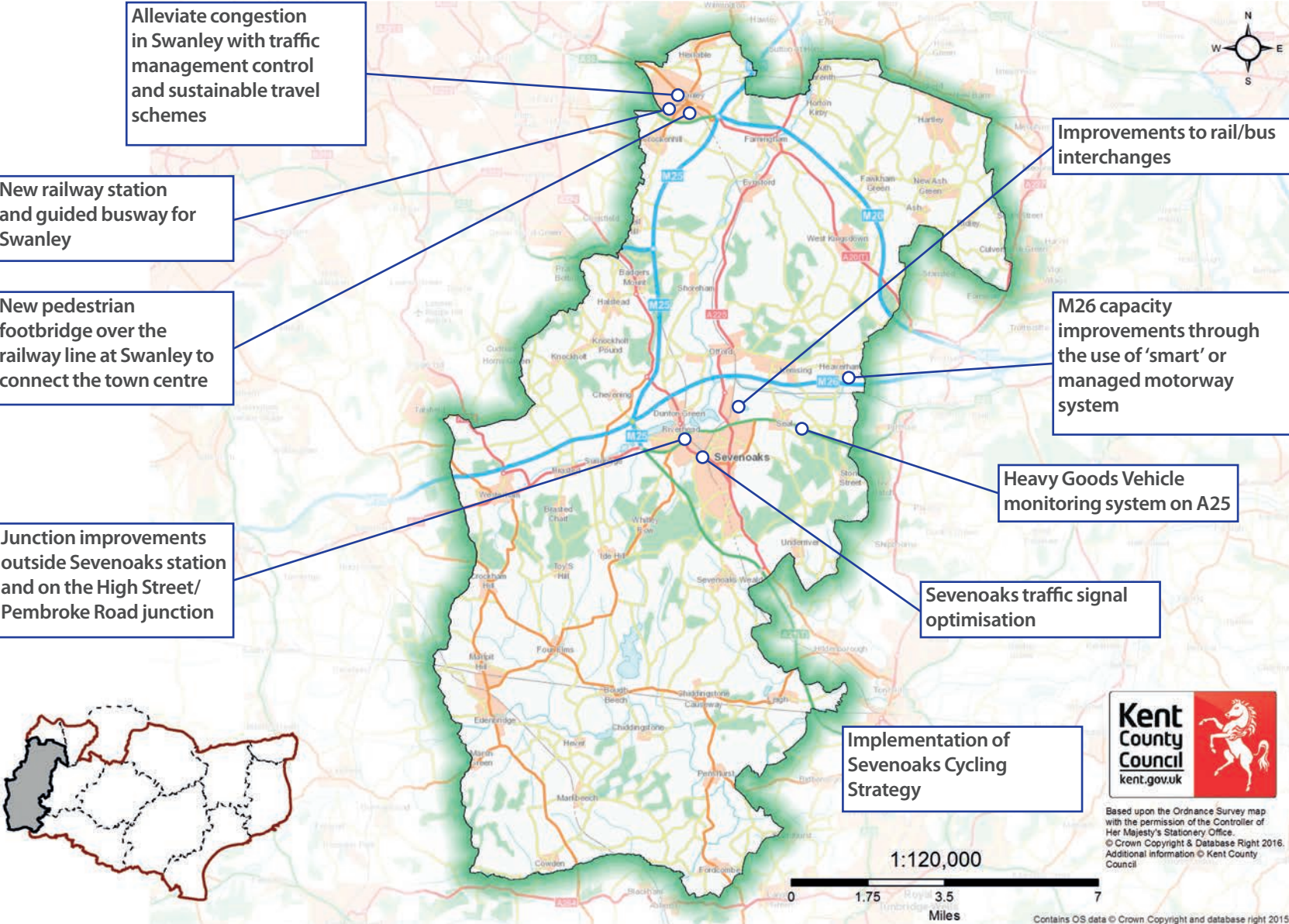
Improvements to rail/bus interchanges

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

Heavy Goods Vehicle monitoring system on A25

Sevenoaks traffic signal optimisation

Implementation of Sevenoaks Cycling Strategy





## Tonbridge and Malling

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

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

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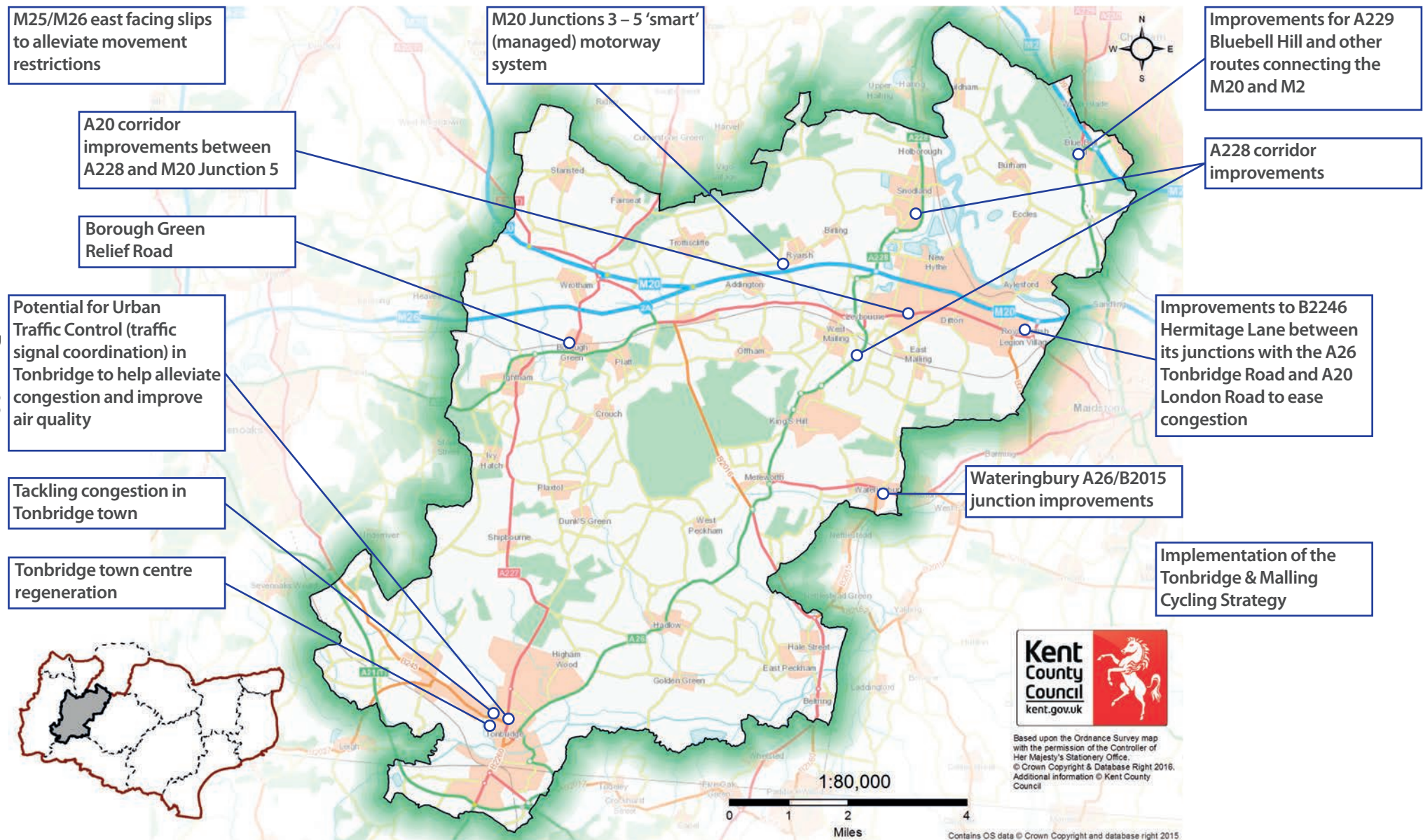
Tonbridge High Street



Watringbury



# Transport Priorities for Tonbridge and Malling



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## Tunbridge Wells

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

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

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

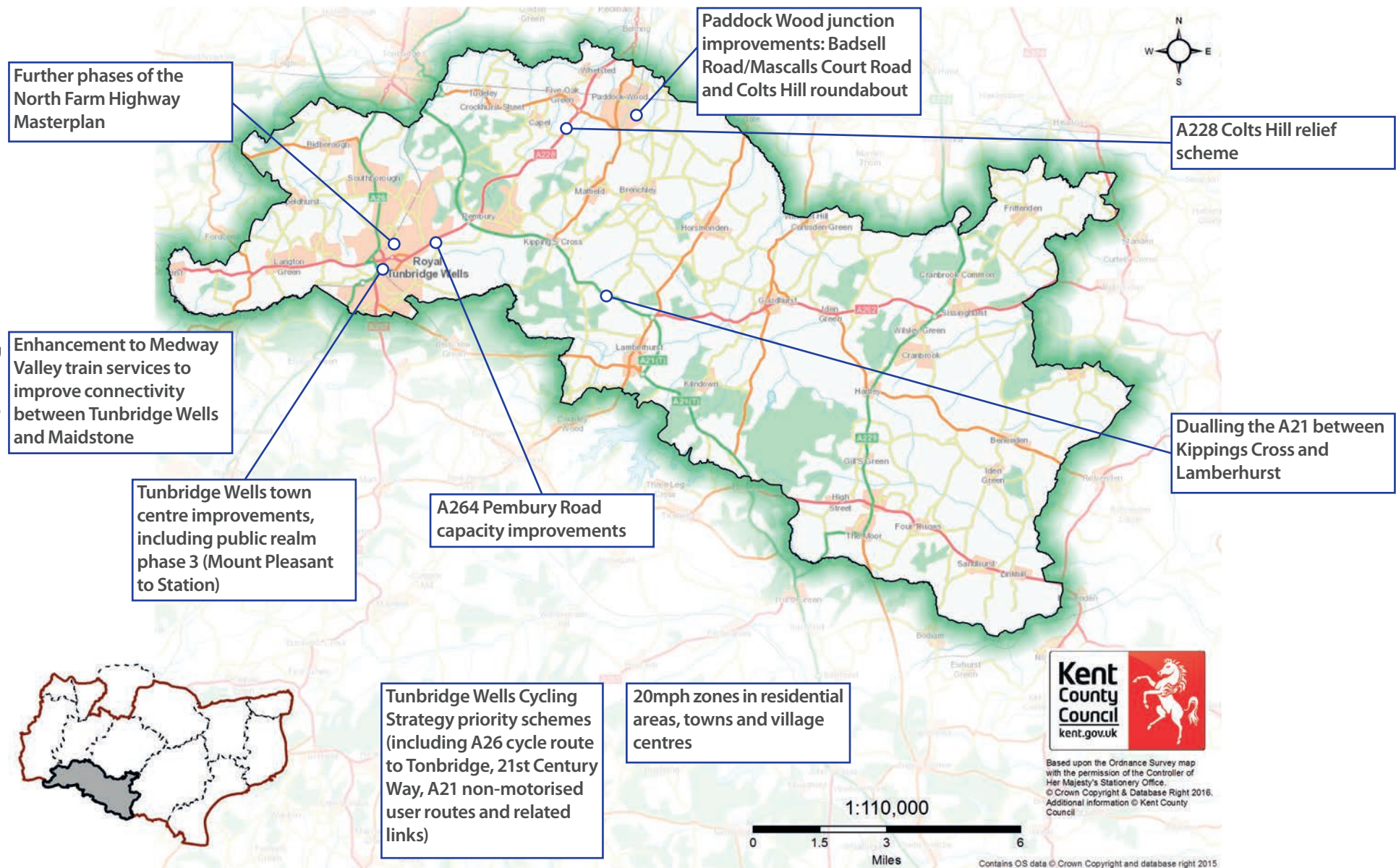


Public realm improvements at Fiveways, Tunbridge Wells



# Transport Priorities for Tunbridge Wells

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## North Kent Dartford

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

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

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

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

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

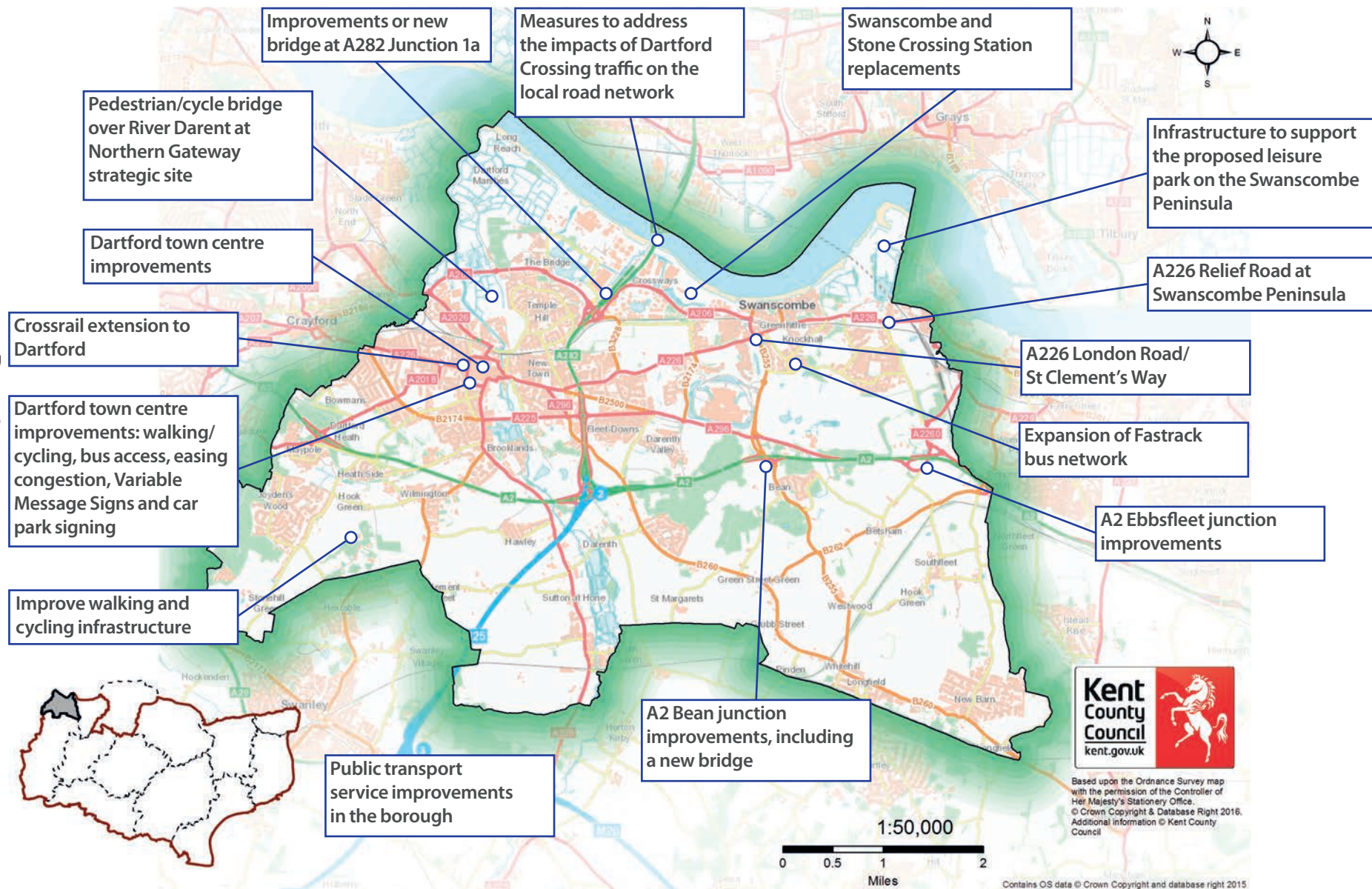


Approach to Dartford Crossing



# Transport Priorities for Dartford

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## Gravesham

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

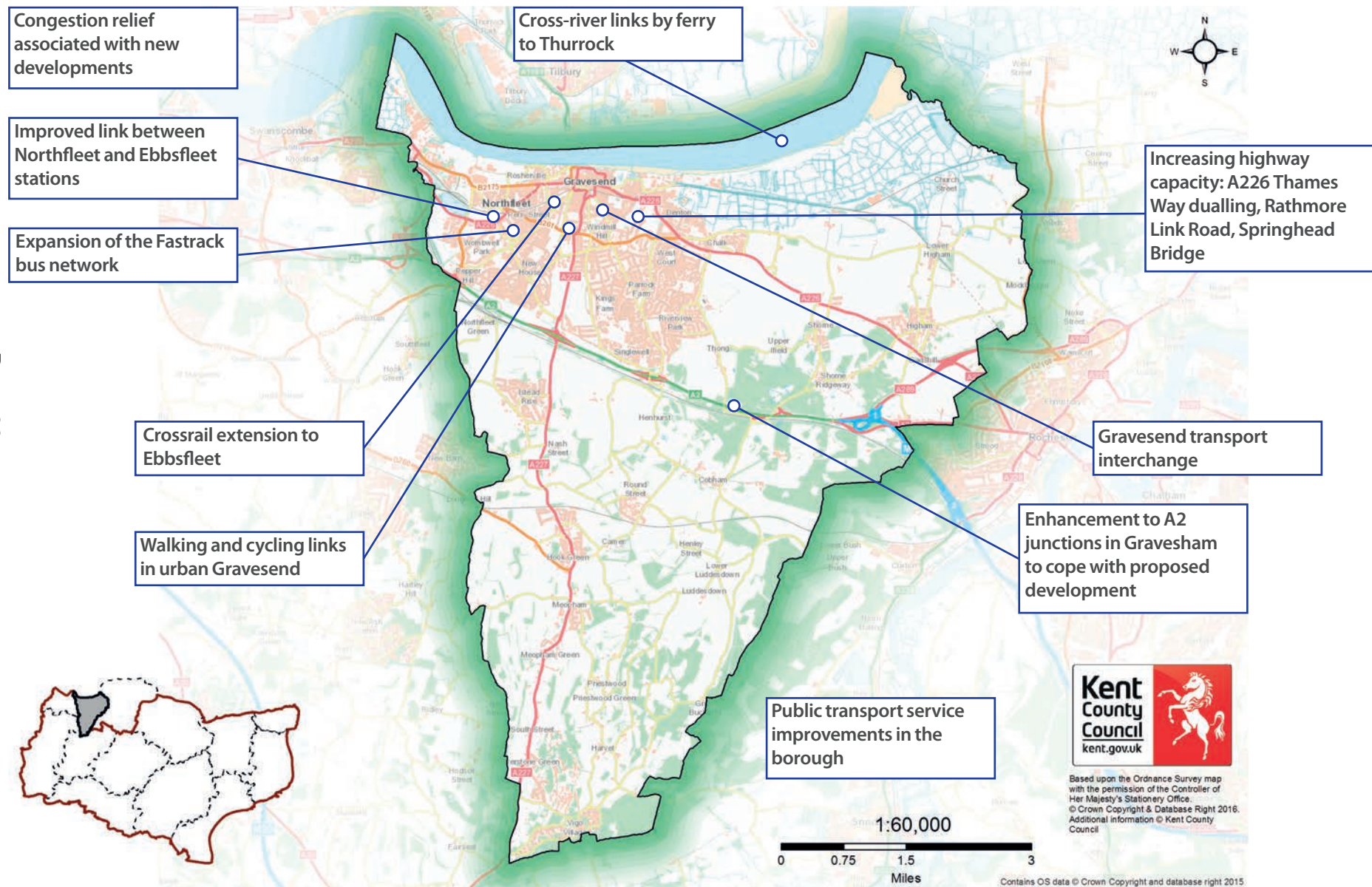
High Speed train services from Gravesend now give a journey time of just 24 minutes into St Pancras, and Ebbsfleet International in neighbouring Dartford provides connections to continental Europe. The bus network (including Fastrack) is focused on Gravesend, with high frequency links to Dartford town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



Gravesend Ferry



# Transport Priorities for Gravesham



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## Maidstone

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

The constrained nature of the town centre has contributed to peak period congestion and the designation of the wider urban area as an Air Quality Management Area.

A scheme to relieve congestion at the Bridges Gyrotory has recently been implemented, although continued traffic growth on other parts of the network is expected to result in severe worsening delays for road users. These pressures are most evident on the congested A229 and A274 corridors in south and south eastern Maidstone and on the A20 corridor in north western Maidstone. We will be prioritising a feasibility study for the Leeds and Langley Relief Road to assess its potential for mitigating congestion in Maidstone, alongside other strategic transport mitigation options.

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

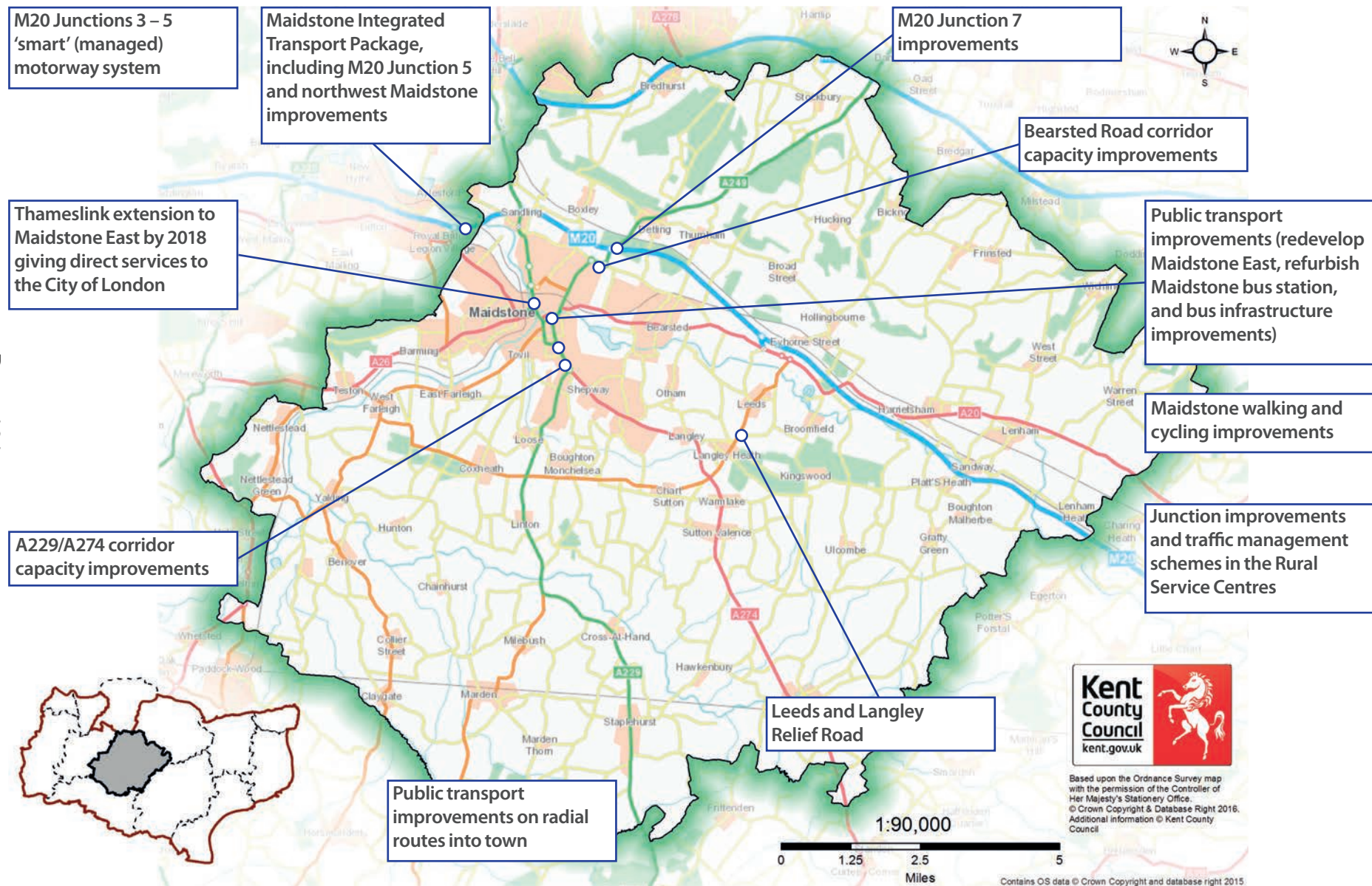
Bus services within the urban area are largely focused around serving the town centre and hospital. Many outlying suburban and rural communities are afforded a more limited level of service that does not provide a convenient travel option for many potential users. The examination of the Maidstone Borough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

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



Maidstone Bridge and High Street

### Transport Priorities for Maidstone



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## Swale

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

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

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



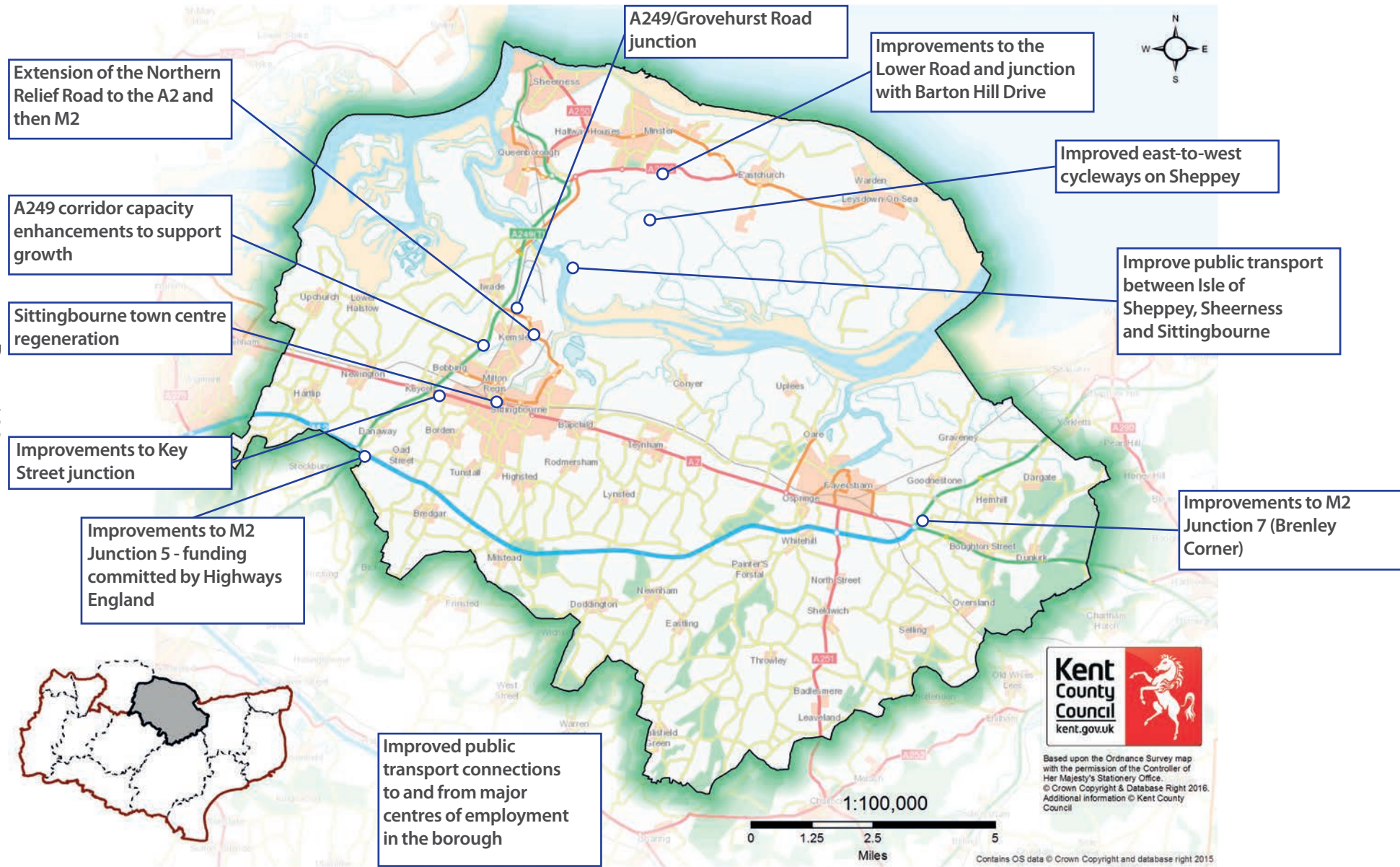
Faversham Guildhall



Sheppey Crossing

# Transport Priorities for Swale

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## Medway Council

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

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

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

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

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

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

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

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

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



More information on transport priorities and schemes in Medway can be found in the Medway Local Transport Plan 2011 – 2026 at:

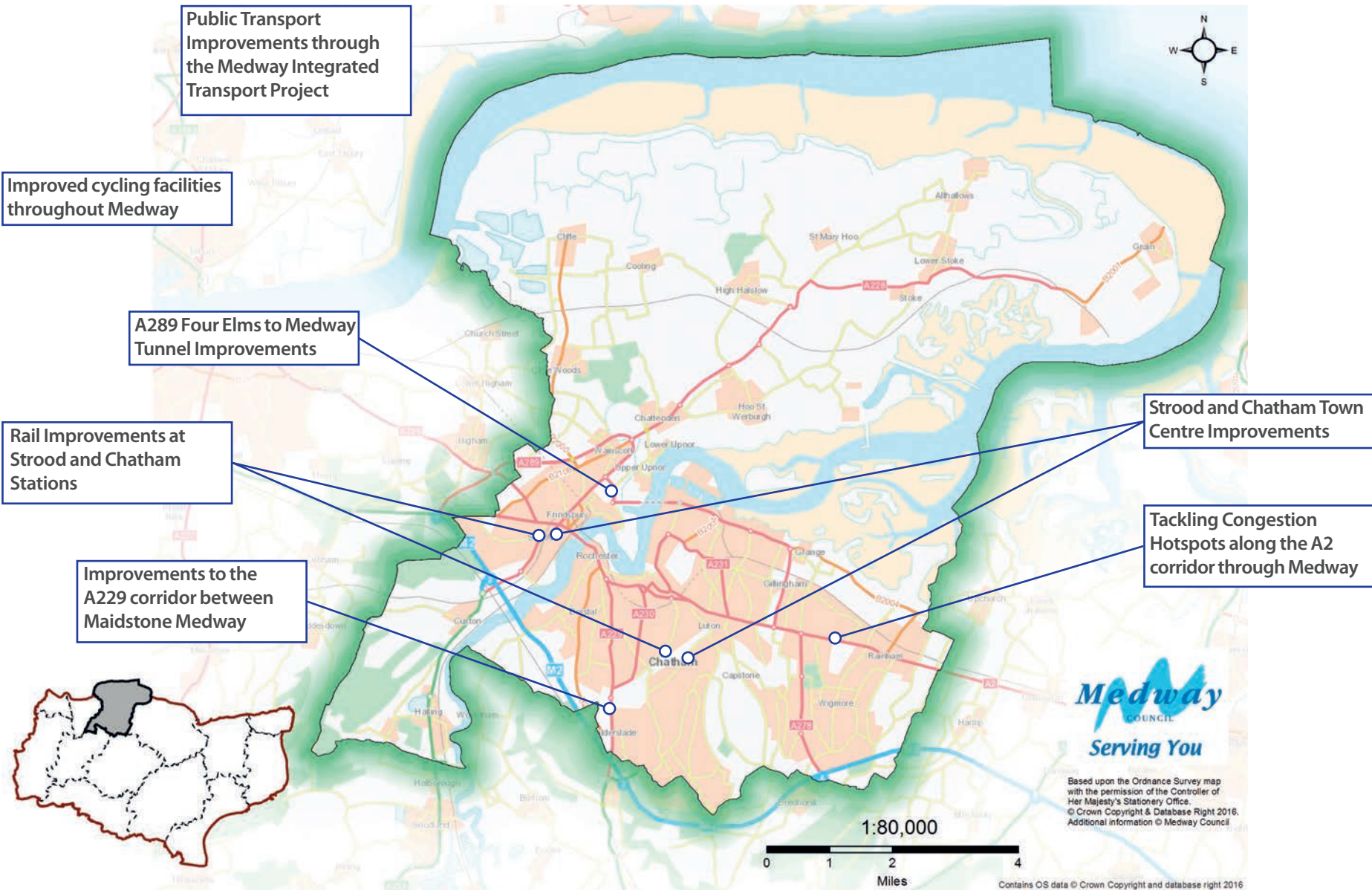
[www.medway.gov.uk/parkingandtransport/transportplansandpolicies/localtransportplan.aspx](http://www.medway.gov.uk/parkingandtransport/transportplansandpolicies/localtransportplan.aspx)



Chatham Bus Station

# Medway Council's Transport Priorities

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## East Kent

### Ashford

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

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

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



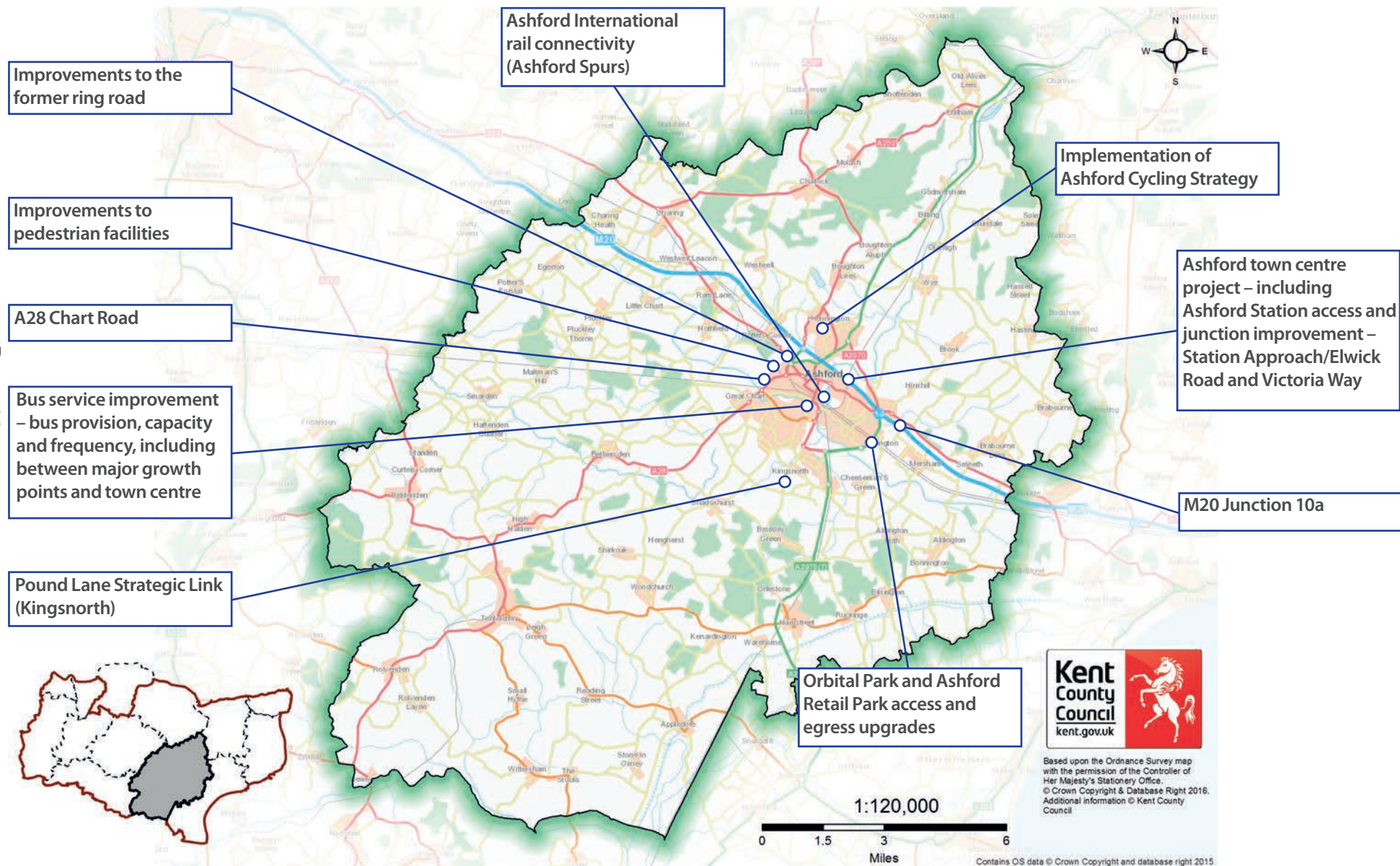
Ashford International Railway Station



Tenterden High Street

## Transport Priorities for Ashford

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## Canterbury

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

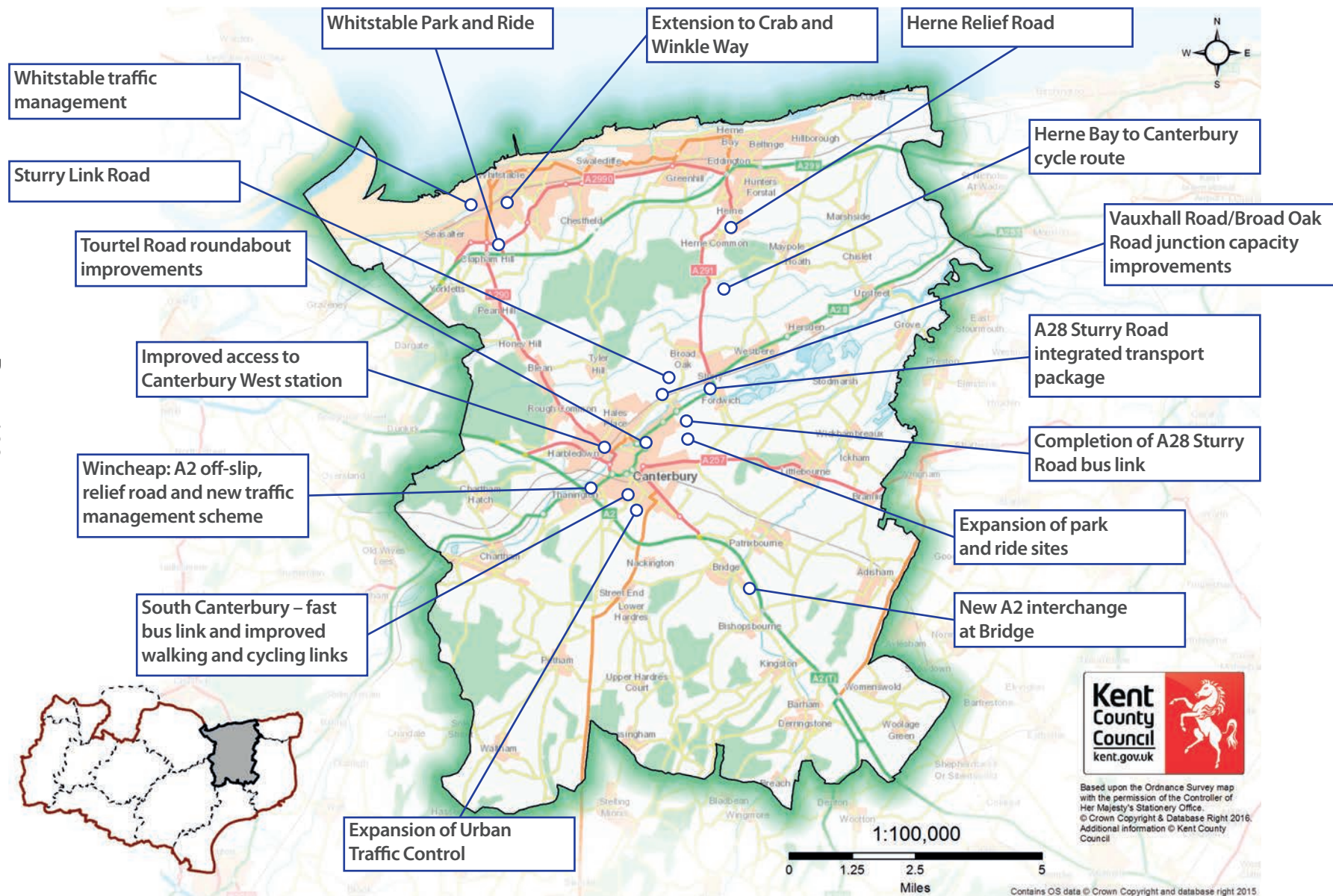
High Speed rail services in the city have cut journey times to London St Pancras to under an hour. The popular Canterbury Triangle bus route links the three urban areas in the district with a 10 minute frequency during the daytime. Stagecoach is the main operator in the area. Canterbury City Council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

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



Butchery Lane, Canterbury

# Transport Priorities for Canterbury



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## Dover

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

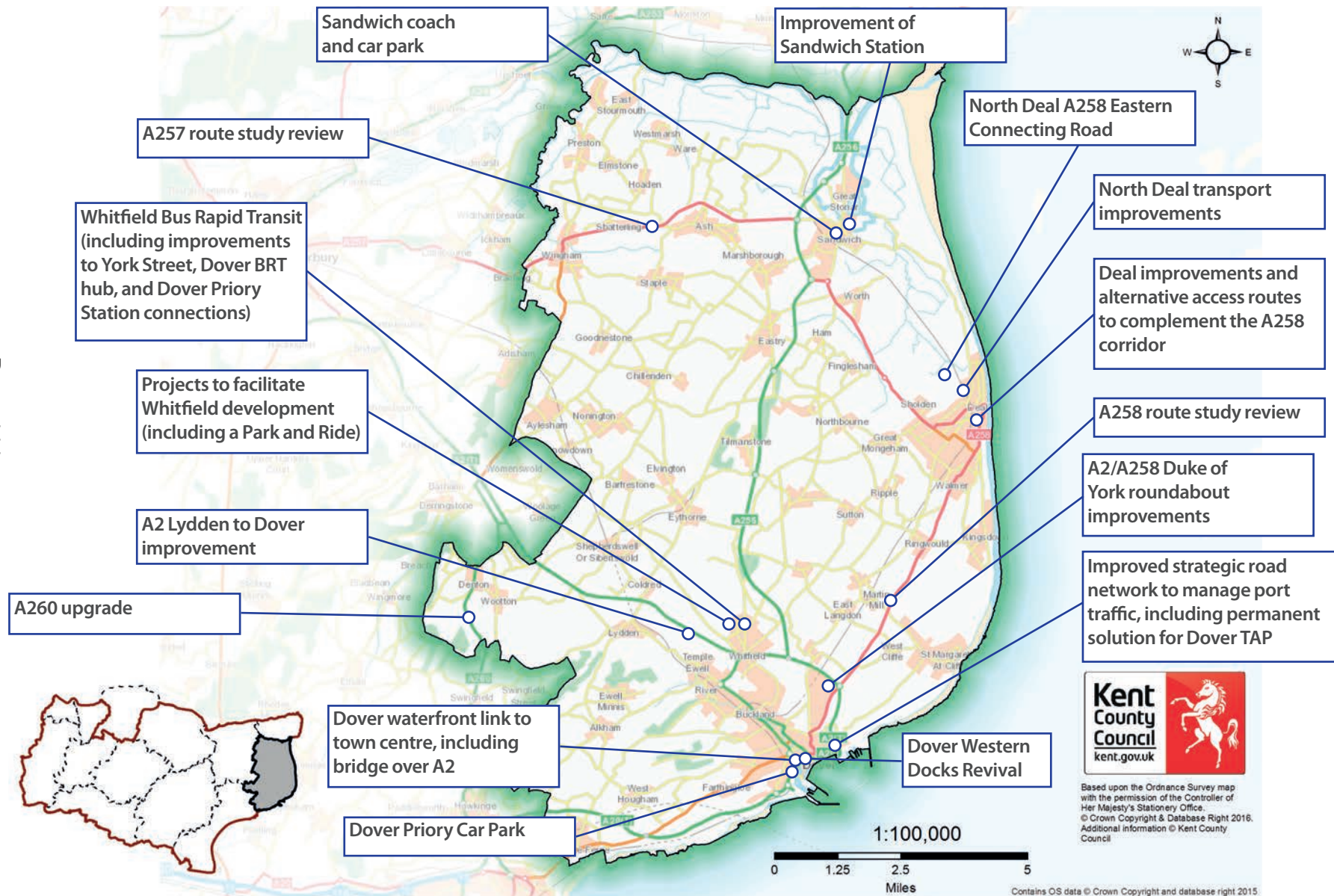
The A2 and A20 trunk roads terminate in the town at the entrance to the Port. These become the M2 and M20 motorways and connect the Port to the M25, London, and further north via the rest of the strategic road network. However, the A20 causes severance in the town and is associated with air quality concerns owing to its use by heavy goods vehicles before and after their Channel crossing. The A2 approaching the town is of an inferior quality to the rest of the route with sections of single carriageway.

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



Ferries at the Port of Dover

## Transport Priorities for Dover



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## Shepway

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

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

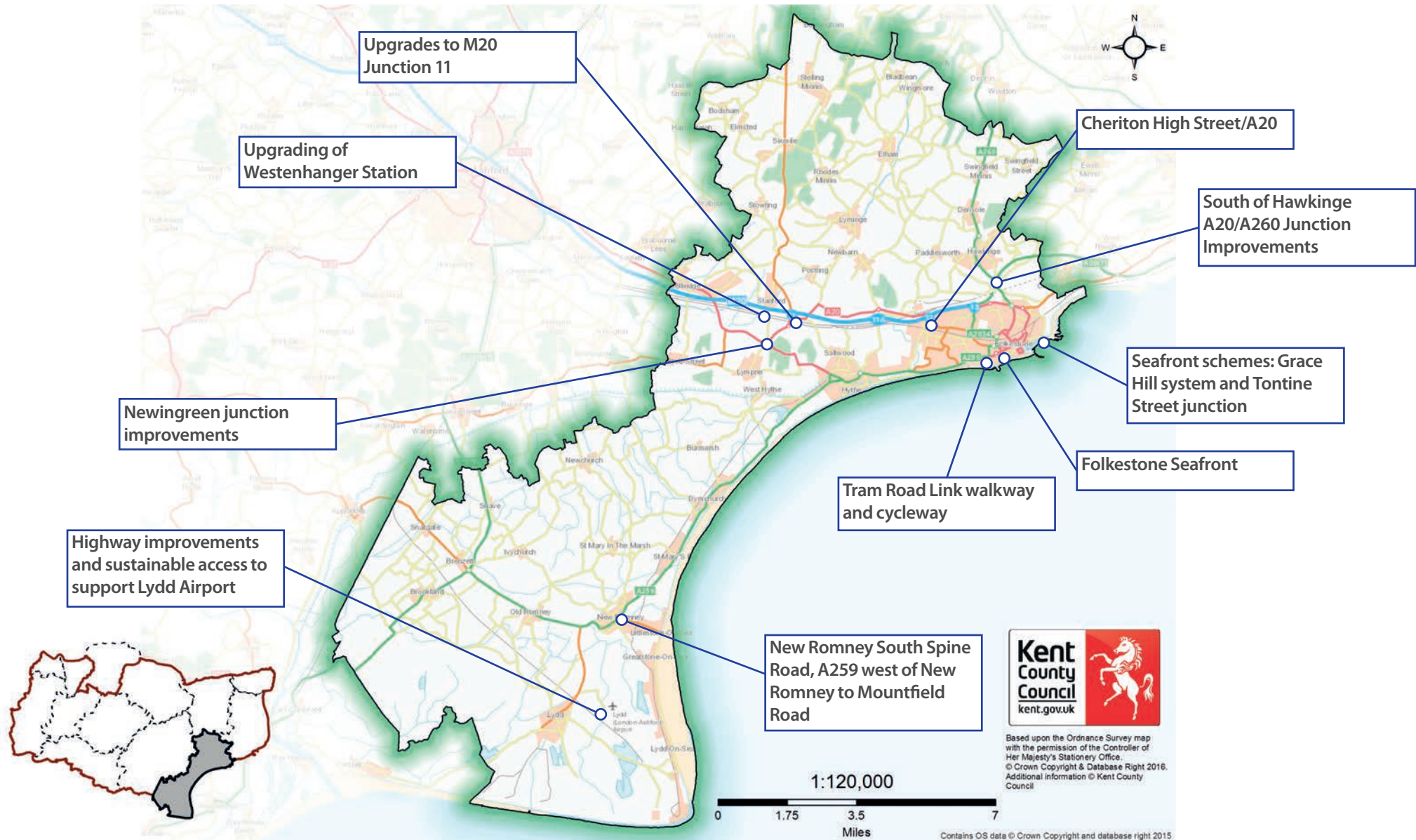
There is substantial future housing growth in the district, including the proposed Otterpool Park garden town, which will require considerable infrastructure investment to support this new town, including upgrading Westenhanger Station. The redevelopment of the harbour and seafront area of Folkestone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



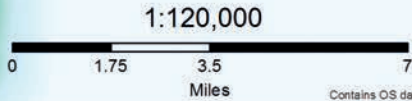
The Old High Street, Folkestone

# Transport Priorities for Shepway

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### Thanet

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

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

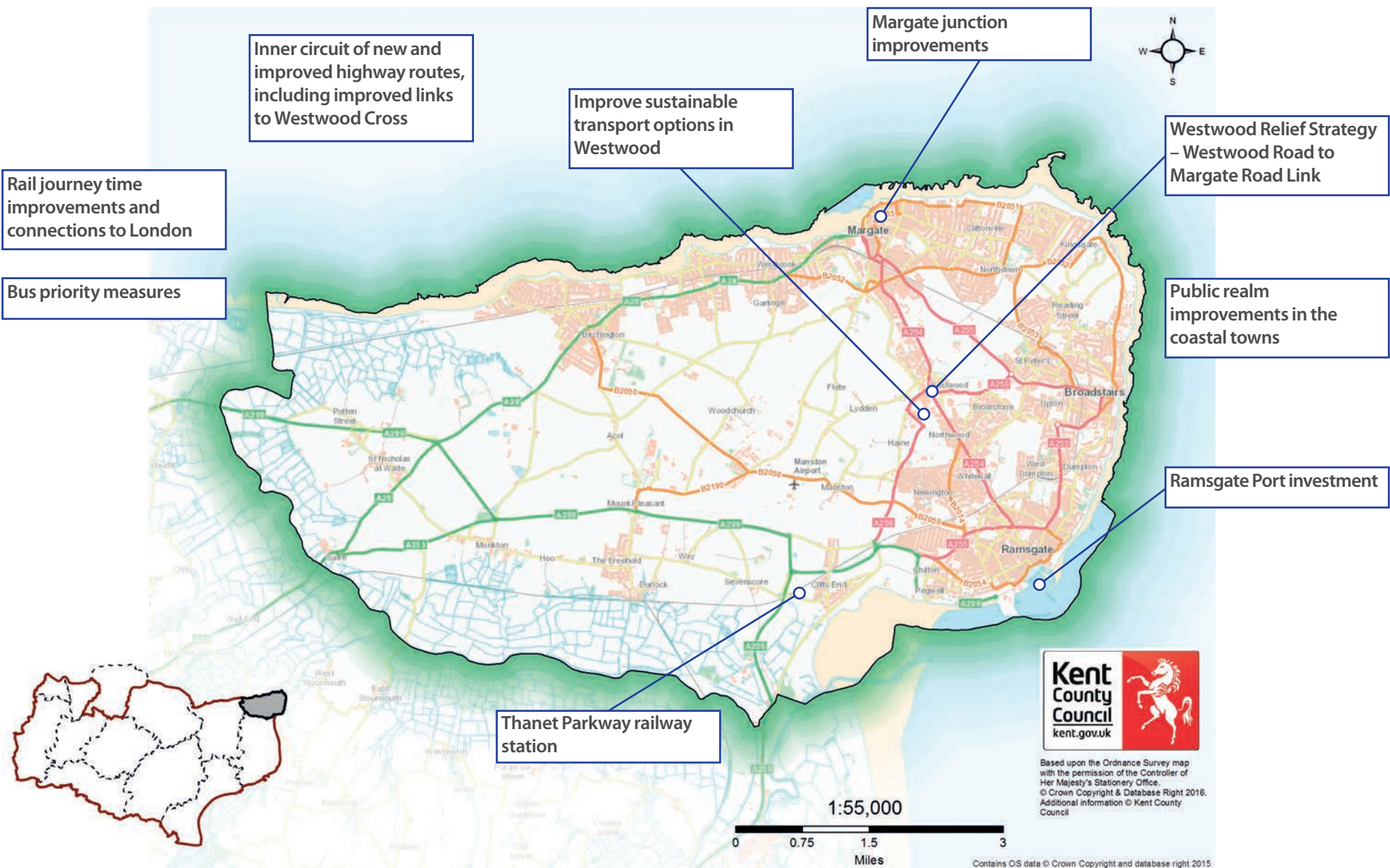
The District Council also has plans to maximise the advantageous geographical location of the Port of Ramsgate, being the second closest port to continental Europe after Dover.



Ramsgate Harbour

# Transport Priorities for Thanet

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# Our Funding Sources

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

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

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

## National Funding Sources and Local Growth Fund

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

As LGF is a limited pot of funding and distributed across England we must prioritise using a list of key criteria to determine which projects should be put forward for funding. The SELEP has provided a Common Assessment Matrix which is then used to score each scheme with the aim that Government can make an informed decision when allocating funding. LTP4 Outcome 1 is targeted by the LGF as it only considers schemes that drive economic growth and cut congestion.

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



Construction work for North Farm Improvements (Tunbridge Wells), part-funded by the Department for Transport's Local Pinch Point Fund

## Local Plans and Supporting Transport Strategies

District and borough councils have a statutory responsibility for making Local Plans. Thus, individual transport strategies that support Local Plans should have regard for this strategic countywide LTP. By setting out our vision for transport in LTP4, KCC has a platform from which to engage these councils and help shape their Local Plans when identifying areas for potential development.

Through the planning process developer contributions are sought towards infrastructure. Under Section 106 (s106) of the Town and Country Planning Act 1990, Local Planning Authorities can enter into a legally binding agreement with the landowner to pay a contribution towards infrastructure or services required to make their development acceptable in planning terms. KCC and the Local Planning Authority receive this funding to deliver infrastructure projects tied to development, for instance it may be used to support a public transport service.



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

### Integrated Transport Programme

For small scale transport schemes (typically under £1 million) to be allocated funding from the Integrated Transport Block (Department for Transport funding) there must be a robust system of appraisal to prioritise investment where it will have the greatest value for money. The methodology for achieving this is detailed in the Annex. A cost-benefit analysis is undertaken by scoring individual schemes on their total impacts compared with the total cost. The cost includes a whole life approach to maintenance and factors in any external funding. The highest scoring schemes are then scrutinised to provide assurances that they will meet their objectives to achieve the LTP outcome(s), and that they can be feasibly constructed within budget and timescales. The funding is top sliced for safety critical schemes (see Road Safety). The remaining budget is then allocated amongst the five outcomes (40% to economic growth and minimised congestion, 15% to affordable and accessible door-to-door journeys, 15% to safer travel, 15% to enhanced environment, and 15% to better health and wellbeing). This option for funding allocation is being environmentally assessed to ensure that it achieves a balanced Integrated Transport Programme (ITP).

### Highway Maintenance and Asset Management

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

### Innovative Funding Sources

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



Resurfacing works

# Conclusion

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

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

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

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

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

**Outcome 3: Safer travel**

**Outcome 4: Enhanced environment**

**Outcome 5: Better health and wellbeing**

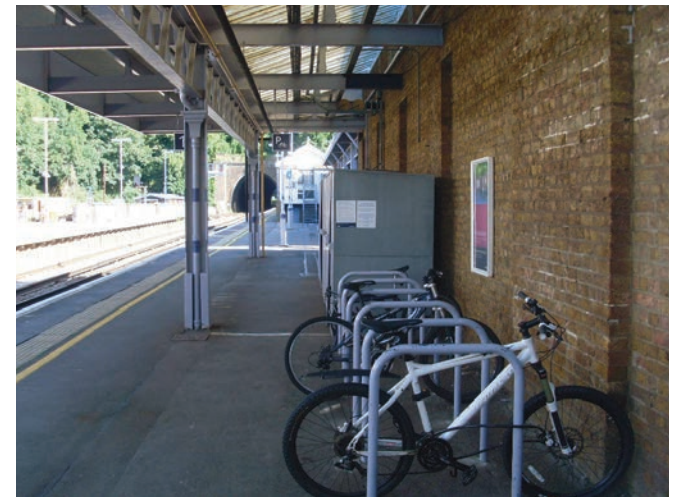
From our own work, and from liaising closely with our district council partners in supporting the development of their Local Plans and, more specifically, the transport strategies needed to deliver that growth, we have built up a detailed knowledge of transport needs across the county. We will continue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



Cycling on Marine Parade, Dover



A229 Bluebell Hill



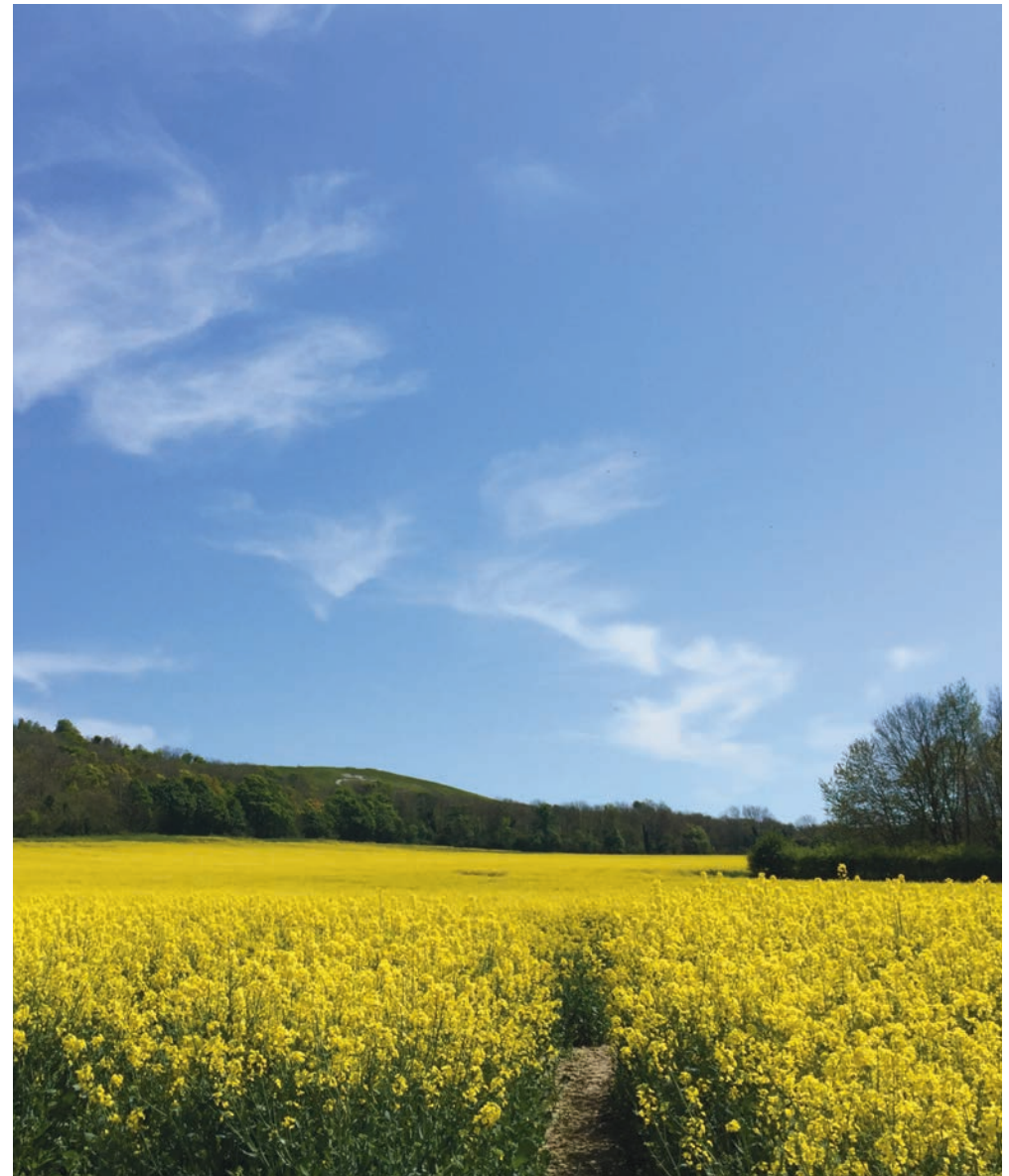
Dover Priory Station



# Strategic Environmental Assessment and Equalities Impact Assessment

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

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



Public Right of Way, Wye

# Annexe

## Background and overview

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

This methodology applies to schemes seeking Integrated Transport Block funding and used to form the Integrated Transport Programme (ITP). In addition to the ITP, KCC implements a Crash Remedial Measure (CRM) programme, which identifies locations where statistical data shows that an unexpectedly high number of crashes occur. If suitable, schemes are then designed and implemented aiming to prevent future crashes from following the same pattern. More information can be found in the KCC Road Casualty Reduction Strategy. The funding for these schemes is top-sliced from the ITP budget representing the importance with which KCC views safety. CRM funding is allocated on a needs basis but KCC will endeavour to ensure a minimum of 50% of the total budget is allocated to these schemes (achieving Outcome 3: safer travel).

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

## Pre-assessment criteria

Schemes should be put forward from valid sources, such as Transport Strategies that support district/borough Local Plans, approvals at Joint Transportation Boards (JTB) or similar bodies, or from Member and Parish Council suggestions. This requires that some public consultation must have been carried out. Members of the public are encouraged to go through their local Parish Council or County Council Member to gain community support; they will then be able to promote the scheme for inclusion in the ITP. They should also be at a stage where minimal additional design work is required so that a reasonable estimation of cost is available. For a scheme to be put forward for the ITP it must demonstrably achieve one or more of the outcomes from LTP4, these are:

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

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

**Outcome 3: Safer travel**

**Outcome 4: Enhanced environment**

**Outcome 5: Better health and wellbeing**

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

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

Financial year 1 – start	Financial year 1 – end	Financial year 2
<ul style="list-style-type: none"> <li>• Collate list of proposed schemes</li> <li>• Assess schemes</li> <li>• Prioritise 120% of indicative budget</li> <li>• Design up schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Reassess schemes following final design and costings</li> <li>• Check objectives are still met</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver schemes following budget allocation</li> </ul>



### Funding allocation

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

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

### Value for money assessment

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

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

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

Score:	-6	-3	0	3	6
<b>Outcome 4: Enhanced environment</b>					
<b>Sustainable travel – what impact will the scheme have on sustainable travel (e.g. modal shift)?</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Townscape and heritage – what impacts will the scheme have on the historic and built environment (including severance)?</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Environment – what impact will the scheme have on the natural environment? Including landscape quality and considering the impact on protected landscapes, e.g. AONB.</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Outcome 5: Better health and wellbeing</b>					
<b>Air quality – what impact will the scheme have on air quality? Consider any relocation of traffic.</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Active travel – what impact will the scheme have on promoting active travel?</b>	Strong negative impact	Negative impact	Neutral	Positive impact	Strong positive impact
<b>Scale of impact</b>					
<b>How wide an impact will the scheme have?</b>	N/A		Localised impact – few people benefit	Wider impact – a substantial number of people benefit	Very wide impact – many people benefit

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

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

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

This then produces a total combined score out of a maximum of 85 points. Next the cost of the scheme is considered. This has three elements to it: the construction costs, the whole life maintenance costs, and any external funding contribution.

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



A cost-benefit analysis can now be made by taking the total points scored by the scheme and dividing it by the scheme cost, producing a simplistic “points per pound” score that demonstrates the value for money a scheme achieves. Schemes targeting each LTP4 outcome can then be sorted by the cost-benefit analysis score and the best performing schemes prioritised for delivery the coming financial year.

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

The cost-benefit analysis does not determine the Integrated Transport Programme; rather it is a tool to guide officers. After the proposed schemes have been subjected to cost-benefit analysis they will be validated and scrutinised to ensure that a consistent approach to scoring has been used and that a balanced and deliverable programme is provided, for example so that schemes are not concentrated in one area. The final list will then be approved at senior management level using delegated powers.

**Alternative formats**

If you require this document in any other format or language, please email [alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk) or call: 03000 421553 (text relay service number: 18001 03000 421553).

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

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

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

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

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

**What is being assessed?**

An updated Local Transport Plan.

**Responsible Owner/ Senior Officer**

Joe Ratcliffe

**Date of Initial Screening**

12/11/2015

**Date of Full EqIA:**

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

## Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact <b>HIGH/MEDIUM</b> <b>LOW/NONE</b> <b>UNKNOWN</b>		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age  Page 128	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes would be subjected to their own EqIA.	Yes. LTP4 commits KCC to promoting affordable, accessible and connected transport to enable access for all to jobs, education, health, and other services. This will benefit all age groups, but particularly those who are less likely to have access to a private car, such as the elderly and the young, and supports independence. Statistically, more road casualties are young men <sup>1</sup> , providing a safe road network (including through education and training) will mitigate this. Other LTP4 outcomes will also benefit all age groups.
Disability	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA.	Yes. As above, accessible transport will support independence, more notably providing wider benefits for those whose impairments prevent them from driving. Other LTP4 outcomes will also benefit those with disabilities – such as better health and wellbeing and safer travel.

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



<b>Gender</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Affordable and accessible transport for all will benefit specific groups, such as women with children and single mothers. Safer travel will improve opportunities for travel for women, as they are likely to use public transport more than men but drive less than men. Personal safety amongst women should improve, as they are more vulnerable when travelling at night <sup>2</sup> . Men are more likely to be road casualties and providing a safer road network (including through education) will help mitigate this.
<b>Gender identity</b>	No	None	None	No	No
<b>Race</b> Page 129	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Certain ethnic groups are in lower than average income groups and promoting affordable travel will promote equality for them in enabling access to greater employment and education opportunities.
<b>Religion or belief</b>	No	None	None	No	No
<b>Sexual orientation</b>	No	None	None	No	No
<b>Pregnancy and maternity</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Women with children will benefit from improved accessibility connectivity within transport, as well as it being more affordable.
<b>Marriage and Civil Partnerships</b>	No	None	None	No	No

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

<b>Carer's responsibilities</b>	No	Medium	None	No further assessment required. However, any specific schemes and policies that achieve LTP4 outcomes will be subjected to their own EqIA	Yes. Safer, affordable, accessible and connected travel will promote equality for this group. In some instances, those who they care for may benefit, particularly for people needing to travel by bus through the Kent companion bus pass scheme. Schemes to ease congestion will make travelling between clients more reliable in terms of journey time.
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## PART 1: INITIAL SCREENING

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

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

### Context

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

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

### Aims and Objectives

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

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

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

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

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

**Outcome 3: Safer travel**

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

**Outcome 4: Enhanced Environment**

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

**Outcome 5: Better health and wellbeing**

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

**Beneficiaries**

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

**Information and Data**

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

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

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

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

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

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

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

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

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



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

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

## **Involvement and Engagement**

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

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

<sup>10</sup> DC7101EW1a - Method of travel to work (2001 specification) by sex by age  
<https://www.nomisweb.co.uk/census/2011/dc7101ew1a>

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

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

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

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

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

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

### **Consultation Feedback**

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

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

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

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

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

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

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

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

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

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

Comments relating to specific protected characteristics included that:

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

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

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

## **Initial Screening**

### **Potential Impact**

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

### **Adverse Impact:**

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

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

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

**Positive Impact:**

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

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

**JUDGEMENT**

**Option 2 Full EqlA**

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

**Action Plan**

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

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



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

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

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

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

## **Monitoring and Review**

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

## **Sign Off**

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

### ***Senior Officer***

Signed: 

Name: Joseph Ratcliffe

Job Title: Transport Strategy Manager

Date: 14 February 2016

### **Head of Service**

Signed: 

Name: Tom Marchant

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



# SEA Adoption Statement LTP4 Strategic Environmental Assessment





CO04300448 /SEAS01 Revision 1 Final  
June 2017





**Document Control Sheet**

Project Name:	LTP4 Strategic Environmental Assessment
Project Number:	CO04300448
Report Title:	SEA Adoption Statement
Report Number:	SEAS01

<b>Issue Status/Amendment</b>	<b>Prepared</b>	<b>Reviewed</b>	<b>Approved</b>
0 Draft for Review by KCC	Name: Dean Malik Signature:  Date: 09/06/2017	N/A	N/A
1 Final Draft	Name: Dean Malik Signature:  Date: 09/06/2017	Name: Jennifer Craig Signature:  Date: 16/06/2017	Name: Jenefer Taylor Signature:  Date: 20/06/2017

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## **1 Background**

### **1.1 Strategic Environmental Assessment Requirements**

1.1.1 Strategic Environmental Assessment (SEA) is a process to ensure that significant environmental effects arising from plans and programmes are identified, understood, assessed, communicated, mitigated, monitored and adequately consulted upon by decision makers.

1.1.2 The Strategic Environmental Assessment (SEA) directive was approved by the European Parliament in 2001 and was incorporated into UK law on 20 July 2004 through The Environmental Assessment of Plans and Programmes Regulations (the SEA Regulations). SEA is defined by the European Commission (EC) as: 'an important tool for integrating environmental considerations into the preparation and adoption of certain plans and programmes which are likely to have significant effects on the environment because it ensures that such effects of implementing plans and programmes are taken into account during their preparation and before their adoption'.

### **1.2 SEA Adoption Statement**

1.2.1 The SEA Regulations sections 16.(3)(c)(iii) and 16.(4) require that a 'statement' be made available to accompany the Kent County Council Local Transport Plan, as soon as possible upon adoption of the plan. This statement must contain the following information:

- How environmental considerations have been integrated into the plan;
- How the environmental report has been taken into account;
- How consultation responses have been taken into account;
- Reasons for choosing the Transport Plan as adopted, in the light of other reasonable alternatives dealt with;
- Measures that are to be taken to monitor the significant environmental effects of the implementation of the Transport Plan.

1.2.2 The following table (Table 1) lists the documents produced to date and their purpose:

Table 1: SEA process documents produced for LTP4

Document	Date Produced	Purpose
SEA scoping report	January 2016	The scoping report identified key issues to be covered in the Environmental Report and helped to direct focus of the SEA onto the main issues. The report also defined the study boundary and established the level of detail for the Environmental Report whilst outlining the approach of assessment for each issue identified. The scoping report set out the main tasks for the remainder of the SEA. This information helps all parties to understand what remains to be done, and influences all parties' expectations of the SEA process.
Consultation Draft: Local Transport Plan	January 2016	The Transport Plan sets out how we will improve travel to, within and from the county and contribute to the wider economic, social and environmental objectives of the council. It sets out the long term goals and transport objectives for the county, and the targets and outcomes to show how to deliver the Transport Plan. Kent's Transport Plan has been influenced by the goals contained within the council's Kent Environment Policy & Strategy, UK Air Quality Strategy, AONB Management Plans and the UK Cycling & Walking Strategy. The Transport Plan was consulted on between 8 August 2016 and 30 October 2016.
Consultation Draft: Environmental Report (Rev0)	June 2016	The Environmental Report is the main output of the SEA process. The report has two principal aims: <ol style="list-style-type: none"> <li>i. To document the SEA process and set out the environmental effects of the plan;</li> <li>ii. Illustrate compliance with the SEA Regulations.</li> </ol> The draft Environmental Report (Rev0) accompanied the Local Transport Plan document during the consultation period.
Final Draft: Local Transport Plan	June 2017	The County's adopted Local Transport Plan takes into consideration the comments received during consultation.
Final Draft: Environmental Report (Rev1)	June 2017	The Environmental Report was updated post-consultation (Rev1) to reflect responses in respect of the SEA process, and amendments made to the Local Transport Plan.
SEA Adoption Statement	June 2017	The SEA Adoption Statement acts as an important check on the Local Transport Plan and the SEA process. It helps to ensure that the environment has been considered at every stage, and that the information collated has influenced the final shape of the Local Transport Plan.



## 2 The SEA process

### 2.1 Developing the SEA

2.1.1 In accordance with the SEA directive, the SEA documentation has been developed in parallel with the Local Transport Plan. The SEA process can be broken down into five distinct stages as detailed in Table 2.

Table 2: The SEA process stages

SEA Process Stage	Detail
Scoping	Set the context, establish the environmental baseline, identify problems and decide objectives
	Decide the scope of the SEA, develop alternatives and consult with the environmental bodies
Environmental Report	Assess the effects of the plan
	Produce the Environmental Report
	Main consultation on the draft Transport Plan and the environmental report
	Produce statement to accompany final Transport Plan
	Decide what needs to be monitored
SEA Adoption Statement	This document; Environmental Considerations; Reasons for choosing LTP4; Monitoring

2.1.2 The SEA was reported in two stages, a Scoping Report that was consulted on in January to February 2016 and an Environmental Report consulted on from 8 August 2016 to 30 October 2016 alongside the Consultation Draft of the Local Transport Plan.

## 2.2 Scoping Report Stage

- 2.2.1 The SEA process and the LTP4 began and progressed concurrently in an iterative manner, feeding back environmental and sustainability objectives into the plan. The SEA has been used as a tool for improving the LTP4 formulation process from inception through production to adoption of the solutions included in the LTP4.
- 2.2.2 Initially, work undertaken for the Scoping Report in establishing the environmental and social, including health, baseline and identifying key environmental and social issues in the county established the SEA objectives. This had implications for the development of the LTP4 and played a key role in developing a set of environmental assessment objectives known as the SEA framework.
- 2.2.3 The SEA framework also includes objectives to ensure the full integration of the assessment processes of Equalities Impact Assessment (EqIA), Health Impact Assessment (HIA) and Habitats Regulations Assessment (HRA) whilst meeting the requirements of the SEA Directive.

## 2.3 Environmental Report Stage

### *Consideration of Reasonable Alternatives*

- 2.3.2 A key element of the SEA process is the assessment of 'reasonable alternatives' to the LTP4. Alternative Options have been considered in relation to funding allocations by which the LTP policy outcomes may be taken forward through the Local Transport Plan review process. Section 4 of the Environmental Report assessed alternatives and should be read in conjunction with this SEA Statement.
- 2.3.3 Each alternative Option has a different level of emphasis on each policy outcome:
- Economic growth and minimised congestion;
  - Affordable and accessible door-to-door journeys;
  - Safer travel;
  - Enhanced environment;
  - Better health and wellbeing.

2.3.4 In developing the Draft LTP4, four Options were considered, the results of which are summarised below:

**Option 1** – Retain existing prioritisation methodology from LTP3 and the funding prioritised spatially as well as being unequally allocated among themes GWG 45%; 15% others; 10% life in Kent (in the context of LTP4 policy outcomes).

**Option 2** – Use the LTP4 revised prioritisation methodology and equally weight/equally prioritise outcomes – i.e. 20% equal funding allocation.

**Option 3** – Use the LTP4 revised prioritisation methodology and give a priority order to the outcomes and weight them differently – i.e. 40% Outcome 1; 15% other outcomes.

**Option 4** – Use the LTP4 revised prioritisation methodology and give a priority order to the outcomes and weight them differently – i.e. 55% Outcome 1; 0% Outcome 3; 15% other outcomes.

2.3.5 These Options were assessed against the SEA framework and the assessment identified the extent to which the proposed strategic options were considered to encourage positive environmental outcomes. The assessment results are summarised below in Table 3 and presented in full in Appendix E of the Environmental Report.

2.3.6 A qualitative assessment has been made based on perceived short or long term improvements or regressions for each SEA objective. To support the assessment findings, the options have been ranked in terms of their environmental performance against each theme, and the relative merits of each option.

2.3.7 Option 2 performs more favourably than Options 1, 3 and 4 in terms of providing improvements to the SEA themes and/or to meeting the SEA objectives. With a focus on shared economic, social and environmental features, it is considered that this approach will deliver wider beneficial outcomes for air quality, greenhouse gas emissions and residents' quality of life and health and wellbeing through more effectively addressing issues related to congestion, accessibility and modal shift.

2.3.8 It is acknowledged that the main focus of LTP4 is 'Delivering Growth without Gridlock'. It is therefore accepted that KCC's preferred Option 3 – which delivers greater funding for Outcome 1, – is an appropriate choice for the funding allocation as it does not cause significant negative impacts on the SEA Objectives.

Table 3: SEA framework objectives and the assessment of the proposed LTP Options

	Biodiversity	Air Quality	Health	Climate	Population	Water	Heritage	Landscape	Noise	Materials	Technology & Innovation	Overall	Comments
<b>Plan Options</b>	Protect and enhance the county's habitats, biodiversity levels, and species of international, regional and local importance.	Improve air quality in urban areas and achieve the NAQS and AQMA objectives across the county.	Support transport solutions that promote positive health outcomes through active and sustainable travel choices and improved road safety.	Reduce vulnerability to climate change-related extreme weather events by creating a resilient transport infrastructure and identifying appropriate adaptation and mitigation measures.	Promote accessible, integrated and sustainable transport networks that support the needs of the economy and local communities	Coordinate across the county in parallel with other planning policy, in order to address water catchment quality and resource issues.	Protect and enhance cultural heritage, and access to areas and features of historic, architectural or archaeological importance.	Enhance and protect the character and diversity of all landscape assets through planning and policy decisions and ensure development does not decrease visual and recreational amenity	Seek to reduce noise at source, particularly in existing Noise Important Areas, and to prevent the creation of new Noise Important Areas; protect tranquil areas from impact, including cumulative impact.	Maximise resource efficiency in materials, energy, waste and water use by utilising sustainable construction and procurement methods, and ensuring appropriate ongoing maintenance of	Apply innovative and technological approaches to achieving sustainable outcomes.		
What will be the situation without LTP4 - Option 1: Business as usual – i.e. retain existing prioritisation methodology from LTP3 and keep the funding prioritised on growth points and growth areas as well as being unequally allocated among themes (in the context of LTP4: outcomes), GWG 45%; 15 others; 10 life in Kent	-	-	+	0	0	-	0	-	-	+	++	-2	Option 1's emphasis is housing and employment within the county to support GWG. Having this as a key independent theme by-passes the opportunity to develop sustainable solutions to support GWG (other than by CBA).  The funding assessment methodology provides for spatial analysis, although this is based on the theme of LTP3 and therefore is not holistic. The CBA provides very limited ability for consideration of the environment. Funding to key growth points in the county will lead to increased environmental pressures on all areas of the environment will increase.  The option does address wider social and community needs in the improved access to non-vehicular travel. The theme for the environment relates primarily to climate change - which is a far-reaching subject in terms of the schemes that could support it.  The main issue is the limited spatial distribution of the schemes, leading to an all or nothing outcome for areas. Top slicing of the budget for safety related schemes means that less budget is available for other themes as a whole. This is despite there being a dedicated theme for safety.
What will be the situation with LTP4 - Option 2: Use the revised prioritisation methodology and make all outcomes equally weighted and of equal priority – i.e. equal allocation of funding, 20% each	+	+	++	+	++	+	+	+	+	+	++	14	Option 2 is a progression from Option 1, developing the issues found into solutions. Because the assessment scheme uses the themes in LTP4, each area is addressed. Funding is allocated to schemes based on their theme. Funding allocation is equalised - the environment based schemes benefits from a 5% increase (20% total) in allocation. Additionally, Outcome 2 has strong environmental and social benefits and so a 20% funding allocation to outcome 2 benefits outcome 4. Revised assessment scheme allows for consideration of the environment for each scheme. The impact of increased funding for economic growth may or may not have a residual negative impact - this will depend on the scoring for Outcome 4, which may well be high. Scheme design will play a role in deciding the Outcome scores.
What will be the situation with LTP4 - Option 3 [preferred by KCC & captured in the LTP4 Draft for Cabinet Cttee] : Use the revised prioritisation methodology and give a priority order to the outcomes and weight them differently – i.e. more available funding for some outcomes (an alternative funding allocation), 40% ec; 15 others.	0	+	+	+	+	0	0	0	0	0	++	6	Option 3 is a progression from Option 2, developing the issues found into solutions. Because the assessment scheme uses the themes in LTP4, each area is addressed. Funding is allocated to schemes based on their theme. Funding allocation is equalised - the environment based schemes benefits from a 15% funding allocation. Revised assessment scheme allows for consideration of the environment for each scheme. The impact of increased funding for economic growth may or may not have a residual negative impact - this will depend on the scoring for Outcome 4, which may well be high. Scheme design will play a role in deciding the Outcome scores.
What will be the situation with LTP4 - Option 4: Use the revised prioritisation methodology and weight them differently – i.e. more available funding for some outcomes (an alternative funding allocation), 55% ec; 15 others; 0 safety (as CRM already top sliced)	-	-	0	-	0	-	-	-	-	+	++	-5	Option 4 is a progression from Option 2, developing the issues found into solutions. Because the assessment scheme uses the themes in LTP4, each area is addressed. Funding is allocated to schemes based on their theme. Funding allocation is equalised - the environment based schemes benefits from a 5% increase in allocation. Revised assessment scheme allows for consideration of the environment for each scheme. The impact of increased funding for economic growth may or may not have a residual negative impact - this will depend on the scoring for Outcome 4, which may well be high. Scheme design will play a role in deciding the Outcome scores. Outcome 3 'Safety' delivers little in environmental benefits and therefore a reduction in the funding allocation for Outcome 3 raises the amount available for Outcome 4 'Environment'. However, the allocation for Outcome 1 'Growth' has benefited directly from the lack of funding for Outcome 3 and this has the strongest negative effect on environmental outcomes.

### ***Assessment of the Local Transport Plan***

2.3.9 The ambition and outcomes for LTP4 are:

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

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

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

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

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

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

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

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

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

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

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



- 2.3.10 These LTP policies have been assessed as part of the SEA and are presented in full in Appendix G of the Environmental Report.
- 2.3.11 Strategic Transport Priorities have been proposed within LTP4, some of which are of national significance. These have been assessed as part of the SEA and are presented in full in Appendix H of the Environmental Report.
- 2.3.12 LTP4 also details a number of countywide priorities which equate not only to individual schemes or areas, but to Kent's existing transport strategies:
- Road Safety;
  - Highways Maintenance & Asset Management;
  - Home to School Transport;
  - Active Travel;
  - Public Rights of Way;
  - Sustainable Transport; and
  - Aviation.
- 2.3.13 With the exceptions of Aviation (scoped out) and Sustainable Transport (which overarches the cross-district priorities detailed below), the above have been included within the scope of the SEA and results of the assessment are presented in Appendix H of the Environmental Report.
- 2.3.14 Local priorities – the infrastructure required to support growth in each district – are not listed exhaustively within LTP4, and it is not clear as to whether and when funding will be made available to any of this broad range of potential schemes. It has therefore not been possible to undertake Strategic Environmental Assessment of these local priorities. Environmental assessment will be undertaken on a scheme by scheme basis; and schemes will be subject to prioritisation when suitable funding sources are identified.
- 2.3.15 A number of local schemes, targeted at sustainable transport and including initiatives to encourage modal shift, will deliver benefits across district boundaries. Details of these have been expanded on in LTP4 post-consultation, identified as 'Cross-District Priorities'. Many of these schemes have already secured funding. As a result of this – and due to their focus on achieving sustainability objectives – these have not been included within the scope of the SEA.

2.3.16 Table 4 provides a summary of how the SEA process and the Environmental Report helped to improve the Local Transport Plan. Mitigation measures were identified if the Transport Plan was considered to have adverse environmental effects (none of which were predicted to be significant).

Table 4: How the SEA influenced the Local Transport Plan

SEA Issue	Summary of effect of Transport Plan on SEA topic area	The SEA helped to improve the Transport Plan by making the following changes
Biodiversity, flora & fauna	No significant detrimental effect on biodiversity, the potential for minor (non-significant) negative effects remains	Mitigation will require the topic to be considered early and holistically, with proper ecological impact assessment and HRA, and with both mitigation and enhancement being prioritised in scheme development
Air Quality	No detrimental effect on air quality and could contribute positively	Reduced congestion and modal shift to sustainable and active travel are key to these predicted improvements; these are not easy to achieve in practice therefore the implementation of LTP4 will be central to determining success. It is likely that vehicle traffic will increase in parallel with the growing population, creating a shifting baseline within which that any positive changes could easily be hidden
Human Health	Will not have a detrimental effect on human health and could contribute positively	The potential for health benefits to arise due to improved safety, reduced noise and air pollution, improved local environments and the adoption of healthier lifestyles is noted; although overcoming the inertia of current travel choices and achieving modal shift to active and sustainable options is a key challenge for LTP4 to face.
Climatic Factors	No effects of LTP4 were assessed as being negligible, minor or major negative. It is therefore concluded that LTP4 will not have a detrimental effect on climatic factors	The resilience of schemes and their environs will depend on the use of sustainable design to future-proof both the network and the surrounding area in terms of rainfall, heat and flooding. Decreasing Kent's carbon footprint in the face of increasing traffic resulting from a growing population is a significant challenge, and modal shift plus the use of 'green' technology will need to be central to LTP4's approach

SEA Issue	Summary of effect of Transport Plan on SEA topic area	The SEA helped to improve the Transport Plan by making the following changes
Population	Assessed as neutral overall for the impact on population, albeit with some positive elements identified in the increased access and connectivity proposed by the Strategic and Non-Strategic schemes	Some positive elements identified in the increased access and connectivity proposed by the Strategic and Non-Strategic schemes
Water	LTP4 will not have a significant detrimental effect on water, the potential for minor (non-significant) negative effects remain	Reduction in likelihood of pollution incidents which could arise from increasing the proportion of sustainable travel modes
Cultural Heritage	While LTP4 will not have a significant detrimental effect on cultural heritage, the potential for minor (non-significant) negative effects remain	Elements such as improved access to sites, and protection of heritage features resulting from potential improvements to air quality
Landscape	Will not have a significant detrimental effect on landscape, the potential for minor (non-significant) negative effects remain	Minor positive elements such as improved access to sites, and enhanced visual amenity
Noise & tranquillity	Will not have a significant detrimental effect on noise and tranquillity, the potential for minor (non-significant) negative effects remain	Prioritisation of sustainable and active transport modes which have lower noise emissions, and focus on some areas of deprivation and thus potential to reduce environmental inequality
Material assets	Some positive elements potentially arising from prolonging asset life and reducing maintenance costs by achieving modal shift to sustainable travel	The opportunity to promote the use of sustainable materials and supply chain and more broadly the drive to reduce the environmental footprint of Kent's transport
Innovation & Technology	LTP4 could contribute positively to the development and use of environmental innovation and technology – providing the topic is considered early and holistically in scheme development	Some positive elements such as the use of asset management systems for highways maintenance, and the promotion of sustainable travel smartphone applications

### **3 Consultation**

#### **3.1 Requirements**

3.1.1 Two consultation periods are required by the SEA Regulations. The first, for the Scoping Report, involves consulting the statutory consultation authorities comprising the Environment Agency, Natural England and English Heritage. The second, for the Draft Environmental Report, involves consulting those organisations and the wider public. Further information is provided below.

#### **3.2 Scoping Report**

3.2.1 The Scoping Report was the subject of consultation from January to February 2016.

The report detailed:

- The plans, policies and programmes relevant to the LTP4;
- Environmental, social and health baseline information;
- The key environmental, social and health issues and problems facing the area;
- A framework of objectives and indicators based on the tasks above, to be used in the SEA; and
- The assessment process ("The SEA Framework").

3.2.2 The following stakeholders were consulted on the SEA Scoping Report

- Kent Downs AONB Unit
- Kent High Weald Partnership
- Medway NHS Trust
- Medway Council
- Districts: Sevenoaks, Gravesham, Dartford, Maidstone, Ashford, Canterbury, Tonbridge & Malling, Tunbridge Wells, Swale, Shepway, Thanet, Dover
- Environment Agency
- Historic England
- Natural England

3.2.3 Comments received from the Scoping Report consultation are summarised below in Table 5.

Table 5: Comments from the Scoping Report statutory consultation

Author	Comment	KCC response
Swale Borough Council	It would be useful here to explain the relationship between LTP4 and Local Transport Strategies as well as the relationship with Local Plans themselves and the SA processes for those plans	Response sent through email
Swale Borough Council	Define NO2 and PM10 here	Changed
Swale Borough Council	Figures 3 and 4 completely miss the AQMAs for Swale Borough Council. This needs to be corrected and any consequent adjustments to 2.2.3 made. Are AQMAs from other LAs also missing?	Query resolved with Amey – scale of drawing means AQMAs not visible but are included
Swale Borough Council	Isn't increasing population and more road vehicles likely to mean that this level will go up?	Changed
Swale Borough Council	Does this include the A2 in Swale?	Accepted comment – no change required
Swale Borough Council	This sentence seems a little vague – more than what?	Changed
Swale Borough Council	I think 3 SMPs are relevant – 1. Medway Estuary and Swale 2. Isle of Grain to South Foreland and 3. South Foreland to Beachy Head  Font size is smaller in this paragraph	Changed  Changed
Swale Borough Council	Should another objective be to repair pot holes etc, caused by extreme weather events etc, more quickly?	Disagree – All potholes regardless of cause have SLA
Swale Borough Council	2.5.5 Addition: "and between the County, Local Planning Authorities and other agencies and organisations".	Accepted
Swale Borough Council	The issues of Best and Most Versatile Agricultural Land is not addressed in the section, but is a big issue for Swale in allocating sites for development and it would be appropriate to make reference to it here, including the economic value of this land and soils in general.	Safeguarding our Soils added as a data source and reference to agricultural land added in 2.6.3.



Author	Comment	KCC response
Swale Borough Council	<p>The CPRE may have more up to date data on this – may be worth checking?</p> <p>A section seems to be missing here</p>	<p>Email sent to CPRE - Up to date maps not available yet</p> <p>Under drawing</p>
Swale Borough Council	<p>Are the economic impacts of adequate transport infrastructure or lack of them adequately covered in this report?</p>	<p>Disagree – This is purely about the environmental impacts and not the economy</p>
Kent Downs AONB unit	<p>It is amended to include reference to the Countryside and Rights of Way Act 2000, which at Section 85 requires all statutory undertakers in carrying out their duties to have regard to the purpose of conserving and enhancing Areas of Outstanding Natural Beauty. This is applicable to Kent County Council as highways authority.</p>	<p>Included in section 2.9.2 - Section 85 of the Countryside and Rights of Way Act 2000 requires all statutory undertakers in carrying out their duties to have regard to the purpose of conserving and enhancing Areas of Outstanding Natural Beauty. This is applicable to Kent County Council as Highway Authority.</p>
Kent Downs AONB unit	<p>In addition, it would also be appropriate to include reference to the Kent Downs AONB Management Plan 2014 to 2019 and the Kent Downs AONB Rural Streets and Lanes – a Design Handbook, both of which have been adopted by Kent County Council. These documents could be included under either the Data Source Section at Section 2.9 or the Policy Section at 2.9.2.</p>	<p>In order to support the conserving and enhancement of areas of outstanding natural beauty within the county, supporting policy has been created through the Kent Downs AONB Management Plan 2014 to 2019 and the Kent Downs AONB Rural Streets and Lanes.</p>
Natural England	<p>We support your recognition that “it is important to retain connectivity of existing habitats within the LTP area and reduce fragmentation of habitats where possible”.</p>	<p>Comment noted</p>
Natural England	<p>The recognition that the “main ways in which the existing transport network may impact on biodiversity and wildlife are pollution in the form of noise, air and water contaminants” is welcomed. It would be helpful to map existing conditions for these tree themes where this is possible.</p>	<p>Noted</p>
Natural England	<p>The Kent Minerals and Waste Local Plan HRA seemed to be based on good data. It would be helpful if some of that data on traffic levels, pollutant deposition rates and critical loads – particularly for sensitive sites approaching their critical levels and loads -could be used to inform consideration of the air quality implications of changes outlined in the LTP. Similarly for water, noise, light etc.</p>	<p>Noted</p>
Natural England	<p>Seems pessimistic. The challenges are significant, however the condition and direction of travel of SSSIs is generally heartening and plans, land managers and partners should respond to the challenge set out in NPPF - to halt the decline in biodiversity</p>	<p>Noted</p>

Author	Comment	KCC response
Natural England	The opportunities set out here are supported. In practice, the key route (for the first bullet point) would be through measures such as avoiding areas rich in habitats and the stepping stones and corridors that link them. Where the best alternative is likely to result in losses, early consideration of adequate mitigation and compensation is essential. Good data (as recognised by para 2.1.6) is essential.	Noted
Natural England	Focuses on air quality and human health, however there are clear threats to the natural environment arising from airborne pollution (noted earlier in the SEA scoping document). The APIS website provides a wealth of data on this matter.	Noted
Natural England	<p>Landscape considerations and the use of NCAs are welcomed (section 2.9). Some use of Landscape Character Assessment and Landscape and Visual Impact Assessment is important in the early stages of considering any new significant infrastructure</p> <p>Para 2.9.3 indicates that any type of new transport infrastructure or expansion of existing infrastructure “has the ability to significantly affect the landscape through many different ways such as land take, visual intrusion, light pollution and loss of tranquillity”. We welcome commitment in para 2.9.5 that LTP4 should aim to value, enhance and protect natural environmental assets including AONBs, historic landscapes, open spaces, parks and gardens and their settings.</p>	Noted
Maidstone Borough Council	The LTP4 SEA Scoping Report sets out the data sources and background information for each of the 11 environmental topics, and this provides the evidence to take forward 10 of these topics for assessment in the SEA’s Environmental Report. Opportunities for LTP4 to positively impact the situation for each topic are also concisely presented.	Noted

Author	Comment	KCC response
Maidstone Borough Council	<p>Section 1.2.2 sets out the questions which will be used in assessing the effects of LTP4 on each environmental topic. These questions are sensible but the desired Outcomes and Options for LTP4 are not presented. Without these, it is not clear what the SEA objectives, criteria and indicators (linking to the quoted data sources) actually are, or if they are intended to be defined at all. This would be beneficial to ensure that the impact of LTP4 is transparently and robustly measured. It is important that the SEA and draft LTP4 documents inform one another and are not produced in isolation. On the theme of integration with other policy documents and strategies, it is assumed that the desired Outcomes and Options identified for LTP4 will be informed by the priorities established in the Kent Environment Strategy 2015.</p> <p>It is noted that there is a requirement for Habitats Regulations Assessment Screening to be undertaken for the LTP4. This has recently been undertaken as part of the evidence base supporting the Maidstone Borough Council Local Plan. Therefore it will be appropriate that the methodology remains consistent between these documents to ensure robust recommendations are also consistent.</p>	<p>Noted</p> <p>Noted</p>
Tonbridge & Malling Borough Council	<p>Some recognition of the AQMAs in Tonbridge Town Centre and the A20/A25 corridor in TMBC is included in paragraph 2.2.1.</p>	<p>CHANGED TO: Transport is a significant contributor to poor air quality and its associated health problems in Kent, as evidenced by Kent's 39 declared Air Quality Management Areas (AQMAs); the majority of which are located on main roads or motorways. They have additionally been declared in town centres of Canterbury and Tunbridge Wells, the docks at Dover, Tonbridge Town centre, A20/A25 corridor in Tonbridge and Malling and areas of Maidstone and Thanet (see Figures 3 &amp; 4). The M25, M20, M2 and A299 are major transport corridors with the heaviest traffic flows between Kent's town centres.</p>

### 3.3 Environmental Report

3.3.1 Two versions of the Environmental Report have been prepared, as follows:

- i. Draft Environmental Report (Rev0) – published alongside the Draft LTP4 for public consultation; and
- ii. Final Environmental Report (Rev1) – published alongside the Final LTP4.

- 3.3.2 The Draft Environmental Report and Draft LTP4 were the subject of public consultation from 8 August 2016 until 30 October 2016. The Draft Environmental Report, which included the information contained in the Scoping Report and supplementary assessments in the form of EqIA, HIA and HRA, presented the assessment of effects of the LTP4 strategic alternatives and of the LTP4 preferred strategy, proposed mitigation measures and recommendations to improve the environmental performance of the LTP4.
- 3.3.3 A range of stakeholders were consulted including statutory consultees (as detailed in 3.2.2), and community engagement was encouraged through the use of adverts in local print media and on the KCC website. Full details of the consultation can be found in the KCC Consultation Report at: [www.kent.gov.uk/localtransportplan](http://www.kent.gov.uk/localtransportplan)
- 3.3.4 Table 6 below shows the responses received from the statutory consultees in response to the consultation on the Environmental Report and the draft Local Transport Plan. The consultation results were used to amend both documents.

Table 6: Statutory consultee responses to the Environmental Report

Summary of Comments	Action Taken
One of the major issues with the transport corridors that cross the County is that they act as significant barriers to the movement of many species and as a result causes fragmentation of their range.	Identified in SEA Opportunities – reflected in ‘Protect and Enhance’ SEA Objective. Detailed consideration to be given in design stage; LTP4 priorities are too undeveloped to make specific design commitments at present.
We would recommend that consideration is given to the installation of habitat bridges e.g. such as the one on the A21 at Lamberhurst, and other measures that assist in the movement of species.	Identified in SEA Opportunities – reflected in ‘Protect and Enhance’ SEA Objective. Detailed consideration to be given in design stage; LTP4 priorities are too undeveloped to make specific design commitments at present.
The aims of an enhanced environment could be better illustrated in the sections on specific proposals e.g. New Lower Thames Crossing. Reference is made to minimising impacts but a more ambitious outcome would be to aim for a net biodiversity gain and no fragmentation.	Identified in SEA Opportunities – reflected in ‘Protect and Enhance’ SEA Objective. Detailed consideration to be given in design stage; LTP4 priorities are too undeveloped to make specific design commitments at present. This is not a KCC project but KCC are working to ensure its negative environmental impacts are reduced or mitigated and that consideration is given to legacy projects that have a biodiversity gain. Highways England will set their own biodiversity/ environment project goals.

Summary of Comments	Action Taken
2.1. Biodiversity, flora and fauna, The baseline refers to: - Five Ramsar Wetland Sites but there are now six following the designation of the Dungeness, Romney Marsh and Rye Bay Ramsar Site. It is noted that six are mentioned in the HRA in Appendix H;	Now corrected in both the body text p.24. The number of SPAs has also been updated to 6 in line with JNCC guidance.
2.1. Biodiversity, flora and fauna, The baseline refers to: - 101 Sites of Special Scientific Interest (SSSIs) but the number of SSSIs wholly or partly within Kent is 98 with an area of 34,364.22ha	Now corrected and % cover recalculated as to 8.8%
2.1. Biodiversity, flora and fauna, The baseline refers to: - The statistics on the condition of SSSIs are based on June 2010. This is now 6 years out of date. The statistics on 8 September 2016 were: favourable 67.45%, Unfavourable Recovering 29.87%, Unfavourable No Change 1.74%, Unfavourable Declining 0.88%, and Destroyed 0.07%	Now corrected - % meeting PSA targets is very marginally improved to 97.3%
2.2. Air - The section on air quality concentrates on the human health issues. However, many vegetation types are very much more sensitive to air pollution and some designated sites are already in exceedance of their critical loads or levels for nitrogen deposition or NOx. It is therefore necessary for any transport schemes to assess the impact of additional vehicle movements on habitats within 200m of a road. For sites that are already in exceedance, new schemes should consider how this could be improved.	AQMA's are focussed on the highest areas of air pollution in the county, where exceedances occur, with targets set to manage and reduce the impact on all sensitive receptors. Continuous air quality monitoring sites tend to be at roadside locations and therefore data for rural locations is less readily available. We would look to designate site condition and any specific information to determine any direct links to condition status falling due to air quality and N deposition. The impact on sensitive ecological receptors for road schemes are considered through the Environmental Impact Assessment process.
2.2. Air - Table 14 - The objectives for air quality focus on urban areas and the achievement of National Air Quality (NAQ) objectives and the objectives in Air Quality Management Areas (AQMA). Could these be widened to encompass targets on improving air quality on sites currently in exceedance?	All sites currently in exceedance of the NAQ objectives must be subject to establishment of an AQMA. The presence of an AQMA therefore indicates an area of significant air pollution, in which an Air Quality Action Plan has set targets to manage and reduce the impact on all sensitive receptors.
Habitats Regulations Assessment (HRA) Screening Report: The six Ramsar Sites have not been included within Table 1: Summary of Natura 2000 sites and qualifying features, or Table 4: Screening Matrix. Under government policy Ramsar Sites are given the same protection as Natura 2000 sites and therefore should be included within the tables.	Ramsar sites have been included in the HRA. They are co-located with the SPA's.

3.3.5 Comments and suggestions received from the public and private organisations on the draft LTP4 have helped KCC to make changes to the Plan, including strengthening the links to other KCC policies and the policies of other organisations, and making some sections clearer. KCC also had many suggestions for new priorities and have been able to incorporate some of those into the revised Plan.



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

3.3.7 Full details of the consultation can be found in the KCC Consultation Report at:

[www.kent.gov.uk/localtransportplan](http://www.kent.gov.uk/localtransportplan)

A summary of these 500 consultation responses is available in KCC’s document, “You Said, We Did - How your views helped to shape our Local Transport Plan 4: Delivering Growth without Gridlock (2016-2031)”, reproduced in Table 7, below.

Table 7: Summary of consultation responses on draft LTP4

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

Comment	Action carried out
There needs to be more for rural areas, particularly in relation to buses.	We have expanded the information on buses and community bus services, recognising that these may be the only alternative to the car in rural areas.
The terms 'Kent-wide' and 'Countywide' are confusing.	We have removed the 'Countywide Priority' label from the 'Strategic Priorities' section but retained the identification of 'National Priorities'. This means we can remove the term 'Kent-wide' and identify those schemes as 'Countywide' instead. Priorities in each district/borough have been identified as 'Local Priorities' so there is a clear distinction between 'Strategic', 'Countywide' and 'Local' levels in the Plan.
You should make the scale of the reductions in highway maintenance budgets clear.	We have stated how the scale of reductions makes an impact on service unavoidable.
The aviation policy section needs updating.	This has been updated following the Government's announcement of a preference for a third runway at Heathrow. It also includes support for improved rail access from Kent to the London airports.
We should not refer to any future use on the Manston Airport site until this is determined in the planning process.	We have made it clearer that the future of the site is yet to be determined.
There needs to be more emphasis on Public Rights of Way.	We have included the Public Rights of Way network as a 'Countywide Priority'.
The map for 'Cross-District Transport Priorities' is unclear.	We have changed this page so each project is clearly explained with examples of what they are delivering.
You should have more information on funding for sustainable transport.	We have updated the funding page to show that the Department for Transport occasionally offer specific funds for sustainable transport, and updated the cross-district priorities to clearly show how we are using funding for sustainable transport.
The 'District Priorities' should show they are KCC's priorities rather than the District or Borough Councils' priorities.	We have reworded the title on each page to be 'Transport Priorities for Sevenoaks' rather than 'Sevenoaks' Transport Priorities', and so on.
Some of the wording introducing each district/borough needs updating.	We have reviewed the wording on each page and included suggestions from the consultation, for example information on rural areas and particular transport difficulties in each district.

<b>Comment</b>	<b>Action carried out</b>
There are many suggestions for new transport priorities that should be considered in the Plan at strategic, countywide and local level.	We have considered each of your suggestions and incorporated them into the revised LTP4 where appropriate.
Will the Integrated Transport Programme schemes be assessed against all criteria if they are only targeting one outcome?	We have made it clear that all schemes will be assessed against all criteria so all impacts are scored.
In the Integrated Transport Programme prioritisation methodology the environmental impact should include specific categories.	We have listed the landscape quality and impact on protected landscapes (such as Area of Outstanding Natural Beauty) as guidance.
In the Integrated Transport Programme prioritisation methodology the air quality impact should include where any traffic is relocated by a scheme.	We have specifically listed this possible effect to make sure it's considered in the assessment.
The Plan should include reference to the Equalities Impact Assessment and Strategic Environmental Assessment.	We have included a final statement in the Plan that explains what these assessments are and where they can be found.
Other things need to be considered in the Equalities Impact Assessment and Strategic Environmental Assessment.	All the comments raised have been considered in updating the Equalities Impact Assessment and Strategic Environmental Assessment.

## **4 Monitoring**

- 4.1.1 The SEA Directive states that 'member states shall monitor the significant environmental effects of the implementation of plans and programmes....in order, inter alia, to identify at an early stage unforeseen adverse effects, and to be able to undertake appropriate remedial action' (Article 10.1).
- 4.1.2 Monitoring the impacts of LTP4's implementation is therefore not required by the legislation because no significant negative effects have been predicted as a result of this Strategic Environmental Assessment. It can be noted that the Kent Environment Strategy forms a framework for the monitoring of relevant targets and indicators, and Kent is committed to producing an annual State of the Environment Report.

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From: Mike Hill, Cabinet Member for Community and Regulatory Services  
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Council – 13 July 2017

Subject: **Cultural Strategy**

Classification: **Unrestricted**

**Past Pathway of Paper: Growth and Economic Development Cabinet Committee 22 March 2017, Cabinet 26 June 2017.**

**Future Pathway of Paper: None**

**Electoral Division: County-wide**

**Summary:** The Kent Cultural Strategy has been updated. The new document, *Inspirational Creativity: Transforming Lives Everyday, our cultural ambition for Kent* sets out the shared ambition of all creative partners in Kent to work together to make cultural activity available to everyone so that it can improve the quality of life for Kent communities.

It follows on from *Unlocking Kent's Potential 2010 to 2015* and will provide a framework for collaborative working and joint investment and will focus on improving innovation, growth, skills and sustainability in Kent's creative industries over the next ten years. It sets out a strategic framework for the development of one of the most important economic sectors in Kent.

The content has been agreed jointly with a stakeholder working group following extensive consultation. It has been approved by the Kent Cultural Transformation Board and was endorsed by GEDCC on 22 March 2017 and by Cabinet on 26 June 2017.

An implementation plan is being drawn up which will be presented to GEDCC in the Autumn.

**Recommendation:**

Council is asked to adopt the strategy (attached).

**1. Introduction**

- 1.1. The strategy for the period 2017 to 2027 aims to support the continued growth of the creative and cultural sector by making effective use of public and partner investment.

1.2. It will operate in the context of Kent County Council's Strategic Statement 2015 - 2020, delivering on a number of cross cutting agendas and will inform the Culture and Creative Economy Service Action Plan.

1.3. The Cultural Transformation Board (see appendix A for membership) supported by a small working group have prepared the document in response to extensive stakeholder consultation which was conducted during 2016 and included two facilitated conference events, 9 local conversations hosted by cultural organisations, a number of smaller focus groups and 121 local conversations and an online survey. KCC also carried out public consultation.

1.4. Respondents indicated that a new strategy should be brief and high level with an online presence capable of being readily updated and that it should be underpinned by an implementation plan and evidence base. The new strategy begins with a vision statement and is supported by specific high level outcomes under three actions: create, innovate and sustain:

- Create - the production and presentation of excellent work. Bold and experimental art is successful in engaging people. Supporting Kent's network of venues and creative people is essential to maintain quality and encourage wider participation and engagement.
- Innovate – providing creative workspace and learning opportunities to enable the development of creative ideas, skills and leadership and signpost creative careers to encourage new talent.
- Sustain – supporting creative businesses to work more smartly to enable them to become more financially resilient. Providing targeted business support to encourage new business models, access to sources of finance and development of audiences and routes to market.

1.5. The new strategy will build on the context established through *Unlocking Kent's Cultural Potential, A Cultural Strategy for Kent 2010-2015* which provided a framework for Kent County Council to work more closely with the cultural sector and created a common language which led to a shared understanding of the cultural infrastructure in Kent and the wider political, environmental and social context in which it operates. It informed a more strategic approach to KCC investment in the arts and encouraged leverage by enabling the formation of wider partnerships and a collaborative way of working.

1.6. Notable successes have included:

- The development of the Kent Cultural Transformation Board.
- Relocation to Kent of renowned arts organisations such as Jasmin Vardimon Company.
- Investment in the Turner Contemporary gallery at Margate.
- The development of a number of new creative workspaces across the county providing opportunities for employment.
- Grass roots development of cultural champions and leaders.

- The launch of ART31, a youth arts movement and a strong co-ordinated offer of cultural entitlement for children and young people.
- Through the South East Creative Economy Network, the development of a Shared Prospectus for the South East to raise awareness of the creative and cultural industries and create a viable economic geography to attract investment.
- A nationally recognised cultural commissioning programme embedding arts and culture into the delivery of public services such as Public Health and Waste Management, providing the sector with new opportunities for development, business models and alternative sources of non-arts investment.

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

- 4.1. A limited print run will be produced for distribution and an online platform will be established.
- 4.2. An implementation plan will be drafted and shared with stakeholders and will then be presented to GEDCC in the Autumn for comment.

#### **5. Recommendation**

Council is asked to adopt the strategy document (attached).

#### **6. Background Documents**

- 6.1. Cultural Strategy (attached)

#### **7. Contact details**

Report Author

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Relevant Director:

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- [David.smith2@kent.gov.uk](mailto:David.smith2@kent.gov.uk)

**Membership of Kent Cultural Transformation Board**

Dawn	Badland	Applause	*
Peter	Bolton	Kent Music	
Andy	Brown	English Heritage	
Barbara	Cooper	KCC	
Sarah	Dance	Freelance	*
Mark	Everrett	Marlowe	
Steph	Fuller	Ideas Test	
Michele	Gregson	Royal Opera House	
Emma	Hanson	KCC	
Peter	Heslip	Arts Council England	
Richard	Hicks	Medway Council	
Dawn	Hudd	Maidstone District Council	
Lucy	Keeley	KCC	*
Jon	Linstrum	Arts Council England	*
Sandra	Matthews- Marsh	Visit Kent	
Janice	McGuinness	Canterbury City Council	
Lucy	Medhurst	Artswork	*
Geoff	Miles	KMEP	
Liz	Moran	Gulbenkian	
Victoria	Pomery	Turner Contemporary	
Ian	Ross	Jasmin Vardimon Company	

David	Smith	KCC	
Bethan	Tomlinson	Strange face	*
Alastair	Upton	Creative Foundation	
Tony	Witton	KCC	*

\*Denotes member of working group



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Acrojou, The Wheel House, credit Steve Edwin

**INSPIRATIONAL CREATIVITY :**  
**TRANSFORMING LIVES**  
**EVERY DAY** *Our cultural ambition for Kent*



# Our Vision

By 2027 Kent will be a confident, vibrant county where extraordinary cultural activity is available that enriches and transforms the lives of everyone.



# Our Ambition

Our ambition is to create a place where:

- Our investment in creativity and innovation ensures that entrepreneurs and extraordinary cultural practitioners choose to invest, live and work in Kent.
- Enchanting, surprising and innovative things happen.
- Diversity is celebrated and thrives.
- Our transformative cultural product, achieved through collaboration and ambitious, resourceful cultural planning, is recognised nationally and internationally.

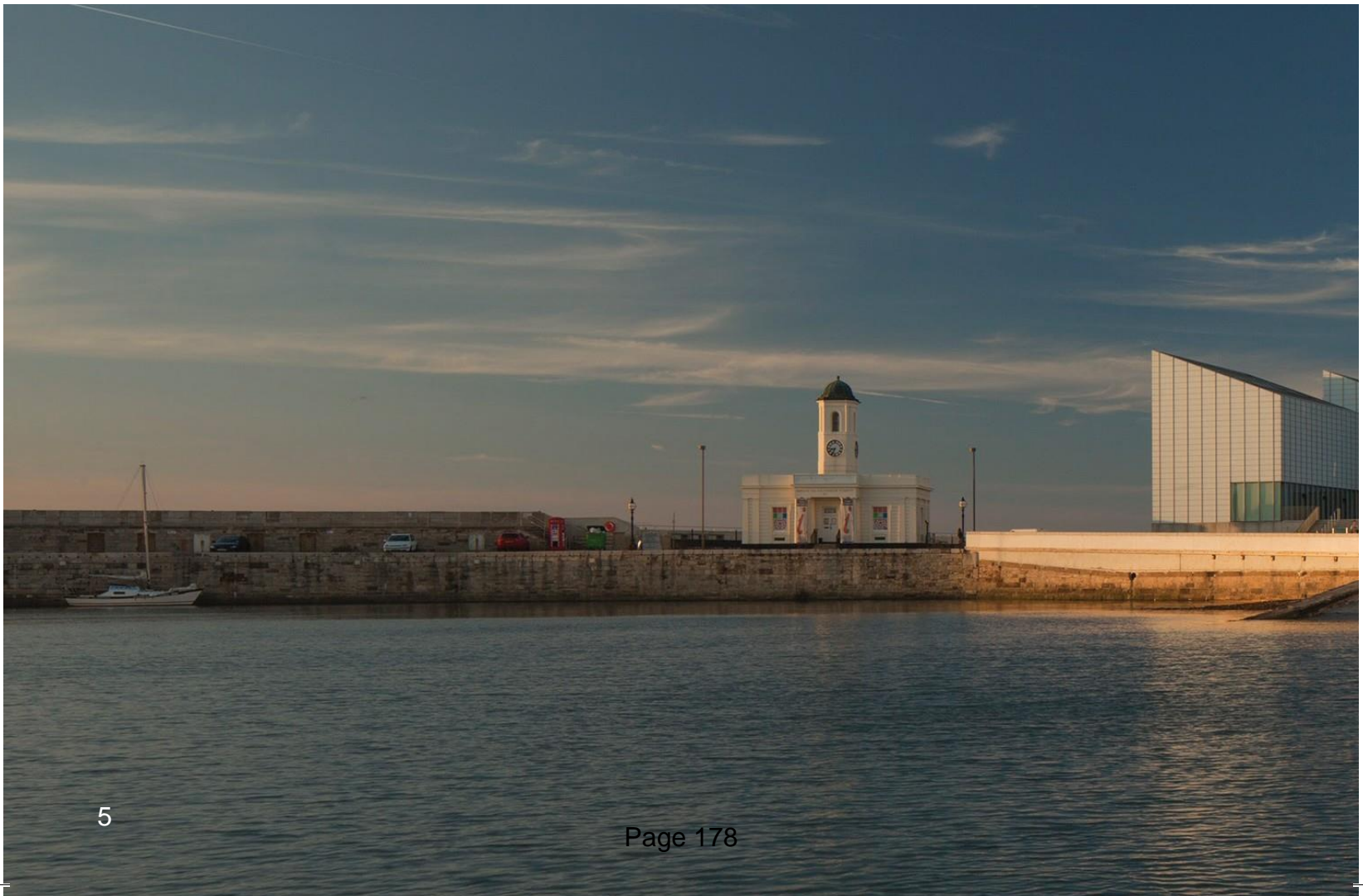




# Introduction

This strategy sets out the shared ambition of all the creative partners in Kent: where culture becomes a part of everyday life with more people engaging with, experiencing and being inspired by excellent arts.

Culture is a key driver for the prosperity of the county. The creative economy is one of the fastest growing sectors in the UK. The digital and creative industries is highlighted by government as a priority for growth and Kent has much to contribute to this.





*In the last few years, you [the Creative Industries] have been the fastest growing sector in the economy, earning nearly £90bn in 2015, more even than our successfully spectacular automotive sector. This industry leads the way. Two million people employed in all parts of the UK, a quarter of a million businesses - you make Britain what we are but you also tell the world what Britain can do.*

Greg Clark, Secretary of State for Business, Energy and Industrial Strategy





Culture is also an essential ingredient for a fulfilling and richly rewarding life. Creativity helps us to see the world differently and understand our place within it. A rich cultural heritage builds our sense of who we are and where we are from, affirms our identity and helps us to build our resilience and self-esteem.

Our county, largely rural, extensively coastal, with internationally important arts and heritage, post-industrial estuary towns and inspirational cultural landscapes, has a distinctive offer. Kent is the UK's main gateway to Europe, and with its unique location between mainland Europe and London is well positioned to maintain and grow an international outlook.

The region is on the edge of significant change – over the next ten years the Kent and Medway population will increase by just over a quarter. This will need to be met with significant housing and infrastructure growth. The county is characterised by some notable highlights with emerging companies alongside comparatively small and geographically dispersed creative clusters. In order to fulfil our potential and play a nationally significant role we must build on these to establish greater critical mass and strengthen our collective voice.





LV21, image Credit Rikard Osterlund

This strategy is shaped by Kent’s cultural sector and local authorities. It aims to strengthen collaborative work across these and other partners including the private sector, the third sector and the public sector. The time is right for the cultural and creative industries to recognise opportunities, to enable significant economic growth for Kent and to work with local people embedding culture into the fabric of our society.

We will do this through three key actions:

Create

Innovate

Sustain

*We know that investment in culture not only has immense economic value; it also has a wide range of benefits that touch all our lives every day. We can see the difference that culture has on children’s education, and we are beginning to understand better the profound relationship between culture, health and wellbeing. Everyone should have the chance to experience culture, participate in it, create it, and see their lives transformed by it.*

*The Culture White Paper. DCMS. 2016*



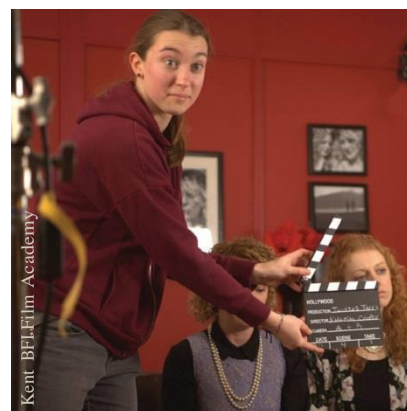


# Create

*Supporting and enabling the presentation of excellent art and the growth of world class creative productivity.*

The creation of excellent cultural product is at the heart of everything we do. Bold and experimental art encourages people to take part, and helps us to build a reputation as a dynamic county that provides rich cultural experiences for every person as part of their everyday lives.

A strong cultural infrastructure is vital to the production and presentation of excellent work and has a number of essential elements, which go beyond our networks of venues and technology. It includes people, collaboration, creativity and networks, which collectively form an ecology that supports delivery of high quality arts and cultural experiences.



Kent BELFilm Academy



Strangeface, Spaced: Credit Rebecca Candel





Jasmin Vardimon Company, Pinocchio, image credit Tristram Kenton

## We will...

- Enhance and invest in the cultural infrastructure where there is proven potential for sector growth.
- Ensure that all children and young people in Kent have access to high quality culture from an early age and on their own terms.
- Support the production of ambitious high quality work
- Support and nurture valued creative, cultural and heritage professionals to deliver excellence through production, commissioning and programming.
- Support cultural and digital activity that increases community engagement in culture.
- Provide exciting and challenging experiences that will have a long lasting impact upon participants and audiences.
- Encourage and support the creation of work that demonstrates collaboration across a wide range of diverse backgrounds, organisations, disciplines and perspectives.
- Showcase Kent's reputation as a creative county locally, nationally and internationally.



# Innovate

*Developing original and creative ideas, encouraging creative leadership and supporting skills and learning.*

Success is dependent upon initiating and embracing innovation, and creating the space for experimentation. With the growth of new communities and creative clusters throughout Kent, it is vital that we encourage and nurture creative ideas. Creating the right kind of workspace is also critical – from artist's studios to large-scale production hubs.

Facilitating experimentation and linking with Kent's world class research institutions and universities will support growth and skills development. Leadership and learning are key to innovation and we will nurture new talent, new ideas and a highly skilled workforce.





## We will...

- Pursue investment opportunities to enable cross sector collaboration and risk taking.
- Encourage growth of creative clusters and invest in workspace development.
- Support new formats and mediums for cultural production and experiences.
- Support existing creative leaders and inspire those of the future.
- Work with our outstanding education institutions, further developing research and innovation.
- Promote cultural learning with improved careers guidance and vocational learning opportunities to develop employability, social and creative skills.
- Embrace advances in technology as essential components of the cultural landscape, and maximise their creative potential as artistic tools.
- Enable children and young people to become respected as commissioners, curators and producers of culture as much as they are audiences and participants.







# Sustain

*Delivering access to finance, support for businesses, smarter ways of working, and empowering entrepreneurship.*

Kent is ideally placed to further develop its thriving creative economy and become a place where creativity is at the heart of everyday life, and every person in Kent has access to cultural activity.

We know that a substantial proportion of the creative sector in Kent is freelance. We will review established business models and explore ways of working together to shape the sector to become more resilient. It will be a journey that realises potential, encourages collaboration, supports development, enables growth and works towards financial stability to support a mixed economy of skilled freelancers, micro-businesses and larger companies.

Building the profile of Kent and its unique role as a centre of creativity will also be key. Culture-led regeneration has made already a tangible difference to many areas and through effective partnership working, profile building and collaboration, we will enable Kent to become seen as the most exciting and innovative creative centre.



Our Space Project. Ideas Test. Credit: Gary Weston.



Tunbridge Wells Puppets Festival credit David Bantolomew.





## We will...

- Develop an approach to sector specific business support that champions resilience and sustainability.
- Prioritise the development of the creative industries workforce with a focus on supporting the needs of freelance practitioners.
- Explore new investment opportunities and access to finance, including engaging with public sector commissioning and supporting the creative sector to be investment ready.
- Embed culture and the creative economy firmly within Kent planning frameworks, ensuring that cultural provision and inspiring design is at the heart of all new developments and integral to the growth of strong, resilient and successful communities.
- Encourage the development of new technologies and resilient cultural business models, and capitalise on intellectual property rights.
- Collaborate with other sectors such as education, and health to embed the arts and creativity within their work, create models of good practice, and develop the knowledge and skills within the creative sector to deliver new programmes.
- Maximise the role of digital distribution to showcase and promote work extensively and reach new audiences.
- Expand Kent's cultural tourism offer, to grow the visitor economy further through enhanced connectivity and innovation.



# Towards 2027

Throughout the life of this strategy we will explore and develop a range of initiatives and grow a successful and innovative creative economy which will become part of everyday life in Kent.

We aim to...

- Grow cultural infrastructure and activity to respond to population increase and planned housing growth.
- Invest in sector specific skills, training and business development.
- Connect with planners and developers to ensure that the development of Kent's housing and transport networks enables cultural and creative industries to grow.
- Seek to influence the provision of superfast broadband and learning programmes to strengthen digital connectivity.
- Invest in affordable creative workspaces.
- Encourage cluster led growth.

## How will we know we have been successful?

- Kent will be respected locally, nationally and internationally as an ambitious, creative county
- All Kent residents will access rich cultural experiences as part of their everyday lives.
- Our ambitions for cultural entitlement for children and young people will be realised and demonstrated through commitment to the ART31 Charter.
- Kent will become a place that will attract more people to live and visit, and more businesses to locate.

*The raw materials of the creative industries, including the publicly supported arts, are talent and ideas. Therefore, investment in innovation and R&D across the creative industries is essential for economic and employment growth.*

*Creative Industries Federation.*





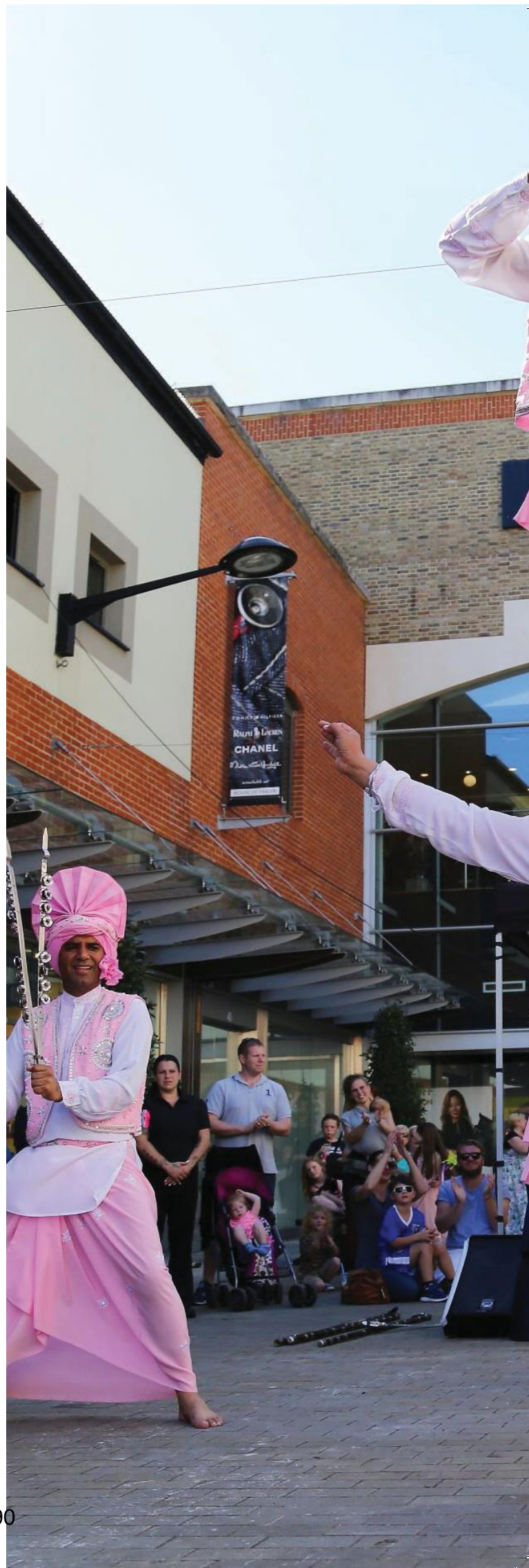




# How will we measure success?

We will design and implement different methodologies for evaluation and collecting information, but will consistently capture specific data throughout the life of the strategy including:

- Creative outputs and outcomes.
- Young people as board members of creative organisations.
- Levels of investment
- Numbers of jobs, traineeships, apprenticeships and internships, and opportunities for volunteering.
- Levels of participation, audience reach and engagement.
- Press coverage, marketing and publicity.





The success of this strategy relies upon the actions of all stakeholders, working together in support of our shared ambitions. We will...

- Gather and make use of evidence developed through case studies, commissioned research and evaluation.
- Maintain political support and engage stakeholders in business, tourism, health and education as key advocates for the cultural and creative industries.
- Clearly communicate our impact in delivering outcomes for Kent's residents and restate the case for sustained investment.
- Use our collective voice to influence decision makers.

*The government should recognise that creative industries 'will be as important to future economic success as traditional industries such as cars or oil and gas'.*

*John Kampfner. 2017*





# Delivery and ownership

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This strategy will be adopted by Kent County Council and is supported by the Kent Cultural Transformation Board, whose purpose is to connect the cultural sector in the county, creating opportunities for engagement and enabling collaboration with partners.

The strategy will work alongside the individual business plans and artistic ambitions of Kent's creative sector, the strategic plans of key stakeholders such as Arts Council England and Historic England, and Kent County Council's Strategic Statement 2015 – 2020.

An Implementation Plan will set out detailed outcomes under each of the high level aims emerging from the key actions Create, Innovate and Sustain. The Plan will be published online and will be a live document capable of regular updating.

The vision and key themes of the strategy should also be viewed alongside plans from other stakeholders, in particular the South East LEP Strategic Economic Plan, Towards A National Prospectus for The Creative Economy in the South East and the Growth and Infrastructure Framework. Key partnerships include What Next?, South East Local Enterprise Partnership, South East Creative Economy Network, Kent and Medway Economic Partnership and the Thames Estuary 2050 Growth Commission.

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By: Eric Hotson, Cabinet Member for Corporate and Democratic Services

To: County Council – 13 July 2017

Subject: **MEMBER REMUNERATION PANEL**

Classification: **Unrestricted**

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**Summary:** This report provides a copy of the findings of the Independent Remuneration Panel. It also sets out for consideration how allowances for Members have changed since they were introduced in 2000. Finally, it seeks the views of Members on the re-calibration of the Members' Allowances Scheme and to consider and determine the Members' Allowances Scheme for the period May 2017 to May 2021.

FOR DECISION

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### **Introduction**

- 1) Member Allowances were introduced to Local Authorities in accordance with Section 18 of the Local Government and Housing Act 1989 (as amended by the Local Government Act, 2000). The regulations governing a Local Authorities scheme is set out in The Local Authorities Members' Allowances (England) Regulations 2003 attached as Appendix 1.
- 2) The current Member Allowances Scheme adopted by the Council in 2013 can be found at Appendix 7 to the Council's constitution.
- 3) Article 2.5 of the Council's constitution states:

*"Members will be entitled to receive allowances and reimbursement of expenses in accordance with the Member Allowances Scheme set out in Appendix 7. This scheme is approved by the full Council with advice from an independent Member Remuneration Panel."*

- 4) The members of the Independent Remuneration Panel are:
  - i) Mr Stephen Wiggett (Chairman)
  - ii) Ms Margaret Ryder
  - iii) Mr Ghualam Khan
- 5) Further, Appendix 2 Part 2 of the Constitution confirms the role of the Independent Member Remuneration Panel:

“It has responsibility for making recommendations to the Council on a scheme of allowances and expenses for Council Members and for reviewing that scheme in whole or in part as required by law or requested by the Selection & Member Services Committee.”

- 6) It is important to note that the role of the panel is to advise on the Member’s Allowances Scheme, it is not to decide it. The Constitution provides at Appendix 2 Part 1, 4(e) that it is for Members to agree the allowances scheme.
- 7) Furthermore, whilst the Council has a legal duty to operate an Independent Remuneration Panel in relation to Members' allowances, must publish and have regard to their recommendations, it need not follow them. There is no statutory requirement to agree or follow the recommendations of the panel.

### **Background**

- 8) In recent years, the role of elected Members within Kent County Council has changed significantly. The Council’s scheme of governance involves a significant role for Members in decision-making, scrutiny and the operation of the Council. The responsibilities of all Members are significant and it is important that in making decisions on remuneration that we carefully consider the role and requirements of the role of a modern KCC Member.
- 9) Furthermore, the role of elected Members in supporting their communities and constituents within Kent continues to grow. The administration is well aware that Members from all political parties work tirelessly in their constituencies attending a range of events, parish and town council meetings and carefully considering and monitoring the investment of Member grants. This is in addition to the ever increasing casework on behalf of local people that means that the modern KCC Member is never “off duty”.
- 10) It is the view of the administration that against this backdrop it is vital that Members are properly remunerated to ensure that Kent is able to attract and retain elected representatives from all backgrounds with increased diversity.
- 11) For Members who are new to the Council, the Member Allowances Scheme has been discussed at length at County Council meetings in May 2009 and May 2013. To assist those Members, a chronological list of events and decisions around Members’ Allowances since 2001 has been prepared and is set out in Appendix 2 to this report.
- 12) In 2009, the Member Remuneration Panel proposed a basic allowance of £13,000 and a payment of £44,300 to the Leader. Members took the decision to take a voluntary reduction across the basic allowance and all

Special Responsibility Allowances. This included the Leader who instead proposed a reduction from the panel's suggested £44,300 to £42,019. That reduction of 5.4% was cascaded down through the Special Responsibility Allowances. Members chose not to seek a rise in 2013 which means that the reduction over the past 8 years has resulted in considerable savings.

- 13) Furthermore, over that period there have been significant increases to inflation, the cost of living, the retail prices index and the consumer prices index which have not been reflected in the remuneration of Members.
- 14) With the increasing and ever more complex and challenging workload and the external costs rises that have significantly devalued the allowances paid to Members, it is timely that the issue has been reviewed by the Independent Member Remuneration Panel and brought before the full Council for decision on a new scheme.

### **Report of the Independent Member Remuneration Panel**

- 15) The full report of the panel is included with the papers for this item.
- 16) The report makes the following recommendations:
  - a. To restore the Basic Member Allowance from £12,805 to £13,000 (1.50% increase) for the period 8<sup>th</sup> May 2017 to the election in May 2021 see Appendix 5.
  - b. To index link the Basic Member Allowance and Special Responsibility Allowances (SRA's) to the Staff Total Contribution Pay Process (TCP), 'achieving level' for the period 2017 – 2021 (1.8% in 2017/18).
  - c. To create an additional SRA for the Cabinet Lead for Trading Services at the equivalent of Cabinet Member.
  - d. To index link the Carer's Allowance to the Staff TCP for the period 2017-2021.
  - e. No other recommended changes to the allowances
- 17) The report acknowledges the information contained in the Korn Ferry Hay Group report commissioned for the Independent Remuneration panel to provide information on the relative size of Member roles and comment on comparable roles outside Kent County Council.

### **Context**

- 18) Members will note from the detailed report of the panel that there is a considerable amount of context in any determination on Member allowances. In furthering and supporting the discussion at the County



Council, the administration felt it would be sensible to provide some of the further context that is referenced or alluded to in the report. The Independent Remuneration Panel also considered the information offered to them by the Korn Ferry Hay report which compared the level of “Know-How” needed by Members to deliver results in various roles at KCC to that required of other professional and political occupations.

- 19) Recognising the importance of an effective reward strategy in terms of staff engagement, recruitment and retention, Kent County Council has sought, wherever possible, to ensure that the organisation continues to invest in the staff through Total Contribution Pay (TCP). The panel have suggested that future indexation should be linked to the ‘achieving level’ for staff TCP. The level of Performance reward available for staff is determined as part of the annual budget setting discussions. Since 2009, the total staff pay pot made available by the County Council has increased by a total of **18.5%**. Clearly, the savings have already been made for 2009-2017 but the table below demonstrates the impact on the allowance had it been indexed over the past eight years.

Year	Increase based on <b>100% of “achieving”</b>	Basic Allowance with <b>100% added</b>
2009	n/a	£12,805
2010	0%	£12,805
2011	1.3%	£12,971
2012	2.4%	£13,283
2013	2.4%	£13,602
2014	2%	£13,874
2015	2%	£14,151
2016	1.5%	£14,363
2017	1.8%	£14,622

- 20) Another contextual comparator in public service is the role of Member of Parliament. During the period between 2009 and 2017, their basic remuneration has increased from £64,766 to £74,962. This is an increase of over £10,000 and this equates to a rise of **15.74%** over the relevant period. It should be noted that a Minister of State also attracts an additional payment of £33,350 in addition to the MP pay of £74,962.
- 21) Another comparator in public service is the Police and Crime Commissioner (PCC). This is a leadership role in public service which is also elected and for which the salary is £85,000 as against the Leader of

the Council's current SRA which is £42,109. It is recognised that the current Kent PCC has decided not to take £10,000 of this salary and allocates this to charity using the Payroll Giving scheme. Even recognising the reduced salary this means amounts to the PCC role being paid **36.5%** more.

- 22) The report of the Independent Remuneration Panel from 2009 provides further useful context. In assessing the level of the basic allowance for 2009 to 2013, the Panel took account of the movement in Cost Price Inflation which at that time showed movement of +10.5%. That Panel also calculated what the basic allowance would be if the average number of hours worked by a typical back bench Member was multiplied by the Local Government Association (LGA) daily rate, less a third for public service. Both of these calculations supported an increase of up to 10% in the level of the basic allowance. Accordingly, in 2009 the Panel agreed that the basic allowance should increase by 8% from £12,000 to £13,000 for the period 2009 to 2013.
- 23) The Consumer Price Index (CPI), the measure used for the Bank of England inflation targets, has increased by **19.1%** between June 2009 and May 2017. A new additional measure of inflation, CPIH, was introduced in March 2017. The new measure has been backdated to 2005 and between June 2009 and May 2017 this shows an increase of **17.5%**. In theory CPIH was designed to be a better measure of inflation as includes a measure of owner occupier housing costs and council tax. However, there are still some concerns with the way costs are measured in CPIH and it has not yet been approved by the United Kingdom Statistics Authority (UKSA), and therefore has not been accepted by the Treasury until this approval is granted. Consequently both measures are currently included in official published statistics.

### **Recommendation**

The County Council is asked to note this report, the report of the Independent Member Remuneration Panel and to consider and determine the Members' Allowances Scheme for the period May 2017 to May 2021

**Local Authorities (Members' Allowances) (England) Regulations 2003**

Made: 7th April 2003

Laid before Parliament: 7th April 2003

Coming into force: 1st May 2003

The First Secretary of State in exercise of the powers conferred on him by sections 18 and 190(1) of the Local Government and Housing Act 1989<sup>(1)</sup> and sections 100 and 105(2), (3) and (4) of the Local Government Act 2000<sup>(2)</sup>, and of all other powers enabling him in that behalf, and having carried out such consultation as is required by section 100(5) of the Local Government Act 2000, hereby makes the following Regulations—

**PART 1 - GENERAL**

Citation, commencement and application

1. (1) These Regulations may be cited as the Local Authorities (Members' Allowances) (England) Regulations 2003 and shall come into force on 1st May 2003.
- (2) These Regulations apply in England only<sup>(3)</sup>.

Interpretation

2. In these Regulations—

“the Association of London Government” means the body known by that name and established on 1st April 2000 as a joint committee by the London borough councils and the Corporation of the City of London;

“basic allowance” has the same meaning as in regulation 4 of these Regulations;

“co-optees' allowance” has the same meaning as in regulation 9 of these Regulations;

“dependants' carers' allowance” has the same meaning as in regulation 7 of these Regulations;

“independent remuneration panel” means a panel or joint panel established under regulation 20 of these Regulations;

“local government elector” means a person entitled to vote as an elector at a local government election in accordance with section 2 of the Representation of the People Act 1983<sup>(4)</sup>;

“parish basic allowance” has the same meaning as in regulation 25 of these Regulations;

“parish remuneration panel” means a panel or joint panel established under regulation 27 of these Regulations;

“parish travelling and subsistence allowance” has the same meaning as in regulation 26 of these Regulations;

“political group” means a group constituted in accordance with regulation 8 of the Local Government (Committees and Political Groups) Regulations 1990(5);

“proper officer” shall be construed in accordance with section 270(3) of the Local Government Act 1972(6);

“recommendation” means a recommendation made by a panel in accordance with regulations 21 and 28;

“the scheme” means the scheme for the payment of allowances made in accordance with Parts 2 and 3 of these Regulations;

“special responsibility allowance” has the same meaning as in regulation 5 of these Regulations;

“travelling and subsistence allowance” has the same meaning as in regulation 8 of these Regulations;

“unitary county council” means a county council for an area for which there is no district council; and

“year” means—

(a) the period beginning on the date of the coming into force of these Regulations and ending on 31st March 2004; and

(b) any period of 12 months ending on 31st March in any year after 2004.

### Application of these Regulations

3. (1) Any reference in this Part and Parts 2 and 3 of these Regulations to an authority shall, unless otherwise specified be construed as a reference to a body of one of the following descriptions—
- (a) a district council;
  - (b) a county council;
  - (c) a London borough council;
  - (d) the Council of the Isles of Scilly;



- (e) a fire authority constituted by a combination scheme under the Fire Services Act 1947(7);
- (f) a joint authority established by Part IV of the Local Government Act 1985(8);
- (g) the London Fire and Emergency Planning Authority(9);
- (h) the Broads Authority(10);
- (i) a National Park authority(11); and
- (j) a conservation board of an area of outstanding natural beauty(12);

(2) For the purposes of section 18 of the Local Government and Housing Act 1989

- (a) the bodies referred to at sub-paragraphs (h) and (j) of paragraph (1) are hereby designated as relevant authorities(13); and
- (b) any member of an authority listed in paragraph (1) shall be treated as if he were a councillor(14).

## **PART 2 - ALLOWANCES**

### Basic allowance

4. (1) An authority shall
- (a) make a scheme in accordance with these Regulations which shall provide for the payment of an allowance in respect of each year to each member of an authority, and the amount of such an allowance shall be the same for each such member (“basic allowance”); and
  - (b) pay basic allowance and any other allowance permitted by these Regulations only in accordance with such a scheme.
- (2) In relation to basic allowance, the scheme shall—
- (a) specify the amount of entitlement by way of basic allowance in respect of any year to which it relates; and
  - (b) provide that where the term of office of a member begins or ends otherwise than at the beginning or end of a year, his entitlement shall be to payment of such part of the basic allowance as bears to the whole the same proportion as the number of days during which his term of office as member subsists bears to the number of days in that year.
- (3) The scheme may specify that where a member is suspended or partially suspended(15) from his responsibilities or duties as a member of an authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part, the part of basic allowance payable to him in respect of the period for which he is suspended or partially suspended may be withheld by the authority.

### Special responsibility allowance

5. (1) A scheme made under this Part may provide, in accordance with paragraph (2), for the payment for each year for which that scheme relates of an allowance (“special responsibility allowance”) to such members of the authority as have such special responsibilities in relation to the authority as are specified in the scheme and are within one or more of the following categories

- (a) acting as leader or deputy leader of a political group within the authority;
- (b) acting as a member of an executive where the authority are operating executive arrangements within the meaning of Part II of the Local Government Act 2000;
- (c) presiding at meetings of a committee or sub-committee of the authority, or a joint committee of the authority and one or more other authorities, or a sub-committee of such a joint committee;
- (d) representing the authority at meetings of, or arranged by, any other body;
- (e) acting as a member of a committee or sub-committee of the authority which meets with exceptional frequency or for exceptionally long periods;
- (f) acting as the spokesman of a political group on a committee or sub-committee of the authority;
- (g) acting as a member of an adoption panel within the meaning of the Adoption Agencies Regulations 1983(16);
- (h) acting as a member of any committee or sub-committee that deals with any function arising under any enactment authorising the authority to license or control the carrying on of any activity;
- (i) carrying out such other activities in relation to the discharge of the authority’s functions as require of the member an amount of time and effort equal to or greater than would be required of him by any one of the activities mentioned in subparagraphs (a) to (h) (whether or not that activity is specified in the scheme).

(2) Any scheme making such provision as is mentioned in paragraph (1) shall—

- (a) specify the amount of each special responsibility allowance, which need not be the same;
- (b) provide that, where—
  - (i) members of an authority are divided into at least two political groups; and
  - (ii) a majority of members of the authority belong to the same political group (“the controlling group”),

a special responsibility allowance shall be paid to at least one person who is not a member of the control of such part of the special responsibility allowance as bears to the whole the same proportion as the number of days during which he has such special responsibilities bears to the number of days in that year.

- (3) The scheme may specify that where a member is suspended or partially suspended from his responsibilities or duties as a member of an authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part, the part of special responsibility allowance payable to him in respect of the responsibility or duties from which he is suspended or partially suspended may be withheld by the authority.

#### Special responsibility allowance for members of the Association of London Government

6. (1) For the purposes of regulation 5—
  - (a) references to an authority shall include the Association of London Government(17), which is hereby designated for the purposes of section 18 of the Local Government and Housing Act 1989;
  - (b) references to members shall, in relation to that body, be references to its members who are also members of London borough councils; and
  - (c) references in regulation 5 to a scheme made under this Part shall, in relation to the Association of London Government, be construed as references to a scheme established by the Association of London Government for the payment of special responsibility allowance only, in accordance with regulation 5 and the Association of London Government is hereby authorised to make such a scheme in accordance with these Regulations.
- (2) Where the Association of London Government pays special responsibility allowance to such members
  - (a) Part 3 of these Regulations shall apply to that body in respect of its payments of special responsibility allowance as it applies to an authority; and
  - (b) Part 4 of these Regulations shall apply to that body as it applies to an authority as regards an independent remuneration panel established by regulation 20(1)(c).

#### Dependants' carers' allowance

7. (1) A scheme may provide for the payment to members of an authority of an allowance

(“dependants' carers' allowance”) in respect of such expenses of arranging for the care of their children or dependants as are necessarily incurred in

- (a) the attendance at a meeting of the authority or of any committee or sub-committee of the authority, or of any other body to which the authority makes appointments or nominations, or of any committee or sub-committee of such a body;
  - (b) the attendance at any other meeting, the holding of which is authorised by the authority, or a committee or sub-committee of the authority, or a joint committee of the authority and at least one other local authority within the meaning of section 270(1) of the Local Government Act 1972, or a sub-committee of such a joint committee, provided that—
    - (i) where the authority is divided into two or more political groups it is a meeting to which members of at least two such groups have been invited; or
    - (ii) if the authority is not so divided, it is a meeting to which at least two members of the authority have been invited;
  - (c) the attendance at a meeting of any association of authorities of which the authority is a member;
  - (d) the attendance at a meeting of the executive or a meeting of any of its committees, where the authority is operating executive arrangements;
  - (e) the performance of any duty in pursuance of any standing order made under section 135 of the Local Government Act 1972 requiring a member or members to be present while tender documents are opened;
  - (f) the performance of any duty in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises;
  - (g) the performance of any duty in connection with arrangements made by the authority for the attendance of pupils at any school approved for the purposes of section 342 of the Education Act 1996 (approval of non-maintained special schools)([18](#)); and
  - (h) the carrying out of any other duty approved by the authority, or any duty of a class so approved, for the purpose of, or in connection with, the discharge of the functions of the authority or any of its committees or sub-committees.
- (2) For the purposes of this regulation, “authority” means an authority of any description specified in sub-paragraphs (a) to (c) of regulation 3(1).

Travelling and subsistence allowance



8. (1) A scheme may provide for the payment to members of an authority of an allowance in respect of travelling and subsistence (“travelling and subsistence allowance”), including an allowance in respect of travel by bicycle or by any other non-motorised form of transport, undertaken in connection with or relating to such duties as are specified in the scheme and are within one or more of the following categories—
- (a) the attendance at a meeting of the authority or of any committee or sub-committee of the authority, or of any other body to which the authority makes appointments or nominations, or of any committee or sub-committee of such a body;
  - (b) the attendance at any other meeting, the holding of which is authorised by the authority, or a committee or sub-committee of the authority, or a joint committee of the authority and one or more local authority within the meaning of section 270(1) of the Local Government Act 1972, or a sub-committee of such a joint committee provided that—
    - (i) where the authority is divided into two or more political groups it is a meeting to which members of at least two such groups have been invited, or
    - (ii) if the authority is not so divided, it is a meeting to which at least two members of the authority have been invited;
  - (c) the attendance at a meeting of any association of authorities of which the authority is a member;
  - (d) the attendance at a meeting of the executive or a meeting of any of its committees, where the authority is operating executive arrangements;
  - (e) the performance of any duty in pursuance of any standing order made under section 135 of the Local Government Act 1972 requiring a member or members to be present while tender documents are opened;
  - (f) the performance of any duty in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises;
  - (g) the performance of any duty in connection with arrangements made by the authority for the attendance of pupils at any school approved for the purposes of section 342 (approval of non-maintained special schools) of the Education Act 1996, and
  - (h) the carrying out of any other duty approved by the authority, or any duty of a class so approved, for the purpose of, or in connection with, the discharge of the functions of the authority or of any of its committees or sub-committees.

- (2) A scheme may specify that where a member is suspended or partially suspended from his responsibilities or duties as a member of an authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part, any travelling and subsistence allowance payable to him in respect of the responsibilities or duties from which he is suspended or partially suspended may be withheld by the authority.
- (3) For the purposes of this regulation—
  - (a) a member of a committee or sub-committee of an authority is to be treated as a member of an authority; and
  - (b) an authority includes, in addition to those bodies referred to in regulation 3(1), the following bodies
    - (i) an authority established under section 10 of the Local Government Act 1985 (waste disposal authorities)([19](#)); and
    - (ii) a joint board upon which a body referred to in regulation 3(1)(a) to (h) is represented.

#### Co-optees' allowance

- 9. (1) The scheme may provide for the payment of an allowance for each year to a member in respect of attendance at conferences and meetings (“co-optees' allowance”).
- (2) In relation to co-optees' allowance, the scheme shall—
  - (a) specify the amount of entitlement by way of co-optees' allowance in respect of any year to which it relates; and
  - (b) provide that where the appointment of a member begins or ends otherwise than at the beginning or end of a year, his entitlement shall be to payment of such part of the co-optees' allowance as bears to the whole the same proportion as the number of days during which his term of office as member subsists bears to the number of days in that year.
- (3) The scheme may specify that where a member is suspended or partially suspended from his responsibilities or duties as a member of an authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part, any co-optees' allowance payable to him in respect of the responsibilities or duties from which he is suspended or partially suspended may be withheld by the authority.
- (4) The amount of co-optees' allowance payable to any member who presides at a meeting of an overview and scrutiny committee, where that committee's functions under section 21 of the Local

Government Act 2000 relate wholly or partly to any education functions which are the responsibility of the authority's executive, shall not be less than the minimum amount of any special responsibility allowance payable under that authority's scheme to a person who presides at meetings of any other other authority's committees or sub-committees.

- (5) For the purposes of paragraphs (1) to (4) of this Regulation, "member" means a person who is not a member of the authority but who is a member of a committee or sub-committee of an authority.

### **PART 3 - SCHEMES**

#### Requirements for schemes

10. (1) Before the beginning of each year, an authority shall make the scheme required by regulation 4(1)(a) for the payment of basic allowance for that year.
- (2) The scheme shall also make provision for the following allowances if an authority intends to make such payments in respect of the year—
- (a) special responsibility allowance;
  - (b) dependants' carers' allowance;
  - (c) travelling and subsistence allowance; and
  - (d) co-optees' allowance.
- (3) Subject to regulation 12 the scheme may be amended at any time but may only be revoked with effect from the beginning of a year.
- (4) A scheme may make provision for an annual adjustment of allowances by reference to such index as may be specified by the authority and where the only change made to a scheme in any year is that effected by such annual adjustment in accordance with such index the scheme shall be deemed not to have been amended.
- (5) Where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the independent remuneration panel established in respect of that authority on the application of an index to its scheme.
- (6) Where an amendment is to be made which affects an allowance payable for the year in which the amendment is made, the scheme may provide for the entitlement to such allowance as amended to apply with effect from the beginning of the year in which the amendment is made.

- (7) A scheme may provide that where payment of any allowance has already been made in respect of any period during which the member concerned is
- (a) suspended or partially suspended from his responsibilities or duties as a member of the authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part;
  - (b) ceases to be a member of the authority; or
  - (c) is in any other way not entitled to receive the allowance in respect of that period,

the authority may require that such part of the allowance as relates to any such period be repaid to the authority.

- (8) Where the scheme is revoked in accordance with this regulation or regulation 12, an authority shall before the revocation takes effect make a further scheme for the period beginning with the date on which the revocation takes effect and ending at the end of the year in question.
- (9) A scheme must make provision to ensure that where a member of an authority is also a member of another authority, that member may not receive allowances from more than one authority in respect of the same duties.

## Pensions

11. (1) A scheme made by a district council, county council or a London borough council shall set out—
- (a) which members of the authority are to be entitled to pensions in accordance with a scheme made under section 7 of the Superannuation Act 1972(20); and
  - (b) whether the basic allowance or the special responsibility allowance, or both, may be treated as amounts in respect of which such pensions are payable in accordance with a scheme made under section 7 of the Superannuation Act 1972.
- (2) In making such provision an authority may only include someone who has first been recommended by the independent remuneration panel established in respect of that authority for such entitlement under regulation 21.

## Transitional provisions for revocation of allowance schemes

12. Where an independent remuneration panel has produced a report in accordance with regulation 21, a district, county or London borough council may, notwithstanding regulation 10(3), revoke an allowance scheme at any time once that council has begun to operate—



- (a) executive arrangements, where they are being operated in place of existing alternative arrangements;
- (b) alternative arrangements, where they are being operated in place of existing executive arrangements; or
- (c) different executive arrangements which involve an executive which takes a different form.

#### Elections to forgo allowances

13. The scheme shall provide that a person may, by notice in writing given to the proper officer of the authority, elect to forgo his entitlement or any part of his entitlement to allowances.

#### Claims and payments

14. (1) The scheme shall specify a time limit from the date on which an entitlement to each of the following allowances arises during which a claim for such allowances must be made by the person to whom they are payable—
- (a) dependants' carers' allowance;
  - (b) travelling and subsistence allowance; and
  - (c) co-optees' allowance.
- (2) Nothing in paragraph (1) shall prevent an authority from making a payment where the allowance is not claimed within the period specified in the scheme.
- (3) The scheme may provide for payments of allowances to be made at such times as may be specified in it, and different times may be specified for different allowances.

#### Records of allowances

15. (1) An authority shall keep a record of the payments made by it in accordance with a scheme.
- (2) Such a record shall—
- (a) specify the name of the recipient of the payment and the amount and nature of each payment;
  - (b) be available, at all reasonable times, for inspection and at no charge—
    - (i) where it is kept by an authority specified in regulation 3(1)(a) to 3(1)(d), by any local government elector for the area of that authority; and
    - (ii) where it is kept by any other authority, by any local government elector of any authority specified in regulation 3(1)(a) to 3(1)(d) in whose area that other authority exercises functions; and

- (c) be supplied in copy to any person who requests such a copy and who pays to the authority such reasonable fee as it may determine.
- (3) As soon as reasonably practicable after the end of a year to which the scheme relates, an authority shall make arrangements for the publication within the authority's area of the total sum paid by it in the year under the scheme to each recipient in respect of each of the following—
- (a) basic allowance;
  - (b) special responsibility allowance;
  - (c) dependants' carers' allowance;
  - (d) travelling and subsistence allowance; and
  - (e) co-optees' allowance.

### Publicity

16. (1) An authority shall, as soon as reasonably practicable after the making or amendment of a scheme, make arrangements for its publication by—
- (a) ensuring that copies of the scheme are available for inspection by members of the public at the principal office of the authority, at all reasonable hours; and
  - (b) publishing in one or more newspapers circulating in its area, a notice which—
    - (i) states that the authority has made or amended a scheme and specifies the period of time for which the scheme has effect;
    - (ii) describes the main features of the scheme and specifies the amounts payable in respect of each allowance mentioned in the scheme;
    - (iii) describes any responsibilities or duties specified in the scheme in accordance with regulations 5(1) and 8(1) in relation to special responsibility allowance and travelling and subsistence allowance;
    - (iv) confirms that in making or amending the scheme, the authority complied with any duty arising under regulation 19 to have regard to the recommendations of an independent remuneration panel;
    - (iv) describes the main features of that panel's recommendations and specifies the recommended amounts of each allowance mentioned in its report for that authority;
    - (v) states that copies of the scheme and copies of a record kept in accordance with regulation 15(1) and (2) are available at the principal office of the authority for inspection by members of the public at such times as may be specified by the authority in the notice; and
    - (vii) specifies the address of the principal office of the authority at which such copies are made available.

- (2) An authority shall ensure that a notice in the form required under sub-paragraph (b) is published in one or more newspapers circulating in its area as soon as possible after the expiration of twelve months after the previous publication of such a notice, irrespective of whether the scheme has been amended during that twelve month period.
- (3) An authority shall supply a copy of the scheme to any person who requests a copy and who pays to the authority such reasonable fee as the authority may determine.

#### Transitional provisions

17. (1) Notwithstanding regulation 33, any scheme made by an authority in accordance with the Local Authorities (Members' Allowances) regulations 1991(21) as amended shall continue in force up to and including 29th September 2003 or until a new scheme in accordance with these Regulations is made by the authority, if sooner.
- (2) An authority shall make a scheme in accordance with these Regulations on or prior to 30th September 2003.
- (3) Where an authority first makes a scheme in accordance with these Regulations it shall revoke any previous scheme for the payment of allowances and ensure that the scheme made in accordance with these Regulations takes effect on the date that the revocation of the previous scheme takes effect.
- (4) Subject to paragraph (5), any scheme made by an authority in accordance with these Regulations between the coming into force of these Regulations and 30th September 2003 may make provision for any allowance payable in accordance with such a scheme to be payable as if the scheme had been in force with effect from 1st May 2003.
- (5) Any provision made in accordance with paragraph (4) shall not permit a member to receive a greater amount in total under the provisions of that scheme and any previous scheme, in respect of any duty carried out between the coming into force of these Regulations and the making of a scheme in accordance with these Regulations, than he would have received had the scheme been in effect from the 1st May 2003.

#### PART 4 - INDEPENDENT REMUNERATION PANELS

##### Application of this Part

18. Any reference in this Part to an authority, unless otherwise specified, shall be construed as a reference to a body of one of the following descriptions—
- (a) a district council;
  - (b) a county council; and
  - (c) a London borough council.

#### Duty to have regard to recommendations

19. (1) Before an authority referred to in regulation 3(1)(a), (b), or (c) makes or amends a scheme, the authority shall have regard to the recommendations made in relation to it by an independent remuneration panel.
- (2) Before an authority referred to in regulation 3(1)(e), (f), (g), (h), (i) or (j) makes or amends a scheme that authority shall have regard to the recommendations made by any independent remuneration panels in relation to any authority of a description referred to in regulations 3(1)(a), (b) or (c) by which any of its members are nominated.

#### Independent remuneration panels

20. (1) An independent remuneration panel shall be established in respect of each authority by one of the following means—
- (a) by an authority in which case that panel shall exercise the functions specified in regulation 21 in respect of that authority;
  - (b) jointly by any authorities in which case that panel shall exercise the functions specified in regulation 21 in respect of the authorities which established it; or
  - (c) by the Association of London Government in which case that panel shall exercise the functions specified in regulation 21 in respect of any London borough councils, but there shall not be more than one panel which makes recommendations in respect of an authority.
- (2) An independent remuneration panel shall consist of at least three members none of whom—
- (a) is also a member of an authority in respect of which it makes recommendations or is a member of a committee or sub-committee of such an authority; or
  - (b) is disqualified(22) from being or becoming a member of an authority.
- (3) An authority may pay the expenses incurred by an independent remuneration panel established under paragraph (1)(a) or (1)(b) in carrying out its functions and may pay the members of the panel

such allowances or expenses as the authority or authorities for which it makes recommendations may determine.

- (4) The Association of London Government may pay the expenses incurred by an independent remuneration panel established under paragraph (1)(c) in carrying out its functions and may pay the members of the panel such allowances or expenses as it may determine.

#### Recommendations of panels

21. (1) An independent remuneration panel shall produce a report in relation to the authority or authorities in respect of which it was established, making recommendations—
  - (a) as to the responsibilities or duties in respect of which the following should be available—
    - (i) special responsibility allowance;
    - (ii) travelling and subsistence allowance; and
    - (iii) co-optees' allowance;
  - (b) as to the amount of such allowances and as to the amount of basic allowance;
  - (c) as to whether dependants' carers' allowance should be payable to members of an authority, and as to the amount of such an allowance;
  - (d) as to whether, in the event that the scheme is amended at any time so as to affect an allowance payable for the year in which the amendment is made, payment of allowances may be backdated in accordance with regulation 10(6);
  - (e) as to whether adjustments to the level of allowances may be determined according to an index and if so which index and how long that index should apply, subject to a maximum of four years, before its application is reviewed;
  - (f) as to which members of an authority are to be entitled to pensions in accordance with a scheme made under section 7 of the Superannuation Act 1972; and
  - (g) as to treating basic allowance or special responsibility allowance, or both, as amounts in respect of which such pensions are payable in accordance with a scheme made under section 7 of the Superannuation Act 1972.
- (2) A copy of a report made under paragraph (1) shall be sent to each authority in respect of which recommendations have been made.
- (3) An independent remuneration panel may make different recommendations in relation to each of the authorities for which it exercises functions.

#### Publicity for recommendations of panels



22. (1) Once an authority receives a copy of a report made to it by an independent remuneration panel in accordance with regulation 21, it shall, as soon as reasonably practicable—
- (a) ensure that copies of that report are available for inspection by members of the public at the principal office of the authority, at all reasonable hours; and
  - (b) publish in one or more newspapers circulating in its area, a notice which—
    - (i) states that it has received recommendations from an independent remuneration panel in respect of its scheme;
    - (ii) describes the main features of that panel's recommendations and specifies the recommended amounts of each allowance mentioned in the report in respect of that authority;
    - (iii) states that copies of the panel's report are available at the principal office of the authority for inspection by members of the public at such times as may be specified by the authority in the notice; and
    - (iv) specifies the address of the principal office of the authority at which such copies are made available.
- (2) An authority shall supply a copy of a report made by an independent remuneration panel in accordance with regulation 21 to any person who requests a copy and who pays to the authority such reasonable fee as the authority may determine.

#### Transitional provisions for independent remuneration panels

23. Notwithstanding regulation 33(1)(f), any independent remuneration panel established under the Local Authorities (Members' Allowances) (England) Regulations 2001(23) shall continue in being and shall constitute an independent remuneration panel for the purposes of these Regulations as if it had been established under regulation 20, although where the composition of such a panel does not comply with these Regulations, the authority or authorities or other body by which it is established must ensure that the panel does so comply within four months of the date on which these Regulations come into force.

## **PART 5 - PARISH COUNCILS**

### Application of this Part

24. Any reference in this Part—
- (a) to an authority is, unless otherwise specified, a reference to a parish council;
  - (b) to a member is, unless otherwise specified, a reference to an elected member of a parish council;

- (c) to a responsible authority is, in relation to a parish council, a reference to the district council or unitary county council—
  - (i) where the parish council is the council for one parish, in whose area the parish council is situated; or
  - (ii) where the parish council is the council for a group of parishes(24), in whose area all the parishes in the group are situated or, where that is not the case, in whose area the greatest number of local government electors for the parishes in the group is situated; and
- (d) to an establishing authority is, in relation to a parish remuneration panel, a reference to the responsible authority that established that parish remuneration panel.

#### Parish basic allowance

25. (1) An authority may pay an allowance for each year (“parish basic allowance”)—

- (a) to its chairman(25) only; or
- (b) to each of its members,

and the amount of that allowance payable to its chairman may differ from that payable to each other member of the authority, but otherwise that amount shall be the same for each such member.

(2) Where an authority proposes to pay parish basic allowance, whether to its chairman only or to each of its members, it must have regard, in setting the level or levels of such allowances, to the recommendations which have been made in respect of it by a parish remuneration panel in accordance with regulation 28.

(3) Subject to paragraph (4), where an authority proposes to pay parish basic allowance in any year to its members and the term of office of any member begins or ends otherwise than at the beginning or end of a year, that member’s entitlement shall be to payment of such part of the parish basic allowance as bears to the whole the same proportion as the number of days during which his term of office subsists bears to the number of days in that year.

(4) Where an authority proposes to pay parish basic allowance in any year—

- (a) to its chairman only; or
  - (b) to all its members but at a higher level to the chairman,
- and the term of office of the chairman as chairman begins or ends otherwise than at the beginning or end of a year, his entitlement for the period during which he holds the office of chairman shall be to payment of such part of the parish basic allowance to which he is entitled as chairman as bears to the whole the same proportion as the number of days during which his term of office as chairman subsists bears to the number of days in that year.

(5) Where a member is suspended or partially suspended from his responsibilities or duties as a member of an authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part, the part of the parish basic allowance payable to him in respect of the period for which he is suspended or partially suspended may be withheld by the authority.

(6) An authority shall, as soon as reasonably practical after setting the levels at which any parish basic allowance is to be paid and to whom, arrange for the publication in a conspicuous place or places in the area of the authority, for a period of at least 14 days, of a notice or notices containing the following information—

- (a) any recommendation in respect of parish basic allowance made by the parish remuneration panel;
- (b) the level or levels at which the authority has decided to pay parish basic allowance and to which members it is to be paid; and
- (c) a statement that in reaching the decision on the matters referred to in subparagraph (b) the authority has had regard to the recommendation of the parish remuneration panel.

(7) An authority shall ensure that it keeps a copy of the information referred to in paragraph (6) available for inspection by members of the public on reasonable notice.

(8) An authority may require that where payment of parish basic allowance has already been made in respect of any period during which the member concerned is—

- (a) suspended or partially suspended from his responsibilities or duties as a member of the authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part;
- (b) ceases to be a member of the authority; or
- (c) is in any other way not entitled to receive the allowance in respect of that period,

such part of the allowance as relates to any such period shall be repaid to the authority.

(9) An authority may not make any payment, and a member is not entitled to receive any payment, under the provisions of this regulation in respect of any period prior to 30th September 2003 if payment is made, in respect of any duties carried out by the member during that same period, under any of the provisions referred to in regulation 34(1).

#### Parish travelling and subsistence allowance

26. (1) An authority may pay to its members allowances in respect of travelling and subsistence (“parish travelling and subsistence allowance”), including an allowance in respect of travel by bicycle or by any other non-motorised form of transport, undertaken or incurred in connection with the performance of any duty within one or more of the following categories—

- (a) the attendance at a meeting of the authority or of any committee or sub-committee of the authority, or of any other body to which the authority makes appointments or nominations, or of any committee or sub-committee of such a body;
- (b) the attendance at a meeting of any association of authorities of which the authority is a member;

- (c) the performance of any duty in pursuance of any standing order made under section 135 of the Local Government Act 1972 requiring a member or members to be present while tender documents are opened;
- (d) the performance of any duty in connection with the discharge of any function of the authority conferred by or under any enactment and empowering or requiring the authority to inspect or authorise the inspection of premises; and
- (e) the carrying out of any other duty approved by the authority, or any duty of a class so approved, for the purpose of, or in connection with, the discharge of the functions of the authority or of any of its committees or sub-committees.

(2) Where a member is suspended or partially suspended from his responsibilities or duties as a member of an authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part, any parish travelling and subsistence allowance payable to him in respect of the responsibilities or duties from which he is suspended or partially suspended may be withheld by the authority.

(3) An authority may require that where payment of travelling and subsistence allowance has already been made in respect of any period during which the member concerned is—

- (a) suspended or partially suspended from his responsibilities or duties as a member of the authority in accordance with Part III of the Local Government Act 2000 or regulations made under that Part;
- (b) ceases to be a member of the authority; or
- (c) is in any other way not entitled to receive the allowance in respect of that period,

such part of the allowance as relates to any such period shall be repaid to the authority.

(4) An authority may not make any payment, and a member is not entitled to receive any payment, under the provisions of this regulation in respect of any period prior to 30th September 2003 if payment is made, in respect of any travelling and subsistence expenses incurred by the member during that same period, under any of the provisions referred to in regulation 34(1).

#### Parish remuneration panels

27. (1) A parish remuneration panel may be established—

- (a) by a responsible authority and shall make recommendations in respect of the authorities for which the establishing authority is the responsible authority; or
- (b) jointly by any responsible authorities and shall make recommendations in respect of the authorities for which the establishing authorities are the responsible authorities.

(2) Subject to paragraph (3), a parish remuneration panel shall consist of those persons who are also members of the independent remuneration panel which exercises functions in respect of the establishing authority or authorities.

(3) A parish remuneration panel shall not include any member who is also a member of an authority in respect of which it makes recommendations or is a member of a committee or sub-committee of such an authority.

(4) The authorities in respect of which a parish remuneration panel established under paragraph (1) makes recommendations shall each pay to the parish remuneration panel an equal share of the amount of the expenses incurred by that panel in carrying out that panel's functions.

#### Recommendations of parish remuneration panels

28. (1) A parish remuneration panel shall produce a report in relation to the members of the authorities in respect of which it was established, making recommendations, in accordance with the provisions of regulation 29, as to—

- (a) the amount of parish basic allowance payable to members of such authorities;
- (b) the amount of travelling and subsistence allowance payable to members of such authorities;
- (c) whether parish basic allowance should be payable only to the chairman of any such authority or to all of its members;
- (d) whether, if parish basic allowance should be payable to both the chairman and the other members of any such authority, the allowance payable to the chairman should be set at a level higher than that payable to the other members and, if so, the higher amount so payable; and
- (c) the responsibilities or duties in respect of which members should receive parish travelling and subsistence allowance.

(2) A copy of a report made under paragraph (1) shall be sent to each authority in respect of which recommendations have been made.

#### Levels of allowances

29. (1) A parish remuneration panel may, in making its recommendations in accordance with regulations 27 and 28, either—

- (a) apply the same recommended levels of parish basic allowance and parish travelling and subsistence allowance to all the authorities in respect of which it was established; or
- (b) make different recommendations for different authorities.

(2) A parish remuneration panel shall express its recommendation as to the level of parish basic allowance, in respect of a parish or parishes, as a percentage of the sum that an independent remuneration panel has recommended as the level of basic allowance for the establishing authority which is the responsible authority for that parish or parishes.

(3) The percentage referred to in paragraph (2) may be one hundred per cent.



(4) A parish remuneration panel shall also express its recommendation as to the level of parish basic allowance as a monetary sum being a monetary sum equivalent to the percentage expressed in accordance with paragraphs (2) and (3).

#### Publicity in respect of reports of parish remuneration panels

30. (1) Once an authority receives a copy of a report made to it by a parish remuneration panel in accordance with regulation 28, it shall, as soon as reasonably practicable—

- (a) ensure that copies of that report are available for inspection by members of the public on reasonable notice; and
- (b) arrange for the publication in a conspicuous place or places in the area of the authority, for a period of at least 14 days, of a notice which—
  - (i) states that it has received recommendations from a parish remuneration panel in respect of allowances;
  - (ii) describes the main features of that panel's recommendations and specifies the recommended amounts of each allowance mentioned in the report in respect of that authority; and
  - (iii) states that copies of the panel's report are available for inspection on reasonable notice and gives details of the manner in which notice should be given of an intention to inspect the report.

(2) An authority shall supply a copy of a report made by a parish remuneration panel in accordance with regulation 28 to any person who requests a copy and who pays to the authority such reasonable fee as the authority may determine.

#### Records of parish allowances

31. (1) An authority shall keep a record of the payments made by it in respect of—

- (a) parish basic allowance; and
- (b) parish travelling and subsistence allowance.

(2) Such a record shall—

- (a) specify the name of the recipient and the amount and nature of each payment;
- (b) be available for inspection on reasonable notice and at no charge, by any local government elector for the area of that authority; and
- (c) be supplied in copy to any person who is entitled to inspect a record under paragraph (b) and who requests a copy and pays to the authority such reasonable fee as it may determine.

(3) As soon as reasonably practicable after the end of a year, an authority shall arrange for the publication, for a period of at least 14 days, of a notice in a conspicuous place or places in the area of the authority stating the total sum paid by it in the year to each member in respect of each of the following—

- (a) parish basic allowance; and
- (b) parish travelling and subsistence allowance.

Elections to forgo parish allowances

32. A member may, by notice in writing given to the proper officer of the authority, elect to forgo his entitlement or any part of his entitlement to allowances.

## **PART 6 - TRANSITIONAL PROVISIONS, REVOCATION AND DISAPPLICATIONS**

Revocation

33. (1) The following Regulations shall be revoked to the extent not already revoked—

- (a) the Local Authorities (Members' Allowances) Regulations 1991([26](#));
- (b) the Local Authorities (Members' Allowances) (Amendment) Regulations 1995([27](#));
- (c) the Local Authorities (Members' Allowances) (Amendment) Regulations 1996([28](#));
- (d) the Local Authorities (Members' Allowances) (Amendment) (England) Regulations 2000([29](#));
- (e) the Local Authorities (Members' Allowances) (Amendment) (England) (No. 2) Regulations 2000([30](#)); and
- (f) the Local Authorities (Members' Allowances) (England) Regulations 2001([31](#)).

(2) Paragraph 4 of the Schedule to the Greater London Authority Act 1999 (Consequential Amendments of Subordinate Legislation) (Fire etc. Authority) Order 2000([32](#)) shall be revoked.

Disapplication

34. (1) Subject to paragraphs (2) and (3), the following shall be disapplied as respects authorities—

- (a) sections 173 to 175 of the Local Government Act 1972([33](#));
- (b) section 176(1)(a) and (2) of that Act; and
- (c) section 18(2)(b) of the Local Government and Housing Act 1989([34](#)), for all purposes other than—
  - (i) the payment of any allowance payable to members of an admissions appeal panel constituted in accordance with regulations made by the Secretary of State under the provisions of the School Standards and Framework Act 1998([35](#)); and
  - (ii) the payment of any allowance payable to members of an exclusions appeal panel constituted in accordance with regulations made by the Secretary of State under the provisions of the Education Act 2002([36](#)).

(2) As respects parish councils the provisions referred to in paragraph (1) shall be disapplied with effect from 30th September 2003.

(3) As respects any other authority the provisions referred to in paragraph (1) shall be disapplied with effect from the date upon which such authority makes a scheme in accordance with Parts 2 and 3 of these Regulations.

(4) In this regulation, the reference to “authorities” is a reference to the following bodies—

- (a) a district council;
- (b) a county council;
- (c) a London borough council;
- (d) the Council of the Isles of Scilly;
- (e) a fire authority constituted by a combination scheme under the Fire Services Act 1947(37);
- (f) a joint authority established by Part IV of the Local Government Act 1985(38);
- (g) the London Fire and Emergency Planning Authority(39);
- (h) the Broads Authority(40);
- (i) a National Park authority(41);
- (j) a conservation board of an area of outstanding natural beauty(42); and
- (k) a parish council.

Signed by authority of the First Secretary of State  
Nick Raynsford  
Minister of State,  
Office of the Deputy Prime Minister  
7th April 2003

#### Explanatory Note

(This note is not part of the Regulations)

These Regulations make provisions about the payment of allowances to members of local authorities and certain related bodies.

Part 1 makes provision about the application of certain provisions of the Regulations and provides that certain bodies are to be considered as relevant bodies for the purposes of section 18 of the Local Government and Housing Act 1989.

Part 2 requires certain authorities to prepare schemes for the payment of allowances to their members. Authorities making schemes are required to make provision for the payment of basic allowance (regulation 4) and may also provide for the payment of special responsibility allowance (regulation 5), dependants' carers' allowance (regulation 7) travelling and subsistence allowance (regulation 8) and co-optees' allowance (regulation 9).

Part 3 makes provision in respect of the requirements and administration of such schemes. It also makes provision in respect of the records that must be kept of payments and in respect of the publicity that must be given to the features of a scheme and to the payments made thereunder. This Part also make provision concerning members' entitlement to pensions in accordance with a scheme made

under section 7 of the Superannuation Act 1972 and concerning which allowances may be treated as amounts in respect of which pensions are payable.

Part 4 makes provision in respect of the establishment of independent remuneration panels whose function is to make recommendations concerning allowances.

Part 5 makes provision in respect of payment of allowances to members of parish councils. Parish councils may pay parish basic allowance (regulation 25) and parish travelling and subsistence allowance (regulation 26) to their members. In setting the levels of such allowances parishes must have regard to the recommendations of parish remuneration panels. This Part also makes provision in respect of the publicity that must be given to such recommendations. It also makes provision in respect of the records that must be kept of payments made and in respect of the publicity that must be given to such payments.

Part 6 revokes existing regulations relating to members' allowances and disapplies certain statutory provisions relating to allowances.

(1) [1989 c. 42](#); section 18 is amended by paragraph 37 of Schedule 4 to the Police and Magistrates Court Act [1994 \(c. 29\)](#), paragraph 97 of Schedule 37 to the Education Act [1996 \(c. 56\)](#) and section 99 of the Local Government Act [2000 \(c. 22\)](#).

(2) [2000 c. 22](#).

(3) The Secretary of State's functions under sections 18 and 190 of the Local Government and Housing Act 1989, so far as exercisable in relation to Wales are transferred to the National Assembly for Wales by article 2 of the National Assembly for Wales (Transfer of Functions) Order 1999 (S.I. [1999/672](#)); see the entry in Schedule 1 for the Local Government and Housing Act 1989 and see section 106(3) of the Local Government Act 2000. See also section 100(7) of the Local Government Act 2000 for the power of the National Assembly for Wales to make regulations in relation to allowances. The Secretary of State's functions under the Local Government and Housing Act 1989, so far as exercisable in relation to Scotland, are now functions of the relevant Scottish minister by virtue of the Scotland Act [1998 \(c. 46\)](#).

(4) [1983 c. 2](#); section 2 was substituted by section 1(1) of the Representation of the People Act [2000 \(c. 2\)](#).

(5) S.I. [1990/1553](#), amended by S.I. [1991/1398](#).

(6) [1972 c. 70](#).

(7) [1947 c. 41](#).

(8) [1985 c. 51](#).

- (9) Established by Part VII of the Greater London Authority Act [1999 \(c. 29\)](#).
- (10) Established by the Norfolk and Suffolk Broads Act [1988 \(c. 4\)](#).
- (11) As established by the Environment Act [1995 \(c. 25\)](#). Under paragraph 11 of Schedule 7 to that Act, a National Park authority is a relevant authority for the purposes of section 18 of the Local Government and Housing Act 1989.
- (12) See section 86 of and Schedule 13 to the Countryside and Rights of Way Act [2000 \(c. 37\)](#) for provisions as to the establishment of conservation boards.
- (13) Section 18(5)(b) of the Local Government and Housing Act 1989 provides that Regulations made under section 18 may apply to a body on which any relevant authority within the meaning of that section is represented and which is designated a relevant authority.
- (14) Section 18(6) of the Local Government and Housing Act 1989 provides that any reference to a councillor in that section includes a reference to a member of the authority concerned who, in accordance with regulations made under that section, is to be treated as if he were a councillor.
- (15) See section 83(7) to (10) of the Local Government Act 2000.
- (16) S.I. [1983/1964](#), as amended by S.I. [1997/649](#) and [2001/2237](#).
- (17) See section 18(5)(b) of the Local Government and Housing Act 1989 which provides that Regulations made under section 18 may apply to a body on which any relevant authority within the meaning of that section is represented and which is designated a relevant authority.
- (18) [1996 c. 56](#); section 342 was substituted by paragraph 82 of Schedule 30 to the School Standards and Framework Act [1998 \(c. 31\)](#).
- (19) [1985 c. 51](#). Section 10 was amended by paragraph 26 of Schedule 15 to the Environmental Protection Act [1990 \(c. 43\)](#).
- (20) [1972 c. 11](#). See also the Local Government Pension Scheme Regulations 1997 (S.I. [1997/1612](#)), as amended by S.I. [1997/1613](#), [1998/1238](#), [1998/2118](#), [1999/1212](#), [1999/3438](#), [2000/1005](#), [2000/1164](#), [2000/3025](#), [2001/770](#), [2001/1481](#), [2001/3401](#), [2002/206](#) and [2002/819](#).
- (21) S.I. [1991/351](#), as amended by S.I. [1995/553](#), S.I. [1996/469](#), S.I. [2000/622](#), S.I. [2000/623](#) and S.I. [2001/1280](#).
- (22) See section 80 of the Local Government Act [1972 \(c. 70\)](#) and section 79 and 83(11) of the Local Government Act 2000.
- (23) S.I. [2001/1280](#).



- (24) See section 11 of the Local Government Act 1972 for the procedure by which parish councils may be grouped.
- (25) See section 15(1) of the Local Government Act 1972 for the duty to elect a chairman from among the councillors of a parish council.
- (26) S.I. [1991/351](#), as amended by S.I. [1995/553](#), S.I. [1996/469](#), S.I. [2000/622](#), S.I. [2000/623](#) and S.I. [2001/1280](#).
- (27) S.I. [1995/553](#).
- (28) S.I. [1996/469](#).
- (29) S.I. [2000/622](#).
- (30) S.I. [2000/623](#).
- (31) S.I. [2001/1280](#).
- (32) S.I. [2000/1553](#) which amended regulation 5 of S.I. [1991/351](#).
- (33) [1972 c. 70](#); section 173 is amended by section 24(1) of the Local Government, Planning and Land Act [1980 \(c. 65\)](#) and by section 194 of and Schedule 11 to the Local Government and Housing Act [1989 \(c. 42\)](#); section 173A was inserted by section 24 of the Local Government, Planning and Land Act [1980 \(c. 65\)](#) and is amended by section 7 of the Miscellaneous Financial Provisions Act [1983 \(c. 29\)](#) and by section 194 of and Schedule 11 to the Local Government and Housing Act [1989 \(c. 42\)](#); section 174 is amended by section 25 of the Local Government, Planning and Land Act [1980 \(c. 65\)](#); section 175 is amended by section 25 of the Local Government, Planning and Land Act [1980 \(c. 65\)](#), section 11 of and Schedule 5 to the Water Act [1983 \(c. 23\)](#), section 194 of and Schedule 11 to the Local Government and Housing Act [1989 \(c. 42\)](#) and section 328 of and Schedule 29 to the Greater London Authority Act [1999 \(c. 29\)](#).
- (34) To which there are amendments not relevant to this provision.
- (35) [1998 c. 31](#). The Education (Admissions Appeals Arrangements) (England) Regulations 2002 (S.I. [2002/2899](#)) have been made under the provisions of section 94 of the School Standards and Framework Act 1998.
- (36) [2002 c. 32](#). The Education (Pupil Exclusions and Appeals) (Maintained Schools) (England) Regulations 2002 (S.I. [2002/3178](#)) and the Education (Pupil Exclusions and Appeals) (Pupil Referral Units) (England) Regulations 2002 (S.I. [2002/3179](#)) have been made under the provisions of section 52 of the Education Act 2002.
- (37) [1947 c. 41](#).
- (38) [1985 c. 51](#).

- (39) Established by Part VII of the Greater London Authority Act [1999 \(c. 29\)](#).
- (40) Established by the Norfolk and Suffolk Broads Act [1988 \(c. 4\)](#).
- (41) Established by the Environment Act [1995 \(c. 25\)](#).
- (42) See section 86 of and Schedule 13 to the Countryside and Rights of Way Act [2000 \(c. 37\)](#) for provisions as to the establishment of conservation board

**CHRONOLOGICAL LIST OF EVENTS FOR MEMBER ALLOWANCES  
SINCE JULY 2001**

**July 2001** County Council agreed the Member Remuneration Panel recommendation to increase the basic allowance to £11,000 and the Leader of the Council Allowance to £35,000.

**BASIC ALLOWANCE 2003/04** - £11,330 inclusive of an element for pensions, personal computers, telephones, other home office equipment and routine subsistence expenditure on KCC duties. SRA Leader £36,050

**2005 – 2009** Basic Allowance: £12,000 SRA: Leader  
£41,000

**June 2009** County Council agreed the Member Remuneration Panel recommendation Members' Allowance Scheme for 8 June 2009 to the election in May 2013. Basic Allowance £13,000, Leader of the Council £44,300

**July 2010** County Council agrees to increase the maximum hourly rate for the Dependent Carers' Allowance to a maximum of £10 (for both children and adults)

**Largest Opposition Group**

Leader – 20% (£8,860)

Deputy Leader – 10% (£4,430)

Opposition Spokesmen (up to a maximum of 8 – 7.5% (£3,323))

**May 2011** The Member Remuneration Panel was advised in April 2011 that the agreed Medium Term Financial Plan for 2011-13 included a target of efficiency savings in "Members' Allowances and Overheads" of £200,000 in 2011/12. In relation to the proposed reductions in the cost of Members' Allowances, the Panel was advised that the following proposals had been made:

A reduction in the cost of SRAs as a result of the reduction in the number of Deputy Cabinet Member positions from 12 to 10. In addition, Two Deputy Cabinet Members will share one SRA. This delivers savings of £39.9k

A reduction in the number of Policy Overview and Scrutiny Committees by one, which will deliver a saving of £7.7k

A reduction of the basic allowance of 1.5%. This will affect all members and deliver £16.4k

A reduction in the remaining SRAs by 2.66%. This will deliver £16k

**March 2012** County Council agrees the Leaders proposals for revising the Members' Allowances Scheme:

A 2.35% reduction to the Special Responsibility Allowances payable to administration members

A Special Responsibility Allowance of £7,367 to the six Cabinet Committee Chairmen and the Scrutiny Committee Chairman; and

A Special Responsibility Allowance of ££7367 to the 12 Locality Leads for the County Council/Vice Chairman of the Locality Boards

By: Steve Wiggett (Chairman), Margaret Ryder and Haider Khan,  
Independent Member Remuneration Panel

To: County Council – 13 July 2017

Subject: Members' Allowances Scheme for the Four-Year Period 9 May  
2017 to the next election in May 2021

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## **SUMMARY**

This report prepared by the Independent Member Remuneration Panel (the Panel) in accordance with The Local Authorities (Members' Allowances) (England) Regulations 2003, sets out the Panel's findings and recommendations in respect of Kent County Council's Members' Allowances Scheme for the period 2017 – 2021.

In producing this report, the Panel considered a wide range of sources including benchmarking with other County Council Member allowances, face to face interviews with a cross section of Kent County Council's Members and the draft report of the Korn Ferry Hay Group (KFHG). Our report comprises a review of the existing Kent County Council (KCC) Members' Allowances Scheme and incorporates the Panel's response to the County Council's request for the Panel to revisit and recommend for adoption, the index linking of the Member Allowance Scheme to KCC's staff Total Contribution Pay process (TCP).

## **RECOMMENDATIONS**

Subject to the available budget, the Panel's recommendations are set out as follows:

1. To restore the Basic Member Allowance from £12,805 to £13,000 (1.50% increase) for the period 8<sup>th</sup> May 2017 to the election in May 2021 see Appendix 5.
2. To index link the Basic Member Allowance and Special Responsibility Allowances (SRA's) to the Staff Total Contribution Pay Process (TCP), 'achieving level' for the period 2017 – 2021 (1.8% in 2017/18). Please see appendix 5
3. To create an additional SRA for the Cabinet Lead for Trading Services at the equivalent of Cabinet Member.
4. To index link the Carer's Allowance to the Staff TCP for the period 2017-2021.
5. No other recommended changes to the allowances.



## 1. Introduction

As the new Independent Member Remuneration Panel, we started our work in earnest in November 2016. Over the past 7 months we have met on 13 occasions, 22 November 2016, 2, 15, 21 February, 7, 15 March, 4, 18 April, and 9, 16 May and 5, 6, 12 June 2017, in preparing this report.

### 1. *Terms of Reference of Panel*

The terms of reference of the Independent Member Remuneration Panel are:

*“3 Independent Members of the Remuneration Panel are recommended to the Council for appointment by a panel of three people (not Members of the Council) appointed by the Selection and Member Services Committee it has responsibility for making recommendations to the Council on a scheme of allowances and expenses for Council Members and for reviewing that scheme in whole or in part as required by law or requested by the Selection and Member services Committee. The Panel is not a Committee of the Council. No Member of the Council has a right to attend its meetings and its procedures are determined by the Panel itself”*

### 2. *Regulation governing indexation*

One of the Panel’s responsibilities in accordance with the Local Authorities (Members’ Allowances) (England) Regulations 2003 is:

(e) as to whether adjustments to the level of allowances may be determined according to an index and how long that index should apply, subject to a maximum of four years, before its application is reviewed;

The County Council specifically asked the Panel to recommend for adoption a scheme of indexation for the Member Allowances Scheme in accordance with (e) above, to ensure that the amount of an elected Member’s Basic Allowance and Special Responsibility Allowance is automatically uplifted. The only requirement would be that this is reviewed after 4 years.

The former Panel indicated to the Council that its preferred method of indexation was linked to staff pay and that it would look at this again for recommending a new Members’ Allowances Scheme to the new County Council in May 2017. The County Council asked the former Panel to recommend an index linked scheme of allowances to the County Council for implementation in the financial year 2016/17. However, the Panel did not consider it was appropriate to accede to this request having introduced a scheme following the County Council election in May 2013 for the four-year period until May 2017.

## 2. Context and Background

### 1. *Members Allowances - statutory requirements*

The principal legislation/guidance governing modern day allowances is Section 18 of the Local Government and Housing Act 1989 (as amended by the Local Government Act, 2000). The underlying authority for basic, special responsibility and child and dependent carers’ allowances (is) the Local Government (Members

Allowances) Regulations 2003, Government guidance issued at the time of the 2003 Consolidated Regulations; and the South West Councils' Guidance, 2015

Under the provisions of this legislation, local authorities are required to make a Scheme of Allowances and can exercise local discretion as to the amounts to be paid under their Scheme. Local authorities must also establish and maintain an independent panel to make recommendations to the Council on allowances matters. Local authorities must have regard to the recommendations of its independent Panel in determining allowances matters.<sup>1</sup>

## *2. Members Allowances - advice and guidance*

In addition to the legislative framework, successive governments have made it clear that any allowances paid should not detract from the importance they attach to retaining a central 'public sector ethos' with a clear expectation that service should not be undertaken, or continued, primarily for the remuneration.

The views of the Councillors Commission 2007 on the allowances remain relevant today:

*'Our view is that allowances should be set at a level that enables people to undertake the role of councillor while not acting as an incentive to do so. Allowances are not shown by polls to be something which influences councillors to take on the role although they are instrumental in making it possible for some people to do so. If it is important that there are no financial incentives to being a councillor, it is equally important that there should not be a financial disincentive.'*<sup>2</sup>

And again, on the benefits from widening access to standing:

*'.....councils benefit from having a range of age, background and human experience among their elected membership which reasonably reflects their population, on two broad counts: symbolically, for notions of fairness, the importance of role models of resemblance, and enhancing trust and legitimacy in the political process; and substantively, different core interests and concerns can be fed directly into the democratic process, be reflected in policy making and can be important for social cohesion.'*

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<sup>1</sup> Taken from South West Councils – Councillors Allowances – a practical guide for those involved in the work of Independent Remuneration Panels. Revised Jan 2015

<sup>2</sup> Councillors Commission 2007 (Dame J Roberts)

### 3. KCC Members Allowances - historical context

Currently and historically the Basic Allowance (BA) and Special Responsibility Allowances (SRA) for KCC Members have featured in the top quartile of shire councils. In July 2001, the County Council accepted the recommendations of the Independent Panel, for an allowance scheme, which increased the Leader's SRA by approximately 60% and other SRA's proportionately<sup>3</sup>. The County Council also accepted the Panel's recommendation for an increase of the Basic Allowance paid to all KCC Members, from £4000 per year to £11,000 per year, an increase of 175%.

Subsequent increases from 2005-09 and 2009-13 are set out in the table and graph below.

#### Members' Allowances Schemes: 2001 – 2017

**Members' Allowance Scheme Period: Source I&DeA Survey 2001 (113 UK Authorities)**

2001/02	2002/03	2003/04	2004/05
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For the 2001 – 2005 Members Allowances Scheme, the Basic Allowance increased from £4000 to £11,000 (175%). In addition to the Basic Allowance available for all Members, the Leader's SRA increased by 60% to (£35,000). The average SRA awarded to other shire county council leaders at this time was £21,701.

#### Members' Allowance Scheme Period

2005/06	2006/07	2007/08	2008/09
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For the 2005 – 2009 Members' Allowances Scheme, the Basic Allowance increased from £11,000 to £12000 (9%). The Leader's SRA increased from £35,000 to £41,000 (17.1%).

**Members' Allowance Scheme Period: Source: Kent.gov.uk/Councillors Allowances**

2009/10	2010/11	2011/12	2012/13
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For the 2009 – 2013 Members' Allowances Scheme, the Basic Allowance increased from £12,000 to £13000 (8.33%). The Leader's SRA increased from £41,000 to £44,300 (8%).

During the latter part of the 2009 – 2013 Scheme (2011/12) Members voluntarily reduced the Basic Allowance by 1.5%; from £13,000 to £12,805; and the Leader's SRA was also voluntarily reduced by around 5% from £44,300 to £42,109

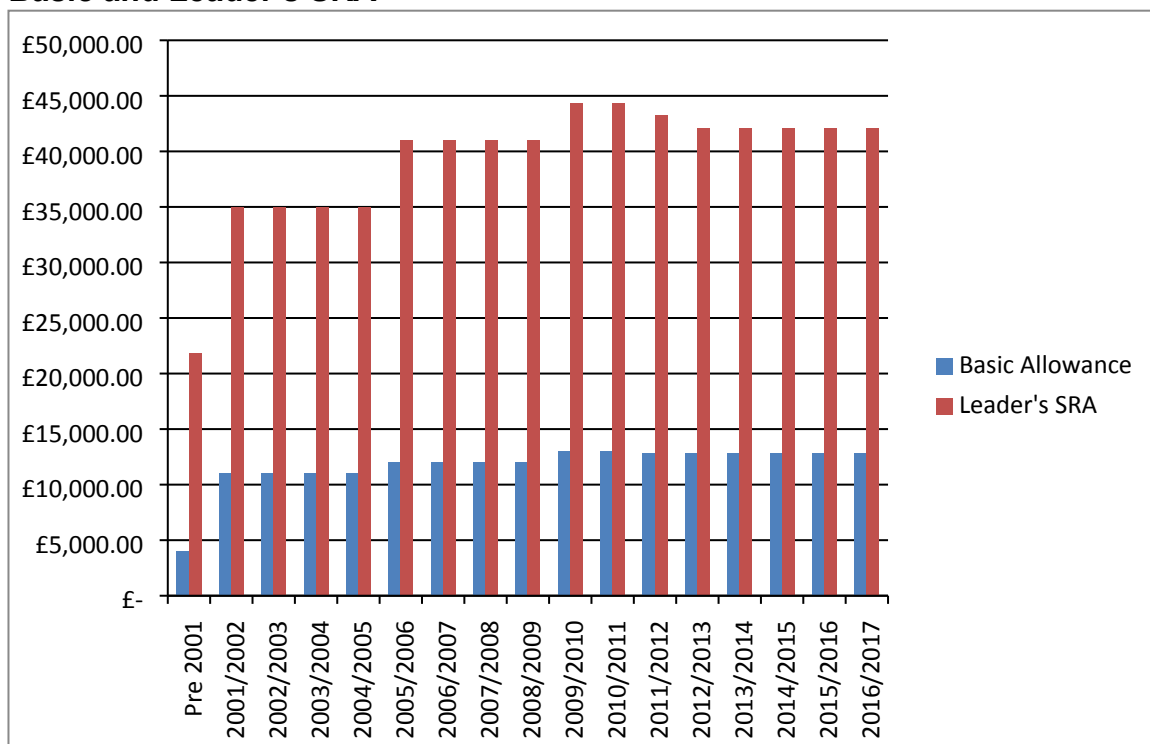
**Members' Allowance Scheme Period: Source: Kent.gov.uk/Councillors Allowances**

20013/14	2014/15	2015/16	2016/17
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<sup>3</sup> Improvement and Development Agency survey of over one hundred councils conducted in 2001.

For the 2013 – 2017 Members’ Allowances Scheme, Members agreed to adopt the Independent Remuneration Panel’s recommendations to maintain the Basic and Special Responsibilities Allowance at the levels set for at the end of the 2009 – 2013 Members’ Allowances Scheme.

### Basic and Leader’s SRA



All information sourced is available on the KCC website.

For the period 2013-17, Members agreed to adopt the Panel’s recommendation of no increase in the Basic or Special Responsibilities Allowances. However, as indicated in the graph, over the total period of 2001 – 2017, the Basic Allowance has increased threefold which is inclusive of the 1.5% voluntary reduction agreed by Members during the period of 2009-13. The Leader’s SRA has increased by approximately 80% during the same period (which is inclusive of a voluntary reduction of approximately 5% during 2009-13).

#### *4. Responding to austerity*

We could not have considered the matter of members' allowances without recognition of the impact of austerity on the funds available for allowances and on the perception of the public, who will reasonably expect members' allowances to be constrained in line with the wider squeeze on household incomes and on the public sector generally.

This restraint must be seen to be being exercised notwithstanding the increasing complexity in the scale and nature of the work of elected county councillors, including working increasingly with a wide range of partners both statutory and voluntary.

#### *5. Kent County<sup>4</sup>*

Kent has a land area of 1,368 square miles and just over 350 miles of coastline. 85% of the land area is classed as 'greenspace'.

With a resident population of just over 1,524,700, Kent has the largest population of all of the English counties and over the past 10 years Kent's population has grown faster than the national average, by 10.9% between 2005 and 2015. This is above the average both for the South East (9.1%) and for England (8.3%). Kent's population is forecast to increase by a further 21.6% between 2015 and 2035

#### *6. The Council*

The Council is currently controlled by the Conservative group and made up of:  
67 Conservative councillors  
7 Liberal Democrat councillors  
5 Labour councillors  
1 Green Party  
1 Swanscombe and Greenhithe Residents Association

The Council's net expenditure for 2016/17 <sup>5</sup> was £1.8 billion of which £1.6 billion was spent on direct services to the public (including an increasing number of commissioned services). Approximately £1.3 billion of this expenditure goes to the provision of education and social care services.

The Council employs 36,000<sup>6</sup> staff of which 25,000 are schools staff.

#### *7. Looking ahead to a commissioning Council*

We are conscious that as the Council moves further towards its new role as a commissioning rather than service delivery, authority, it is likely that new organisational arrangements will be needed. The role of Cabinet Lead for Trading Services illustrates the kind of new role and the extent of their likely responsibilities in taking forward the continuing transformation of the Council. We

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<sup>4</sup> [Kent.gov.uk/about-the-council](http://Kent.gov.uk/about-the-council).

<sup>5</sup> [Kent.gov.uk/about-the-council/finance-and-budget/2016-17-budget](http://Kent.gov.uk/about-the-council/finance-and-budget/2016-17-budget), (figures rounded up).

<sup>6</sup> Rounded up to nearest 000.



note that the allowance scheme needs to be flexible enough to cope with such changes.

### **3. Methodology**

- (1) Since November 2016 we have met a significant number of the Members of the former County Council which has provided us with an excellent insight into the role of the elected Member and a number of roles which have been paid a Special Responsibility Allowance. This included a good cross section of elected Members and the names of those interviewed are provided as Appendix 1.

Following the elections in May 2017 the Panel also considered the views of newly elected Members and the Korn Ferry Hays Group (KFHG) draft Report on Members Roles.

- (2) All the interviewees were asked similar questions which are provided as Appendix 2. The report reflects what as a Panel we have heard from those elected Members of the Council whom we interviewed. The questions stimulated wide ranging discussions about the role of councillors and the barriers to standing for many and raised a number of related issues which are considered briefly for Members further consideration in Section 9.

- (3) We have taken into consideration the Members Allowances Schemes for other local authorities across England and considered work done by the Councillors Commissions, the South West Councils and the survey of allowances undertaken by the South-East Employers Organisation.

- (4) The Panel has also sought the advice of the following officers of the Council in the preparation of this report:

- Mr Andy Wood, Corporate Director of Finance and Procurement and Section 151 Officer.
- Mrs Amanda Beer, Corporate Director of Engagement, Organisation Design and Development
- Mr Paul Royel, Head of Human Resources

- (5) We were reminded of the amount paid to a backbench Member of Parliament stood at £75,000. We were also mindful that other local authorities had taken the opportunity to allow their elected Members to join the local government pension scheme. However, the Panel noted that the opportunity for an elected Member to join the Local Government Pension Scheme was no longer relevant as it was not legally possible to do so anymore.

- (6) We also note that much complex work is done by Chairmen and Trustees in the charitable sector on an entirely voluntary basis save authorised expenses and that these and other roles, like that of school governor, are

also becoming increasingly complex as powers and responsibilities are devolved and more services 'contracted out' including to the charitable sector.

- (7) We were reminded of the Government's consistent view that 'the role of an elected councillor must in part be viewed as unpaid voluntary service. Consequently, some Panels, but certainly not all, apply a percentage discount in their calculations'<sup>7</sup>.

#### **4. Areas of agreement**

Some of the detailed comments made by the many Members interviewed are provided in Appendix 3, but we noted that there were many areas where there appears to be broad, cross party agreement.

1. Overall, the current allowances are felt to be reasonable, including the distribution of the SRA's, although some points have been made about a particular role where there is a significant variation in the nature and scope, see Section 5, Special Responsibility Allowances.
2. The Basic Allowance cannot replace a 'salary', it covers expenses and a modest remuneration for the extent of work involved in discharging the role of an elected Member.
3. Dependents' Carers Allowance. There was a lack of knowledge about this allowance amongst some Members but overall agreement that it should be sufficient to obtain the care needed, including specialist care if required.
4. The public perception. It was generally felt that local residents had little idea of the extent of the work being done by councillors or the services that are provided or arranged by the County Council but that overall the uninformed view of residents about County Councillors (and their allowances) was too often negative.
5. Fairness - almost without exception this was the word used to describe what the allowances should clearly demonstrate.
6. The Members interviewed agreed that it is disappointing that there are still so few women, young(er) people and members of minority groups on the Council. Following May 2017, there has been a modest change to a younger demographic, but the majority of Members are older men who have a secure and stable financial situation. Whilst most agreed that it is understandable that men and women in the early years of their careers and with many responsibilities are most unlikely to be able to

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<sup>7</sup> Taken from **South West Councils – Councillors Allowances – a practical guide for those involved in the work of Independent Remuneration Panels. Revised Jan 2015**

stand, a better representation is likely to improve public perception and lead to a more vibrant and effective administration.

7. Options for improving this lack of representation are limited and constrained significantly by the sheer weight of work involved and the exclusive use of day time meetings at Maidstone but efforts should continue to be made.
8. Members consider that they work hard as a whole and indeed described long hours dedicated to the work. Members accept that no allowance could adequately compensate them in terms of financial recompense.
9. Members clearly enjoy most of what they do and most point to the satisfaction they derive from different aspects of the work and the personal learning and development they gain from it.
10. Members agree that more could be done with better use of new technology provided by the Council, e.g. embracing the Council's priorities of digitalisation.

## **5. Allowances**

### **1. Basic Allowance**

- (1) The aims in providing a basic allowance to all members can be summarised as:
  - to encourage citizens to stand for public office
  - to remove barriers to standing
  - to defray the financial burden of standing whilst at the same time retaining the ethic of voluntary public service
  - to avoid the payments becoming the reason for standing, or remaining, a council member.
- (2) The key elements of a backbenchers' role can be described as:
  - constituency work – casework/representation of individual views
  - providing a focus for local democracy
  - holding to account the Leader and Cabinet
  - active participation in Council and other meetings as required
- (3) Consideration of other local authorities Member Allowances' Schemes demonstrates that the allowance available to all elected Members of Kent County Council remains in the upper quartile of comparable authorities (see Appendix 4).
- (4) The vast majority of Members interviewed considered the amount of the basic allowance to be satisfactory.

- (5) The last increase in the Basic Allowance was made in the 2009-13 scheme. In view of this the Panel recommends an increase to £13,000 which goes some way to acknowledging the increasingly complex work of a county councillor.
- (6) We noted that almost without exception the elected Members interviewed by the Panel referred to the excellent and on-going support provided by the County Council to help them in discharging their role.
- (7) We are mindful of the fact that the County Council now makes available to every elected Member two pieces of Information Communication and Technology (ICT) equipment, a tablet, laptop or smartphone to assist the elected Member in discharging their role, particularly in relation to the Councils digitalisation priorities. In our general recommendations (Section 9) we emphasise our view, in line with Members' views, that more could be done to make the best use of new technology and social media.
- (8) Clearly many employers, including large organisations operating locally, do not appreciate the important work done by 'backbench' members or the extent of this and much more should be done by the Council, proactively, to improve this situation.

## Special Responsibility Allowances

- (1) In considering whether roles should be assigned 'special responsibility allowances' the Panel were helped by reflecting on the following elements involved in individual positions:
  - Level of responsibility
  - Extent of accountability
  - Amount of time
  - Amount of effort
- (2) The Panel were mindful of the fact that Government expectation is that the overall number of posts in receipt of a SRA should not be so many as to put into question the use of the word 'special'. Clearly if a high percentage of members receive an SRA it cannot be considered as special.
- (3) We based our questions on the governance structure for the County Council which came into operation on 1 April 2012 and the posts within that structure which attract a Special Responsibility Allowance.
- (4) Our research and the opinion of Members interviewed is that overall Members more than 'earned' the SRA's received and that the work involved is usually significant in its complexity and in the level of responsibility and accountability involved.
- (5) The Panel has considered whether it would be appropriate to increase the Leader's SRA back to the level in 2009-13. Increasing the Leader's SRA would have the effect of increasing all of the other SRA's (which are a percentage of the Leader's). This would result proportionally in an increase of all SRA's by approximately 5% in addition to this Panel's recommended increase in the Basic Allowance and indexation, (see table below).

After careful consideration, the Panel are of the view that this would not be appropriate given the comparisons with other councils, the historical context of allowances since 2001, the more modest increase in KCC staff pay, the opinion of Members interviewed and the perception of residents.

### **ADJUSTMENT COMPARISON TABLE 2009-13 MEMBERS' ALLOWANCE SCHEME: ASSUMING BACKDATED STAFF TCP % INCREASES**

#### **Members' Allowances Scheme**

Year	2009/10	2010/11	2011/2012	2012/2013
Staff "Achieving"		2.3%	1.8%	1%
<b>BASIC ALLOWANCE</b>	<b>£ 13,000.00</b>	<b>£ 13,299.00</b>	<b>£ 13,538.38</b>	<b>£ 13,673.77</b>



Leader	100	£ 44,300.00	£ 45,318.90	£ 46,134.64	£ 46,595.99
Cabinet Members	65	£ 28,795.00	£ 29,457.29	£ 29,987.52	£ 30,287.39
Deputy Cabinet Members	30	£ 13,290.00	£ 13,595.67	£ 13,840.39	£ 13,978.80
Cabinet Committee Chairman	17.5	£ 7,752.50	£ 7,930.81	£ 8,073.56	£ 8,154.30
Council Chairman	33	£ 14,619.00	£ 14,955.24	£ 15,224.43	£ 15,376.68
Council Vice-Chairman	17.5	£ 7,752.50	£ 7,930.81	£ 8,073.56	£ 8,154.30
Planning Committee Chairman	22	£ 9,746.00	£ 9,970.16	£ 10,149.62	£ 10,251.12
Regulation Committee Chairman	22	£ 9,746.00	£ 9,970.16	£ 10,149.62	£ 10,251.12
Other Committee Chairmen	17.5	£ 7,752.50	£ 7,930.81	£ 8,073.56	£ 8,154.30
Scrutiny Committee Chairman	17.5	£ 7,752.50	£ 7,930.81	£ 8,073.56	£ 8,154.30
Select Committee Chairmen	17.5	£ 7,752.50	£ 7,930.81	£ 8,073.56	£ 8,154.30
Opposition Leader of each Opposition Group	15	£ 6,645.00	£ 6,797.84	£ 6,920.20	£ 6,989.40
Additional Group Members		£ 500.00	£ 511.50	£ 520.71	£ 525.91

(6) There is however one area where discussions identified significant variations in the nature and scope of the roles, dependent upon individual interpretations and relationships; the role of Deputy Cabinet Member. It is recommended that efforts be made to deliver greater consistency in the outcomes expected in these roles and that the SRA provided be linked to clearer deliverables.

### 3. Dependents' Carers Allowance

- (1) Of those Members interviewed the majority of them were not aware that such an allowance was available.
- (2) Having provided those interviewed with the details of the allowance including one Member who had been in receipt of the allowance the Members felt that the allowance of £10 an hour was "about right". One Member interviewed suggested raising the amount to £12.50.
- (3) Greater 'publicity' about the allowance and its purpose in reducing one barrier to standing should be considered.

### 6. **Indexation of Members Allowances Scheme**

- (1) We have considered very carefully the way in which the Members Allowances scheme can be linked to an appropriate index negating the need for the Panel to review the scheme annually.
- (2) We received and noted the work of the former Independent Member Remuneration Panel which had considered the request to explore the introduction of an indexation scheme.
- (3) This Panel having examined all the evidence it had before them together with the interviews it conducted with elected Members has concluded, in line with the overall consensus of members, that the most appropriate method of indexation would be to link to staff TCP. This would emphasise the fact that both staff and Members are essential to service delivery and commissioning.
- (4) We acknowledge that to do this for Kent County Council is not straightforward as pay for the staff is based on performance which is not appropriate for Members who are receiving an allowance. However, we did suggest to a number of Members that we interviewed that some form of self-assessment might be appropriate with a focus on developing a more in-depth understanding of the increasingly complex and demanding work required of all members.
- (5) We heard from Amanda Beer and Paul Royel about the four levels of performance related pay for staff - not performing, achieving, above achieving and outstanding. It is our view that to index allowances to staff TCP would be the most appropriate at the 'achieving level'.

### 7. **Financial Implications**

The total cost of the recommendations is set out in Appendix 5. These proposals have been discussed with the Corporate Director of Finance and Procurement and are affordable within the financial envelope. In terms of overall increases, the recommendations will support an increase in the Basic

Allowance of 3.3% and an increase in Special Responsibilities Allowances of 1.8%, in the first year of the new, recommended Members' Allowances Scheme.

## **8. Korn Ferry Hay Group review of member roles**

Our recommendations take into consideration the draft report by KFHG which reinforces the very significant work being done by Members. We are grateful for their help in the assessment of the relevant size of the Member roles.

## **9. Other proposals for Members' further consideration**

During our discussions with Members and in our subsequent deliberations a number of related topics and issues were considered. Whilst these are outside the strictly defined scope of our work, we considered that Members would nonetheless be interested in considering these with a view perhaps to taking forward some of the proposals and suggestions made.

- a. ICT – Where permissible developing alternatives to face to face day time meetings in Maidstone which presently is a barrier to increasing greater diversity.
- b. Providing better publicity about Members roles and responsibilities and the purpose of the various allowances.
- c. Political Groups to explore all and any options for improving the existing 'demographic' of the Council to achieve a more representative Council and thereby to encourage change and challenge through diversity.
- d. Recognising and acknowledging to potential new Members the opportunities that standing for the Council offers for their personal development and learning.
- e. To put in place some method that would allow Members to demonstrate the progress they had made over a period e.g. through setting out 5 key outcomes (or projects) they hoped to achieve (or deliver) on an annual basis; by preparing a short annual report on these and other matters, or by using a video story board, a blog or similar.
- f. Exploring ways to ensure that where Members are undertaking other duties and responsibilities, especially where these are significant, for example 'Twin Hatters', that the overall weight of work is not too onerous and that such arrangements do not limit opportunities for new representatives.

## **Conclusions**

- (1) We have gathered an enormous amount of evidence over the past seven months and deliberated long and hard about the request of the County Council to ask us to look at the introduction of an indexation scheme.
- (2) We have given a great deal of careful thought, as the legally appointed scrutineers of the allowances paid to the elected Members of this County Council. We have considered what would be fair and reasonable allowances, bearing in mind the importance of reflecting the voluntary element of public service.
- (3) We consider that our specific recommendations, outlined below, are reasonable, appropriate and reflect the wider austerity context and the Panel hope that they are of assistance to the Council. It is stressed that Members work extremely hard and make a significant contribution for residents.

## **10. Recommendations:**

Subject to the available budget, the Panel's recommendations are set out as follows:

1. To restore the Basic Member Allowance from £12,805 to £13,000 (1.50% increase) for the period 8<sup>th</sup> May 2017 to the election in May 2021 see Appendix 5.
2. To index link the Basic Member Allowance and Special Responsibility Allowances (SRA's) to the Staff Total Contribution Pay Process (TCP), 'achieving level' for the period 2017 – 2021 (1.8% in 2017/18). Please see appendix 5.
3. To create an additional SRA for the Cabinet Lead for Trading Services at the equivalent of Cabinet Member.
4. To index link the Carer's Allowance to the Staff TCP for the period 2017 – 2021.
5. No other recommended changes to the allowances.

**MEMBERS INTERVIEWED BY THE MEMBER REMUNERATION PANEL**

*ELECTED MEMBERS SEEN PRIOR TO THE ELECTION*

Mr Paul Carter, CBE, Leader of the Council

Mr Roger Latchford, OBE

Mr Gordon Cowan

Mrs Trudy Dean, MBE

Mr Martin Whybrow

Mr Andrew Bowles

Mr Dan Daley

Mr Richard Parry

Mr Bob Neaves

Mr Chris Smith

Mr Clive Pearman

Mr Matthew Balfour

Mr Gary Cooke

Mrs Jenny Whittle

Mr Charlie Simkins

Mr John Simmonds, MBE

Mr Tom Maddison

Ms Angela Harrison

Mr Nick Bond

Mr Brain MacDowall

*ELECTED MEMBERS SEEN SINCE THE ELECTION*

Mr Paul Carter, CBE Leader of the Council

Mrs Trudy Dean, MBE



Mr Dara Farrell

Mr Rob Bird

Mr Mike Whiting

Mr Peter Lake

Mr Alan Marsh

Ms Diane Marsh

Mr Bryan Sweetland

Mr David Brazier

Mr Eric Hotson

## Appendix 2

### Questions for Council Members- including Cabinet Members, their Deputies, Committee Chairs and Opposition Group Leaders.

1. Overall, how well do you think the existing allowances meet the aims of the payments

- to encourage citizens to stand for public office
- to remove barriers to standing
- to defray the financial burden of standing whilst at the same time retaining the ethic of voluntary public service
- to avoid the payments becoming the reason for standing, or remaining, a council member.

2. Which aspects of a backbencher's role have you found to be the most onerous and which the most satisfying?

Consider the key elements:

- constituency work – casework and representation of views
- providing a focus for local democracy
- holding to account Leader and Cabinet
- active participation in Council and other meetings as required

3. Personally, does the additional allowance you receive (SRA) appropriately (not adequately)

recompense you for the work and responsibilities that you undertake?

Consider explicitly and individually:

- responsibility
- accountability
- time
- effort

4. Do you consider the 'voluntary public sector' element of the work to be appropriately reflected in the current scheme or should this be reviewed?

5. Do you consider the relationship between the basic allowance and the special responsibility allowances is about right or needs review?

6. Do you consider that the distribution and apportionment of the special responsibility allowances is about right or needs review?

7. Have you any personal knowledge or experience of the effectiveness of the carers' dependency payment?

8. Do you have any specific recommendations re index linking of allowances?

9. Public perception? Personal experience and issues.

10. Have you any other specific recommendations to make to the Panel?

### Things that we heard

1. I think the word 'allowance' may well be unhelpful. It gives the impression "it is 'on top' of some other payment"
2. "I want a scheme that is fair and provides fair remuneration for the average good councillor"
3. "A 'reasonable allowance' – It is predominantly a day time job and it is mostly older people coming through as Members not young people"
4. "The public view is vital – perception of residents important"
5. "Public service ethos is high – concern over public perception if allowances were to be increased" "Council budgets are being slashed – no time to be looking for increases"
6. 'There are fewer women on the Council now than there were in 1985'
7. "Feels generally the allowance is too generous – people are coming forward who see the basic allowance as very attractive"
8. "The existing allowance is a reasonable recompense. Not a salary though so cannot replace a job. At £13,000 the basic allowance is relatively high."
9. "Policy is to oppose any increase in Members' Allowances" Happy with the basic allowance especially with the budget constraints"
10. "The remuneration package is 'reasonable' – sufficient money is not the reason I stand for election"
11. "No feasible amount of allowance could make it financially viable"
12. "Some Members take the role very seriously at all levels; others just attend full Council meetings – a mixed picture"
13. Does the council need quite this number of committees? Could the council be 'slimmed down'?
14. "Basic Allowance is probably ok"
15. "Maybe change the basic allowance slightly"
16. No progression for backbenchers – all posts are in the gift of the Leader.
17. Need to make better use of ICT to help – remote working could help and information shared in other ways
18. The work (in all its areas) is enjoyable and brings huge satisfaction – constituency and administrative and planning
19. Constituents expect 24/7 responses
20. Meets people regularly in Tesco's (or Aldi's). Goes at least twice a week – really effective use of time.

### Things that we heard re SRAs

1. "Chairman often good at chairing but may not have many/significant other responsibilities"
2. "Need to look at flexing the Special Responsibility Allowances"
3. When extra skills and time commitment is made the Special Responsibility Allowance reflects this"
4. "There is greater focus on the Cabinet Members – backbenchers are seen as less important"
5. "The scrutiny role has been diminished by the 'new' arrangements – everything is now chaired by the administration which is a retrograde step"

6. "considers some roles do not merit the Special Responsibility Allowance they receive"
7. "I consider the Special Responsibility Allowance is undervalued in relation to the basic allowance"
8. "Special Responsibility Allowance distribution – happy with current distribution"
9. "No part of the Special Responsibility Allowance should be considered as voluntary"
10. "The Deputy Cabinet Members and Committee Chairmen roles are the areas to look at"
11. "The size of the allowances is really a 'stab in the dark'. It is a huge commitment for the Cabinet Members – but very variable"
12. "if effective Deputies are to be encouraged the 'culture' would have to change – to encourage opportunities for others to gain expertise"
13. "There needs to be greater clarity between the roles of Cabinet and Deputy Cabinet Members. Planning and Regulatory Committees have a quasi-judicial role but not worth more Special Responsibility Allowance"
14. "Look at the Governance structure. Maybe slim the workload down"
15. "The role of the Chairman of the Scrutiny Committee is on par with the role of a Deputy Cabinet Member"
16. "Pay allowances the same as the Greater London Authority"
17. "The spokespersons on the Health Overview and Scrutiny Committee have a very responsible role"
18. "The Chairman of the Scrutiny Committee allowance should be the same as the Planning Applications Committee Chairman"
19. "The Deputy Cabinet Member Role depends on what you wish to make of it and the Cabinet Member"
20. "We need to look at the Deputy Cabinet Member role"
21. "Too many Members are reliant on the receipt of a Special Responsibility Allowance"
22. "There are too many Deputy Cabinet Members"



## Appendix 4

### Member Allowances Scheme 2017/2018

Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
<b>Bath and North-East Somerset Council</b>	£7,411	£31,186 / £18,728	£428 per member	£9,173 / £2,325	£18,728	£3,670 - £13,759	Y	Uprated annually in line with staff pay awards 2017/8 information not yet available
<b>Bedford Borough Council (Unitary)</b>	£10,425	Under new Governance arrangement	£187.70 per member	Under new Governance arrangement	Under new Governance arrangement	£1,563 - £10,425	Y	No change planned 2017/18
<b>Blackburn with Darwen Borough Council</b>	£5,392	£17,307 / £11,019	£1,559 - £5,509	Not listed	£6,134	£1,038 - £3,898	N	Reviewed every 4 years by the Independent Remuneration Panel (IRP). Last reviewed in July 2013.2017/8 information not yet available.
<b>Blackpool Council</b>	£9,090	£27,270 / £16,362	£12,271 / £6,135	Not listed	£12,271	£7,272	Y	Uprated annually in line with the National Joint Council (NJC) for Local Government Service pay award. 2017/8 information not yet available.
<b>Bournemouth Borough Council</b>	£9,290	£17,652 / £13,239	£1764 plus £176.40 per member	Not listed	£11,034	£4,413 - £8,826	N	No change
<b>Bracknell Forest Borough Council</b>	£8,687	£28,954 / £17,372	£9,651 (opp)	Not listed	£15,926	£2,201 - £5,791	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Brighton and Hove Council</b>	£11,762	£31,200 / £21,840	£10,920 (opp) £6,240 (min) / £6,240	Not listed	£9,360	£6,240 - £11,856	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Bristol City Council</b>	£11,530	Under new Governance arrangement	£12,158	Under new Governance arrangement	Under new Governance arrangement	£6,080	Y	Uprated in line with staff pay awards. 2017/8 information not yet available.
<b>Cambridge County Council</b>	£8,600	£16,000 / £12,000	£7K / £6K / £3.5K / £2K	Not listed	Not listed	£4.5k - £12k	N	Reviewed by IRP. Panel not yet met to discuss any changes for 2017/8.
<b>Central Bedfordshire Council</b>	£10,995	£31,337 / £5,013	£2,506.99	Not listed	£18,802	£2,506 - £10,654	N	Uprated following consideration by IRP No changes for 2017/18

Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
Cheshire West and Chester Council	£11,573	£28,931 / £14,466	£8,679 (opp), £3,819 (minority) /	£5,786 /	£12,730	£5,786 - £8,679		2017/8 information not yet available.
Cornwall Council	£12,249	£20,200 / £15,150	Not listed	£15,150 / £3,797	£15,150	£2,168 - £6,060	N	Uprated following consideration by IRP. 2017/8 information not yet available.
County Durham Council	£13,300	£36,575 / £19,950	Not listed	£6,650 / £3,325	£13,300	£2,660 - £13,300	N	Uprated annually following consideration by IRP. No change except for mileage 2017
Darlington Borough Council	£8,027	£22,933 / £13,759	£9,173 (opp) £1,147 (minority) / £1,147	Not listed	£11,467	£557.99 - £9,173	Y	Uprated annually in line with the National Joint Council (NJC) for Local Government Service pay award. 2017/8 information not yet available.
Derby City Council	£10,076	£30,229 / £22,672	£7,557 / £3,779	Not listed	£15,115	£5,290 - £7,557	N	Uprated following consideration by IRP. 2017/8 information not yet available.
Dorset Council	£10,641	£31,923 / £15,961	Must have min 10% of seats	£10,641	£10,641	£7,980 / £3,192		
East Riding of Yorkshire Council	£11,056	£35,685 / £26,763	£3,586 / £2,142	Not listed	£14,344	£2,390 - £9,563	Y	Uprated annually in line with the National Joint Council (NJC) for Local Government Service pay award. 2017/8 information not yet available.
Essex County Council	£12,000	£54,000 / £42,000	Main opposition £16,200	£21,600 / £10,800	£36,000	£13,500	N	No change for 2017/8
East Sussex	£11,191	£24,864 / £17,404	Main opposition £12,430	£12,430 / £4,976	£14,919	£6,215	Y	Updated annually in line with the percentage increase in the salaries of managers who are on locally negotiated pay. Aiming for cost neutral change based on increased basic allowances (offset by zero pension payments) which in future will cover home office supplies which council no longer provides. Members now get laptop and smartphone for their communication/ICT needs.

Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
<b>Gloucestershire County Council</b>	£10,000	£27,300	£5,850	£9,100 / £2,730	£18,200	£5,460		
<b>Halton Borough Council</b>	£7,527	£20,377 / £13,856	£6,785	Not listed	£11,411	£6,785		Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Hampshire County Council</b>	£12,003	£28,967 / £17,379	£11,214 (LD) £8,253 (UKIP) £7,266 (Lab)	£18,021 / £9,228	£17,379	£14,433 / £5,793		Not due to be considered again until 2018.
<b>Hartlepool Borough Council</b>	£5,953	Not listed	£1,786 (pop) £1,072 / £714	£5,953	Not listed	£5,953	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Herefordshire Council</b>	£5,438 or £7,254 if all rel. training completed	£28,839	Not listed	£9,078 / £1,602	£11,750	£4,540 - £9,078	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Hull City Council</b>	£12,734	£23,286 / £17,463	£11,643	Not listed	£14,553	£5,821 - £11,643	N	Reviewed every 4 years by the IRP. Last reviewed in July 2015. Next review in 2019
<b>Kenilworth County Council</b>	£12,805	£42,109 / £27,370	£6,316 plus £500 for each member	£13,878 / £7,367	£27,370	£7,367 - £9,268	N	Uprated following consideration by IRP
<b>Lancashire County Council</b>	£10,466	£29,886 / £20,920	£16,437 (pop) £8,966 (2 <sup>nd</sup> ) £8,218 (3 <sup>rd</sup> ) £4,483 (4 <sup>th</sup> )	Not listed	£16,437	£2,989 - £8,966	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Leicester City Council</b>	£10,146	Under new Governance arrangement	£1,090 plus £273 per member	Under new Governance arrangement	Under new Governance arrangement	£2,915 - £8,172	N	Reviewed every 4 years by the IRP. Indexation through to the end of the Municipal year 2019/2020
<b>Leicestershire County Council</b>	£10,349	£36,228 / £21,744	£10,000 (opposition) £3,000 (minority)	Not listed	£19,344	£2,580 - £10,000	N	2017/8 information not yet available
<b>Lincolnshire County Council</b>	£10,322	£32,704 / £21,462	£9,290. (pop) £5,110 (min)	£12,386.64	£18,396	£9,290 - £12,386	N	Uprated following consideration by IRP. 2017/8 information not yet available.

Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
Medway	£8,835.70	£20,391 / £14,830	£9,269 (>20% of members) / £4,634 (>10% of members) / £3707.55	Not listed	£11,122	£3,707 - £9,269	Y	Indexed linked to officer pay awards for the next four years. Last reviewed 2016. 2017/8 information not yet available.
Middlesbrough Council	£6,130	Under new Governance arrangement	£9,200 £3,070	£6,130 / £3,070	£12,260	£3,070 - £6,130	N	Reviewed annually by IRP. 2017/8 information not yet available.
Milton Keynes	£10,000	£30,000	£620 per member	Not listed	£11,000	£3,000 - £7,500	N	2017/8 information not yet available.
Norfolk County Council	£9,308	£14,000	£4,500	£4,500 / £1,800	£4,500	£2,500 - £4,500	Y	Uprated annually in line with the National Joint Council (NJC) for Local Government Service pay award. 2017/8 information not yet available.
North East Lincolnshire Council	£7,665	£22,500 / £16,875	Not listed	Not listed	£11,250	£4,500 - £6,750	N	Uprated following consideration by IRP
North Lincolnshire Council	£6,874	£16,799 / £11,127	£8,400	Not listed	£10,162	£5,312 - £9,146	?	No changes planned until 2020.
North Somerset Council	£8,193	£25,852 / £18,096	£3,619 (opp) / £2,844 (minority)	£7,756	£15,511	£3,878 - £7,756	N	2017/8 information not yet available.
North Yorkshire County Council	£9,221	£25,328 / £15,830	£4,749 (opp)	£9,498 / £3,166	£14,247	£1,583 - £9,498	N	Uprated following consideration by IRP
Northamptonshire County Council	£9,054	£32,192 / £21,126	£15,090 (opp) / £7,042 (minority) / £8,048	£15,090 / £4,024	£19,114	£4,024 - £11,066	Y	Linked to annual "cost of living" award for Local Government staff. 2017/8 information not yet available.
Northumberland County Council	£12,625	£27,000 / £18,090	£4,860 £2,430	Not listed	£14,850	£1,350 - £12,150	Y	Uprated annually in line with the National Joint Council (NJC) for Local Government Service pay award. 2017/8 information not yet available.

Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
<b>Nottinghamshire County Council</b>	£13,190	£32,608 / £22,822	£21,739 (opp) / £10,869 (min)	£16,304 / £7,825	Not listed	£10,869 - £21,739	Y	Uprated annually in line with staff pay awards. 2017/8 information not yet available.
<b>Oxfordshire County Council</b>	£10,000	£29,000 / £20,000	£8,000	£8,500 / £2,125	£16,000	£3,500 - £6,000	N	2017/8 information not yet available.
<b>Peterborough City Council</b>	£7,962	£21,497 / £16,123	£7,165	Not listed	£14,331	£7,165	Y	Updated annually, in line with the medium white-collar wage, as notified by the LGA. 2017/8 information not yet available.
<b>Plymouth</b>	£10,472	£31,412 / £22,104	£10,472 (pop) / £5,236 (minority)	£14,546 / £4,800	£20,940	£10,368	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Poole Borough Council</b>	£9,553	£22,848 / 13,709	£4,570 + £50 per member	Not listed	£11,424	£1,371 - £4,570	Y	Uprated annually in line with any amendment to Employees' National Salary Award. 2017/8 information not yet available.
<b>Portsmouth County Council</b>	£10,634	£19,142	£6,380 (opp) / £3,191	Not listed	£7,444	£2,658 - £3,722	Y	Uprated annually in accordance with average % pay award figures applicable to local government employees. 2017/8 information not yet available.
<b>Reading Borough Council</b>	£8,220	£7,004 / £5,722	£3,816	Not listed	£3,816	£2,147	?	2017/8 information not yet available.
<b>Redcar &amp; Cleveland Borough Council</b>	£9,550	£14,880 / £11,280	£8,070 (opp) / £4,840 (minority)	Not listed	£9,680	£2,852 - £4,836	Y	Uprated annually following consideration by IRP



Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
Rutland County Council	£3,770	£11,420 / £1,580 (& cabinet member allowance)	Not listed	£3,500	£7,650	£3,500 - £4,340		The Council determines its own allowances scheme but must have regard to the independent panel's recommendations. 2017/8 information not yet available.
Shropshire Council	£11,514	£23,028 / £14,392	£5,757.00	£8,635	£11,514	£2,878 - £5,757	N	2017/8 information not yet available.
Slough	£7,329	£19,055 / £13,338	£5,716 (opp) £3,811 (min)	Not listed	£10,480	£1,905 - £6,671	N	2017/8 information not yet available.
Somerset County Council	£10,688	£32,064 / £19,100	£9,619 (opp) £1,068 (minority) /	£9,619 / £1,068	£17,100	£2,138 - £5,344	N	Uprated in line with staff pay awards. 2017/8 information not yet available.
South Gloucestershire Council	£11,184	£21,249	£7,828	£5,417 / £1,625	£7,584 - £10,835	£4,334	N	
Southend-on-Sea Council	£8,673	£30,354 / £15,611	£8,673 (opp) £2,168 / £2,168	Not listed	£10,841	£2,168 - £6,505	N	2017/8 information not yet available.
Southampton City Council	£11,583	£23,166 /	£482.63 per group member	Not listed	£11,583	£2,895 - £5,791	Y	Linked to "living wage". 2017/8 information not yet available.
South Oxfordshire	£4,633	£18,532 / £12,973	£1,853	£4,633	£9,266	£5,560 / £1,390		
Stafford Borough Council	£4,500	£10,500 / £7,500	£4,000	Not listed	£5,700	£1,600 - £3,200	N	2017/8 information not yet available.
South Tyneside	£7,370	£27,029 / £17,199	£2,457	Not listed	£11,766	£4,914 - £9,828		
Stevenage Borough Council	£7,501	£21,058	£4,212	Not listed	Not listed	£10,314 / £4,212	N	Index linked to any pay awards applicable to NJC staff.
Stockton-On-Tees Borough Council	£9,300	£25,000 / £13,750	£5,000	Not listed	£11,250	£6,250	N	2017/8 information not yet available.
Stoke-on-Trent City Council	£12,000	£36,000 / £18,000 (with portfolio)	Not listed	Not listed	£12,000	£3,000 - £9,000	N	2017/8 information not yet available.

Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
<b>South Tyneside Council</b>	£7,370	£27,029	£2,457	Not listed	£11,766	£9,828 / £4,914	N	Uprated in line with staff pay awards.
<b>Suffolk County Council</b>	£10,273.74	£25,684 / £17,979	£7,705 (opp) £5,136 / £5,778	£12,842.18 / £5,136.87	£15,410.61	£5,136 - £7,705	N	2017/8 report to go to County Council in July 2017.
<b>Sunderland City Council</b>	£8,369	£37,667 / £25,111	£12,556 / £6,277	Not listed	£20,716	£12,556 / £6,277		
<b>Surrey</b>	£12,418	£43,000 / £31,250	£5,000	£18,000 / £8,000	£22,500	£8,000 - £12,000	N	2017/8 information not yet available.
<b>Swindon</b>	£7,959	£20,308 / £12,076	£4,821 (opp) or £10,154 if also chair of Scrutiny £1,646 (min)	Not listed	£10,154	£4,390 - £6,586	Y	The IRP agreed basic allowance will be uplifted on annual basis in line with any general salary increases payable to council staff. 2017/8 information not yet available.
<b>Telford and Wrekin Council</b>	£7,870	£23,768 / £15,898	£9,837 (opp) £3,664 (min)	Not listed	£11,805	£2,361 - £7,870	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Thurrock Borough Council</b>	£8,670.28	£30,345 / £15,606	£8,670 (opp) £2,167 (min)	Not listed	£10,837	£2,167.57 - £8,670.28	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Torbay Council</b>	£8,249	Under new Governance arrangement	£330 per member	Under new Governance arrangement	£13,620	£550 -£6,809	Y	Uprated annually in line with the NJC for Local Government Service pay award. 2017/8 information not yet available.
<b>Warrington</b>	£7,935	£20,015 / £15,012	£8,506	Not listed	£10,008	£2,002 - £8,506	Y	Uprated annually in accordance with a % amount for inflation as determined by any positive value of the CPI. 2017/8 information not yet available.
<b>Warwickshire</b>	£9,263	£23,200 / £13,920	£8051 (opp) £516 (minority) / £4,817 (opp)	£5,559 / £2,780	£10,345	£4,320 - £5,559	Y	2017/8 information not yet available.
<b>West Berkshire</b>	£7,324	£18,310 / £9,155	£7,324(opp) £1,831	£5,493 / £1,099	£9,155	£2,197 - £5,493	Y	2017/8 information not yet available.

Council	Basic Allowance	Leader / Dep Leader	Group Leader(s)	Chairman of Council / Vice	Cabinet Members	Chair of Committee	Index Linked	Details of Index Link/ other Information
<b>West Sussex</b>	£11,414	£31,664 / £22,798	£12,490 / £10,226 / £4,072	£20,265 / £8,060	£22,798 / £20,265	£8,935	N	Full council agreed annual pay award to staff as the index by which annual adjustments are made to the basic allowance.
<b>Wiltshire Council</b>	£12,684.95	£31,1711 / £25,368	£500 + £50 per group member	£12,684	£19,026	£3,170 - £11,099	Y	Full council agreed annual pay award to staff as the index by which annual adjustments are made to the basic allowance. 2017/8 information not yet available.
<b>Royal Borough of Windsor and Maidenhead</b>	£7,920	£23,760 / £13,068	£4,752 (opp) £1,188 (minority)	Not listed	£11,880	£2,376 - £5,940	Y	Updated annually in line with the average pay increase given to employees. 2017/8 information not yet available.
<b>Wokingham Borough Council</b>	£7,552	£20,000	£7,500	Not listed	£10,000	£1,250 - £5,000	N	Uprated following consideration by IRP. 2017/8 information not yet available.
<b>Worcestershire County Council</b>	£8,515	£31,074	£9,734.84	Not listed	£16,499	£9,734	N	2017/8 information not yet available.
<b>City of York Council</b>	£8,667	£26,001 / £18,201	£11,700 (opp) £5,200 (minority)	Not listed	£15,600	£5,200 - £7,800	Y	The basic allowance will be uplifted on annual basis in line with any general salary increases payable to council staff. 2017/8 information not yet available.

## Appendix 5

### MEMBERS' ALLOWANCES SCHEME 2013-2017 AND MEMBERS' ALLOWANCES SCHEME 2017/18 INCORPORATING IRP RECOMMENDATIONS

2013-17	2013 -17	2017 - 2018	2017-2018
<b>Basic Allowance All 84 Members @£12,805</b>	<b>SRA Posts &amp; Opposition Leaders &amp; Opposition Group Members (over 5). In addition to Basic Allowance</b>	<b>Basic Allowance All 81 Members. Restored to £13,000 (+1.5%) Plus Index Link to Staff TCP (achieving) (+1.8%) = £13,234</b>	<b>SRA Posts &amp; Opposition Leaders &amp; Opposition Group Members (over 5). In addition to Basic Allowance</b>
	Leader (100%) <b>£42,109</b>		Leader (100%) <b>£42,866.96</b>
	Cabinet Members (x9) (65%) @£27,370 ( <b>£246,330</b> )		Cabinet Members (x10) (65%) @£27,862.66 <b>(£278,626.60)</b>
	Deputy Cabinet Members (x11) (30%) @£12,632 <b>(£138,952)</b>		Deputy Cabinet Members (x11) (30%) @£12,859.37 <b>(£141,453.07)</b>
	Cabinet Committee Chairs (x6) (17.5%) @£7,367 <b>(£44,202)</b>		Cabinet Committee Chairs (x6) (17.5%) @£7,499.60 <b>(£44,997.60)</b>
	Council Chairman (33%) <b>£13,878</b>		Council Chairman (33%) <b>£14,127.80</b>
	Council Vice-Chairman (17.5%) <b>£7,367</b>		Council Vice-Chairman (17.5%) <b>£7,499.60</b>
	Planning Committee Chairman (22%) <b>£9,268</b>		Planning Committee Chairman (22%) <b>£9,434.82</b>
	Regulation Committee Chairman (22%) <b>£9,268</b>		Regulation Committee Chairman (22%) <b>£9,434.82</b>
	Other Committee Chairmen (x3) (17.5%) @£7,367 <b>(£22,101)</b>		Other Committee Chairmen (x3) (17.5%) @£7,499.60 <b>(£22,498.80)</b>
	Scrutiny Committee Chairman (17.5%) <b>£7,367</b>		Scrutiny Committee Chairman (17.5%) <b>£7,499.60</b>
	Select Committee Chairmen (17.5%) <b>£7,367</b>		Select Committee Chairmen (17.5%) <b>£7,499.60</b>
	Leader of each Opposition Group (x3) @ £6,316 <b>(£18,948)</b>		Leader of each Opposition Group (x2) @ £6,429.68 <b>(£12,859.36)</b>
	Opposition Groups' Members @£500 UKIP x17 Labour x13 Lib Dem x7 <b>(£18,500)</b>		Opposition Groups' Members @£509 Lib Dem x7 Labour x5 <b>(£6,108)</b>
<b>Total £1,075,620</b>	<b>Total £585,657</b>	<b>Total £1,071,954</b>	<b>Total £604,906.63</b>

**By:** Paul Carter, Leader of the Council  
David Cockburn Head of Paid Service

**To:** County Council

**Date:** 13 July 2017

**Subject:** County Council Directorate and Strategic Commissioning Structure Update

**Classification:** Unrestricted

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**Summary:** The paper updates the County Council on the implementation of the structure decided at its meeting on 27 January 2017. It recommends one further change to reporting lines in that top tier structure.

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## **RECOMMENDATIONS**

The County Council is asked to:

- Note the appointment and offer made to the two new Corporate Director posts and to the new Strategic Commissioner role.
- Note that the consequential changes to the Constitution have been made following the changes in structure.
- Agree the change of reporting line for the Director of Public Health to the Strategic Commissioner which moves the Public Health Division into Strategic and Corporate Services with effect from 28 August 2017.

### **1. BACKGROUND**

1.1 In January 2017 County Council decided to introduce a new top tier structure for the Authority.

1.2 The overall objectives for the changes the County Council discussed and agreed were to:

- Ensure the operating framework is best placed to deliver the Strategic Statement outcomes.
- Ensure that responsibility for our services to Children, Young People and Families is vested in a single Corporate Director to allow a relentless focus on continual improvement from a single accountable person at the top tier of the Authority.
- Recognise the considerable and increasing challenges involved with the provision of social care to vulnerable adults and older people, create the capacity at the most senior level for innovative and sustainable solutions and implementation of the transformation



already clearly set out in the vision and strategy for adult social care 2016-21 “Your life, your wellbeing”.

- Take the next step in realising the benefits of being a Commissioning Authority by meeting the need for comprehensive professional strategic commissioning advice to all Directorates across the Authority.
- Provide an organisation design which will enable real progress on the agenda to integrate with health services in Kent wherever and as quickly as possible.
- Put an end to any residual capacity for a silo working approach in any part of KCC by reinforcing accountabilities for joint responsibility and working at all levels and services and developing professional skills which are available for the benefit of all. This whole council ethos is essential if we are to meet the challenges facing local government.
- Be able to respond effectively to external factors and challenges by having clarity of responsibility and accountability, specialist support to our expert service delivery teams and the capacity to continuously improve.
- Strengthen our capacity and capability to work effectively to deliver transformation whether working with or without our strategic partners.

1.3 The changes saw the deletion of two existing Corporate Director posts (the Corporate Director Social Care Health and Wellbeing and the Corporate Director Education and Young People’s Services) and the creation of two new posts, a Corporate Director Children, Young People and Education and a Corporate Director Adult Social Care and Health. A new senior role of Strategic Commissioner to oversee the delivery of the strategic commissioning expertise was also introduced. All three posts report to the Head of Paid Service.

## **2 New Appointments**

2.1 Once the new structure was agreed, conversations were had with the two existing Corporate Directors, Patrick Leeson and Andrew Ireland. After discussions with both of them and consideration of the optimum way to proceed, it was agreed that there would be a managed transition to the new structure. Patrick Leeson retained his current Corporate Director responsibilities for Early Help and Education, including the establishment of the new Education Services Company, and remains as the SRO for the Children and Young People Services Integration Programme. Andrew Ireland agreed to retain the statutory responsibilities of DCS (and line management of Specialist Children’s Services), and DASS, including line management of the Divisions providing Adult Social Care. The Director of Public Health also continued to report to him during the transition period.

2.2 Following these decisions an extensive executive search exercise was undertaken to source candidates for the two new Corporate Director roles. The Member Appointment panel has appointed Anu Singh to the post of Corporate Director Adult Social Care and Health and she takes up her role on 28 August 2017.

- 2.3 An offer has been made to the preferred candidate for the post of Corporate Director Children Young People and Education. As with any offer of employment, there are a number of steps to complete before the employment contract is finalised and an announcement made and these are currently being advanced. Members will be kept fully updated on progress towards the offer being formally confirmed and accepted.
- 2.4 Following an external advertisement, Vincent Godfrey was appointed to the role of Strategic Commissioner. The January County Council paper articulated the clear and understood need to provide specialist and professional services to Directorate commissioners in relation to the strategic commissioning cycle and provision of change management capacity for KCC.

### **3 Organisation design**

- 3.1 The new organisation structure was implemented in April 2017. On 3<sup>rd</sup> April the following changes were made:
- 3.1.1 Staff in **Education and Young People's Services** moved into the Children Young People and Education Directorate. Patrick Leeson's job title changed to Corporate Director Children, Young People and Education.
- 3.1.2 Staff in the following divisions or teams continued to be led by Andrew Ireland, and, for corporate reporting purposes, moved into the ASCH Directorate:
- **Older People and Physical Disability**
  - **Disabled Children, Learning Disability and Mental Health**
  - **Public Health**
  - **Corporate Director's office (SCHWB)**
  - **Adult Safeguarding and Deprivation of Liberty** (line management has changed to the Head of Business Strategy & Support)
- 3.1.3 **Specialist Children Services (SCS)** continues to be led by Andrew Ireland who has retained the statutory responsibilities of DCS during the transition. Andrew Ireland's job title continues to be Corporate Director Social Care, Health and Wellbeing. For corporate reporting purposes, the Division is now part of the new CYPE Directorate where it will sit once the transition period is concluded.
- 3.2 The following top tier posts transferred to the new role Strategic Commissioner :
- Director of Strategic Business Development and Intelligence
  - Head of Procurement
  - Director of Commissioning.
- 3.3 All reporting and monitoring information is reported under the new Directorate structures, so the transition arrangements apply only to line management.

3.4 The transitional senior management arrangements and implementation of the revised structures have ensured that all the Authority's major programmes of transformation are continuing. This includes those which are of significant importance in the new service Directorates. The assessment phase of the Children and Young People Service Integration Programme is due for completion in September; the establishment of the Education Trading Company is moving towards implementation in early 2018 and Phase three of the Adult Transformation Programme will complete the design stage in the autumn moving from there into implementation.

#### **4 Commissioning**

4.1 The January County Council meeting decided that the strategic commissioning activity delivered by the Strategic Commissioner, working closely with lead commissioners in services, would provide specialist professional services for all phases of the commissioning cycle encompassing commercial leadership and judgement; evidence based decision making; and performance reporting. The range of functions undertaken includes the following:

- Analysis (including demographic, social, economic, market, performance, spend and process)
- Solution and market development
- Contract strategy and governance
- Contract creation and negotiation
- Contract management (commercial aspects).

4.2 The commissioning functions which will be the responsibility of the services Directorates include:

- System, service and market leadership for the commissioning cycle, including engagement with members and stakeholders more widely.
- Budgetary and financial accountability for the service (irrespective of provider)
- System and service development (including the relationship between cost, effectiveness, quality and time).
- Provider management against the systems and service standards and specifications.
- Development of the service specification (service design and standards).

4.3 The services will continue to have overall accountability for commissioning drawing on the professional services to discharge this. The professional commissioning function will work collaboratively and seamlessly with the services and this is a key criterion that it will be measured against. The relationship between service Directorates and this new function is symbiotic and there is a shared responsibility to ensure Kent County Council achieves its strategic outcomes.

4.4 The clarity around the appropriate relationship between the functions described in sections 4.1 and 4.2 together with the feedback from the

consultation exercise; the outcomes of the ongoing transformation programmes across several services; and the embedding of the approaches and support delivered by the Strategic Business Development and Intelligence Division are now being aligned with confidence to the requirements for the Authority's approach to commissioning defined by the County Council.

- 4.5 Following the appointment of Vincent Godfrey, senior managers in the Strategic Commissioning Division are working with service Directors to co-design the way this activity is provided and the interface between the professional advisers and service leads. The aim is to further align corporate and service directorate activities in relevant areas and it is recognised that by September, when the work will be completed, further line management changes for some individuals across all Directorates, including potentially from within the functions making up the new Strategic Commissioning Division itself will be agreed and will be implemented on or before 1 April 2018.
- 4.6 It is already clear from the co-design work that there is a close alignment between the work of the Public Health Division, which is a critical commissioning and analytical function for the Authority, and the responsibilities and role of Strategic Commissioning.
- 4.7 The Public Health team has strong links across all service Directorates and works closely with managers, particularly those working with our most vulnerable residents, across the Authority to ensure both health and service priorities are met through effective joint working. Public Health services and activity are almost exclusively delivered through effective commissioning, and so there is significant experience and skill in commissioning within this professional function. Commissioned services are used by all age groups within Kent's population. It is appropriate both to position the team in the Strategic and Corporate Services Directorate and to make the change at the same time as the new Corporate Director for Adult Social Care and Health takes up her post.
- 4.8 The ambition to bring together all data analysis and intelligence functions across the council into a single professional service includes the strong professional team in the Public Health Observatory, which collects a wide range of health related data and undertakes statistical analysis to support service design and commissioning decisions within both KCC and NHS. The benefits of bringing the Public Health Observatory and the Strategic Business Development and Intelligence teams together in the same Directorate are recognised by Cabinet Members and senior managers.
- 4.9 It is therefore recommended that the Director of Public Health reports to the Strategic Commissioner with effect from 28 August 2017. This will strengthen the cross Directorate role played by Public Health and ensure the extensive data capture and analytic skills within the Public Health Observatory as well as the considerable commissioning expertise in the Division are readily available to the whole council.
- 4.10 It is important to note that the Director of Public Health will continue to be a member of the Corporate Management Team, attend Cabinet and

Corporate Board meetings and sit on the Strategic and Corporate Services Directorate Management Team. The regular meetings with the Head of Paid Service will continue and he will have access to the Head of Paid Service and Cabinet Members as and when required.

## **5 RECOMMENDATIONS**

The County Council is asked to:

- Note the appointment and offer made to the two new Corporate Director posts and to the new Strategic Commissioner role.
- Note that the consequential changes to the Constitution have been made following the changes in structure.
- Agree the change of reporting line for the Director of Public Health to the Strategic Commissioner which moves the Public Health Division into Strategic and Corporate Services with effect from 28 August 2017.

### **Background documents:**

#### **County Council papers:**

County Council Directorate and Strategic Commissioning Structure – 27 January 2017

Embedding Strategic Commissioning as Business as Usual – 10 December 2015

Budget 2015-16 and Medium Term Financial Plan 2015-18 – 12 February 2015

Facing the Challenge: Commissioning Framework – 11 December 2014

Facing the Challenge: Towards a Strategic Commissioning Authority – 15 May 2014

Facing the Challenge: Whole Council Transformation – 18 July 2013

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