

**ENVIRONMENT & TRANSPORT
CABINET COMMITTEE**

Tuesday, 15th September, 2020

10.00 am

Online



AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 15 September 2020 at 10.00 am
Online

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

Membership (16)

Conservative (12): Mr S Holden (Chairman), Mr R C Love, OBE (Vice-Chairman), Mr M A C Balfour, Mr A Booth, Mr T Bond, Mr A H T Bowles, Mr D L Brazier, Mr A Cook, Mr N J Collor, Mr A R Hills, Mr J M Ozog and Mr H Rayner

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

Labour (1) Mr B H Lewis

Independents
Green Party) (1) Mr M E Whybrow

In response to COVID-19, the Government has legislated to permit remote attendance by Elected Members at formal meetings. This is conditional on other Elected Members and the public being able to hear those participating in the meeting. This meeting will be streamed live and can be watched via the Media link on the Webpage for this meeting.

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.
- 4 Minutes of the meeting held on 17 July 2020 (Pages 1 - 18)

- 5 Verbal Update by Cabinet Members and Corporate Director
- 6 Kent flood defence infrastructure (Pages 19 - 30)
- 7 20/00077 - Gravesend Bus Hub (Barrack Row and Garrick Street) (Pages 31 - 62)
- 8 20/00079 - Road Asset Renewal Contract 2021 (Pages 63 - 76)
- 9 20/00081 - Procurement and award of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges (Pages 77 - 90)
- 10 20/00082 - Ebbsfleet Development Corporation Funded Programme – Green Corridors Programme Phase 3 (Pages 91 - 108)
- 11 Winter Service Policy for 2020/21 (Pages 109 - 116)
- 12 Kent Rail Strategy 2021 (Pages 117 - 204)
- 13 Decisions taken between Cabinet Committee meetings (Pages 205 - 208)
- 14 Performance Dashboard (Pages 209 - 220)
- 15 2019/20 Equality and Diversity Review of Growth, Environment and Transport Directorate (Pages 221 - 230)
- 16 Risk Management: Growth, Environment and Transport Directorate (Pages 231 - 250)
- 17 20/00080 - KCC Environment Policy revision (Pages 251 - 270)
- 18 20/00078 - Kent County Council approach to Net Zero (Pages 271 - 286)
- 19 20/00088 - Waste performance payments for Dover District Council & Folkestone and Hythe District Council (Pages 287 - 298)
- 20 20/00090 - Approval to commission and award a new contractual arrangement for the Collection and Processing of Textiles and Shoes - (SS19066) (Pages 299 - 314)
- 21 20/00091 - Approval to commission and award a contract for the provision of Waste Compactors (Pages 315 - 328)
- 22 Waste Management - Requests for Developer Contribution Funding (Pages 329 - 332)
- 23 Review of the Kent Downs Area of Outstanding Natural Beauty (AONB) Management Plan - proposed consultation response (Pages 333 - 390)
- 24 Work Programme 2020 -2021 (Pages 391 - 396)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

03000 416814

Monday, 7 September 2020

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

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KENT COUNTY COUNCIL**ENVIRONMENT & TRANSPORT CABINET COMMITTEE**

MINUTES of a meeting of the Environment & Transport Cabinet Committee held virtually on Friday, 17 July 2020.

PRESENT: Mr S Holden (Chairman), Mr R C Love, OBE (Vice-Chairman), Mr M A C Balfour, Mr T Bond, Mr D L Brazier, Mr N J Collor, Mr A R Hills, Mr A J Hook, Mr J M Ozog, Mr I S Chittenden, Mr B H Lewis, Mr A H T Bowles, Mr M E Whybrow and Mr H Rayner

ALSO PRESENT: Mr P J Oakford, Miss S J Carey and Mr M D Payne

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport) and Mr S Jones (Director of Highways, Transportation and Waste), Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement), David Beaver (Head of Waste Management), Russell Boorman (Senior Major Capital Programme Project Manager), Lee Burchill (Major Capital Programme Manager, Highways), Nikola Floodgate (Schemes, Planning and Delivery Manager), Rachel Kennard (Chief Analyst, Strategic Commissioning – Performance & Analytics), Tim Read (Head of Transportation), Barry Stiff (Project Manager, Major Capital Programme Team), Sharon Thompson (Head of Planning Applications), Carol Valentine (Highways Project Manager), Jamie Watson (Traffic Schemes Team Leader), Christine Wissink (Interim Head of Sustainable Business & Communities), Theresa Grayell (Democratic Services Officer) and Georgina Little (Democratic Services Officer).

UNRESTRICTED ITEMS**255. Membership**

(Item 1)

It was noted that Mr Bowles had replaced Mr Northey as a member of the committee.

The chairman welcomed Mr Hills as the new Deputy Cabinet Member for Environment following the resignation of Mr Northey following his appointment as Vice-Chairman of the County Council.

256. Apologies and Substitutes

(Item 2)

Apologies for absence had been received from Mr A Cook and Mr A Booth.

257. Virtual Meeting Protocol

(Item 3)

To facilitate the smooth working of its virtual meetings, the committee agreed to adopt the protocols for virtual meetings.

258. Declarations of Interest by Members in items on the Agenda

(Item 4)

1. Mr Balfour declared a Disclosable Pecuniary Interest in relation to item 14 on the agenda (Adoption of the Kent Mineral Sites Plan and modifications to the Kent Minerals and Waste Local Plan 2013 – 2030 resulting from the Early Partial Review) and stated he would leave the meeting for the duration of the discussion.
2. Mr Collor declared an interest in relation to item 16 on the agenda (DFT Emergency Active Travel Fund) as he was a property owner and resident of Maison Dieu Road in Dover.

259. Minutes of the meeting held on 23 January 2020

(Item 5)

It was RESOLVED that the minutes of the meeting held on 23 January 2020 be approved as a correct record and that they be signed by the chairman subject to minute 246 being amended to reflect the figure of £1m and not £13m under paragraph 3c.

260. Verbal Update from Cabinet Members

(Item 6)

1. Miss Carey (Cabinet Member for Environment) provided an update on the following:

(a) Kent County Council's Approach to Net-Zero

The Net-Zero report had been debated at the County Council meeting on 16 July 2020, however, a report would be presented to members of the Environment and Transport Cabinet Committee at its next meeting on 25 September 2020.

(b) Household Waste Recycling Centre Booking System:

The Household Waste Recycling Centre Booking System had been introduced to help maintain social distancing in line with the government's guidelines. From 13 July 2020:

- all centres would be open 7 days a week with an increase in opening hours
- the number of slots would be increased from 22,000 per week to 32,000 per week which could be viewed a month in advance (rather than the current 9 days)
- up to 2 booking slots could be booked per household per calendar month (rather than the current limitation of 1 booking per household per 4 weeks)
- dates and times of bookings could be cancelled or amended on-line and slots could be chosen before entering contact and vehicle details.

Miss Carey acknowledged the desire among some residents for increased access to the sites but said to ensure the safety of staff and visitors social

distancing measures would remain in place. The booking system also helped to manage demand and reduce queues at the sites. Miss Carey assured members that site monitoring and resident surveys would continue, however, the feedback to date was positive. Miss Carey commended staff and contractors for the outstanding service they provided.

(c) Household Waste Recycling Centre at Allington

The Planning Applications Committee unanimously approved plans for the new Household Waste Recycling Centre at Allington which would relieve pressure on the Tovil site.

(d) Kent's Area of Outstanding Natural Beauty (AONB) management Plan 2020 - 2025

The AONB Management Plan consultation, which had been postponed due to Covid-19, had commenced and was due to run until 7 September 2020. Members would have an opportunity to review and comment on Kent County Council's response to the draft plan at the Environment and Transport Cabinet Committee on 25 September prior to its final publication.

(e) Kent Biodiversity Strategy

Kent County Council had adopted the Kent Biodiversity Strategy. The newly designed document would be available online from the week commencing 20 July 2020. Miss Carey commended Liz Milne (Natural Environment and Coast Manager) for her work and emphasised the importance of working with partners to deliver Kent's vision.

(f) The Climate Change Risk and Impact Assessment for Kent and Medway (CCRIA)

The Climate Change Risk and Impact Assessment for Kent had been finalised and was due to be issued shortly. The CCRIA methodology was based on the methodology applied by government. Miss Carey was pleased to announce that Kent County Council was one of the first Council's to undertake research of this kind.

(g) Recovery Plans

The Environment Team continued to work on Kent County Council's recovery plans to ensure that the green principles were applied throughout all its services.

(h) Historic England Grant

Historic England had awarded Kent County Council Heritage Conservation a grant of £30,000 to incorporate new records of historical and archaeological sites into the Kent historic environment record.

2. Mr Payne (Cabinet Member for Highways and Transport) provided an update on the following:

(a) Department for Transport (DfT) Emergency Active Travel Scheme

On Friday 26 June, the DfT confirmed that Kent County Council had been successful in its submission to receive £1.6m of funding. Mr Payne thanked officers for their ongoing commitment and their success in achieving the full grant for tranche 1 amid unprecedented challenges. Mr Payne said members would have an opportunity to discuss the matter further under item 16 on the agenda.

(b) Pothole repairs

Mr Payne noted the ongoing commitment of officers to the achievement of targets and said that 97% of potholes in March 2020 had been repaired within the expected timeframe.

3. The Cabinet Members and officers responded to comments and questions as follows:

(a) Miss Carey said that whilst social distancing measures were in place, the HWRCs would operate with a reduced admission number, however, this would be reviewed in accordance with changing government guidance. She said the HWRC booking system provided residents with the assurance and opportunity to dispose of their waste in a safe environment.

(b) In response to whether the HWRC booking system would continue to operate after Covid-19 restrictions had been lifted, Miss Carey said that customer feedback to date had been positive, however, a formal survey was underway to ascertain their views.

(c) In response to concerns regarding the 27-acre plot in Ashford that had been acquired by the DfT, Mr Payne said the consultation process with Kent County Council and other external agencies had only commenced in the last week. KCC had received limited information about the DfT's intentions prior to the acquisition of the site. It was, however, intended that a detailed report would be presented to the committee in due course.

(d) In relation to the work that had already commenced at Junction 10A of the M20, Mr Jones (Director of Highways, Transportation and Waste) said the DfT had sought KCC's help with early enabling works and in getting the site prepared. Mr Jones welcomed the request for an all member briefing. Members were reminded that this work formed part of

Kent's preparation for transition and that a full report would be brought forward to Council on its progress.

(e) In response to the queries raised relating to the Maidstone Southern Relief Road, Mr Payne referred to the debate held at the meeting of the County Council on 16 July 2020 and assured members that KCC continued to work collaboratively with Maidstone Borough Council about the way in which information acquired through surveys was disclosed. Mr Payne confirmed that a jointly funded post had been created which would act as the interface between KCC and Maidstone Borough Council. Briefings and consultations had already taken place, however, Mr Payne agreed to consider holding a further briefing primarily for members representing Maidstone.

4. It was RESOLVED that the verbal updates be noted.

261. Decision Summary Report

(Item 7)

1. Mrs Cooper (Corporate Director for Growth, Environment and Transport) introduced the report which provided a summary of the decisions taken or in progress by the Cabinet Member for Environment and the Cabinet Member for Highways and Transport during the temporary suspension of cabinet committee meetings during the COVID crisis.
2. It was RESOLVED that the report be noted.

262. Performance Dashboard - Quarter 4, 2019/20 & Proposed KPIs - 2020/21

(Item 8)

(Rachel Kennard, Chief Analyst, Strategic Commissioning – Performance & Analytics), David Beaver (Head of Waste Management) and Stephanie Holt-Castle (Interim Director of Environment, Planning and Enforcement) were in attendance for this item.

1. Ms Kennard introduced the report which showed the progress made against targets set for key performance indicators (KPIs) up to the end of March 2020. Thirteen of the eighteen KPIs had achieved target and were RAG rated green. Five KPIs were below target but had achieved the floor standard and were RAG rated amber. No KPIs were below target and RAG rated red. The KPIs and associated targets proposed for use in 2020/21 were detailed in Appendix 2 of the report.
2. The Cabinet Member and officers responded to comments and questions as follows:
 - (a) In response to the RAG rating for KPI WM01: *Municipal Waste Recycled and Composted*, Mr Beaver said the measures had been

affected by the policy change in June 2019 which introduced charging for soil, rubble, hardcore and plasterboard which was previously recycled at Household Waste Recycling Centres (HWRCs). As a result, more households were choosing to home compost rather than use the recycling services; a behaviour known as waste avoidance. Mr Beaver said that he and the Cabinet Member for Environment had started to review ways in which Kent County Council could support and encourage more people to home compost. The next phase of work would be to examine the waste hierarchy. The charging policy had encouraged a positive change behaviour in the way in which people used the HWRCs and resulted in a 28,000 tonne decrease in recyclable waste through the system. Mr Beaver said targets for 2020-21 had been amended to reflect the change, however, due to the Resources and Waste Strategy which had been produced as a result of the Environment Bill, all authorities were required to achieve a 64% target for recyclable waste. Mr Beaver highlighted the key challenges and said a key piece of work had commenced with the Kent Resource Partnership across all authorities to identify ways in which the target could be achieved.

- (b) Mr Beaver said KCC worked with district councils to carry out waste sampling to identify the composition of black-sack waste which had led to campaigns around increased food waste collection and green waste collection.
- (c) Miss Carey responded to queries relating to the difference between figures set out in the Performance Report compared with figures in the Net Zero report presented to County Council, and said that the carbon emissions figures in the performance report had been calculated using the methodology adopted by the Department for Environment, Food and Rural Affairs (DEFRA). The figures in the net-zero paper, reported to the County Council, had been calculated using the government's approved source for current and future factors in net-zero modelling set out in the UK Treasury Green Book. Miss Carey assured members that whilst the calculation methodology was different, the target remained the same. Mrs Holt-Castle (Interim Director for Environment, Planning and Enforcement) said the target was amended mid-year in response to the committee's request for a more challenging schedule. The initial target was to achieve 37,200, which was exceeded, but the revised target was marginally missed.
- (d) Mr Beaver said that whilst income from rubble, hardcore and plasterboard continued to be received for the last three months, the level was less than anticipated due to the reduced volume. A full update on the charging policy and its impact would be reported to the committee in due course.
- (e) In response to queries relating to private disposal companies using the HWRCs and the possible diversion of waste into skips, Mr Beaver said disposal companies had reported a sharp increase in skip hire, however, their returns would be submitted to the Environment Agency which KCC would not have access to. Mr Beaver explained that the

trade waste processed through the HWRCs was primarily from small local traders rather than from organised commercial waste disposal companies, which would make it difficult to draw comparative data.

(f) Mrs Holt-Castle responded to comments relating to indicator EPE14: *Greenhouse GAS emissions from KCC estate (excluding schools) in tonnes*, and said that KCC's estate and environment project and programme would continue with Covid-19 anticipated to have had a positive impact on reducing carbon emissions due to less staff mileage. This information would be reported to committee in due course.

(g) Mr Beaver responded to comments relating to indicator WM02: *Municipal waste converted to energy*, regarding the cross contamination of material entering the food waste, by saying that KCC was working with district councils to improve consumer understanding around the current specifications in place for recycling. He also highlighted the difficulty and cost implications for districts to invest in additional infrastructure at various sites. Mr Beaver referred to the anaerobic digestive plant and the intention to review the waste opportunities offered there.

2. It was RESOLVED that the performance report be noted.

263. 20/00062 - Kent & Medway Energy and Low Emissions Strategy - Final draft for formal adoption by Kent County Council

(Item 9)

Christine Wissink (Interim Head of Sustainable Business & Communities) and Stephanie Holt-Castle (Interim Director for Environment, Planning and Enforcement) were in attendance for this item.

1. Miss Carey introduced the report which set out the final draft of the Kent and Medway Energy and Low Emissions Strategy (ELES) and thanked officers and members for their input. Mrs Cooper (Corporate Director for Growth, Environment and Transport) said the strategy was practical, pragmatic, and ambitious and had the potential to reach across the wider agenda, including planning and economic recovery. The committee thanked Carolyn McKenzie and her team, which had been led by Katie Stewart and was now led by Stephanie Holt-Castle, for their work in bringing the strategy together.
2. Mrs Holt-Castle said the final version reflected the committee's earlier comments and that the ten priority actions were outlined on page 43 of the agenda pack. The strategy would be approved by the Cabinet Member for Environment, the Kent Leaders' Group and Kent Chief Executives' Group. A detailed implementation plan was being developed by officers and partners in discussion with the Cabinet Member for Environment, which would be agreed by the Kent and Medway Environment Group in the autumn. The implementation plan, and any associated projects, would be monitored and reported to the Kent and Medway Environment Group, the Kent Environment Board, the Kent Environment Strategy Cross-Party

Member Working Group and the Environment and Transport Cabinet Committee.

3. The Cabinet Member and Mrs Holt-Castle responded to comments and questions as follows:

(a) Mrs Holt-Castle said that a priority , set out in the ELES, was to work with the wider public sector and this would be achieved through the Kent and Medway Environment Group which included representatives from local government and other sectors. Its membership continued to be defined and it was hoped to include representatives from the NHS and local clinical commissioning groups.

(b) Mrs Holt-Castle said that Kent's progress in achieving the targets set out in the strategy would be compared with the performance in other areas via the net-zero target that all local authorities signed up to. Mrs Holt-Castle noted the request for comparative data and agreed to report the findings back to the cross-party member working group.

(c) Miss Carey said that KCC was committed to using its buying power to help deliver the environmental targets, but that it also had to be mindful of EU law. Mrs Holt-Castle said Vincent Godfrey (Strategic Commissioner) was a member of the Kent and Medway Environment Group and would be involved in identifying ways in which KCC could achieve the environmental targets in relation to procurement.

2. Members commended the Kent & Medway Energy and Low Emissions Strategy and paid tribute to all those involved.

3. It was RESOLVED that the proposed decision (20/00062) to be taken by the Cabinet Member for Environment, to:

(a) approve the strategy for adoption and implementation, working in partnership with all local authorities in Kent & Medway, utilising the existing Kent Environment Strategy delivery framework; and

(b) delegate authority to the Corporate Director of Growth, Environment and Transport to take relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement this decision,

be endorsed.

264. 20/00028 - A20 London Road Aylesford Junction Improvement
(Item 10)

Russell Boorman (Senior Major Capital Programme Project Manager) was in attendance for this item.

1. Mr Payne (Cabinet Member for Highways and Transport) and Mr Boorman introduced the report which set out information about the A20 London Road Aylesford Junction Improvement Scheme and sought the committee's approval to progress to the next stages of development and delivery, including authority to progress statutory approvals and to enter into funding, land and construction contracts.
2. It was RESOLVED that the proposed decision (20/00028), to be taken by the Cabinet Member for Highways and Transport, to:
 - (a) give approval to the outline design scheme for the A20 London Road Aylesford in Tonbridge & Malling for development control and land charge disclosures, drawing number **A20HR-CAP-HGN-00-DR-C-0043**,
 - (b) give approval to progress all statutory approvals or consents required for the scheme, drawing number **A20HR-CAP-HGN-00-DR-C-0043**,
 - (c) give approval to enter into land agreements with third parties as necessary,
 - (d) give approval to enter into construction contracts as necessary for the delivery of the scheme,
 - (e) give approval to undertake engagement with all relevant stakeholders as identified in the communication plan; and
 - (f) give approval for the Corporate Director for Growth, Environment & Transport, under the Officer Scheme of Delegations and in consultation with the Corporate Director for Finance and Procurement, to enter into relevant legal agreements and take other actions necessary to implement this decision,

be endorsed.

265. 20/00058 - Local Growth Fund Round 3b Third Party Scheme - M2 Junction 5 Highway Improvement Scheme

(Item 11)

Lee Burchill (Major Capital Programme Manager, Highways) was in attendance for this item.

1. Mr Payne (Cabinet Member for Highways and Transport) and Mr Burchill introduced the report which set out the M2 Junction 5 Highways Improvement Scheme and sought the committee's approval to progress to the next stages of development and delivery.
2. Members paid tribute to the officers and commended their work.

3. It was RESOLVED that the proposed decision (20/00058), to be taken by the Cabinet Member for Highways & Transport, to approve the progression of the M2 Junction 5 improvement scheme, and, in particular, to approve that:
 - (a) Kent County Council act as the accountable body for the project,
 - (b) Kent County Council enter into a Local Growth Fund (LGF) funding agreement,
 - (c) Kent County Council enter into legal agreements with the third party delivering the scheme to transfer the conditions of the LGF spend and project management to them, and
 - (d) the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations and in consultation with the Corporate Director for Finance and Procurement, to enter into relevant legal agreements and take other actions necessary to implement this decision,be endorsed.

266. 20/00064 - Local Growth Fund - Kent Strategic Congestion Management Programme - A2/A251 Junction Improvement Scheme
(Item 12)

Lee Burchill (Major Capital Programme Manager, Highways) and Jamie Watson (Traffic Schemes Team Leader) were in attendance for this item

1. Mr Payne (Cabinet Member for Highways and Transport) and Mr Burchill introduced the report which set out the Kent Strategic Congestion Management Programme for the A2/A251 Junction Improvement Scheme and sought the committee's approval for Kent County Council (KCC) to progress to the next stages of scheme delivery. This included negotiations with the Kent Fire and Rescue Service and the Abbey School regarding small areas of land required to deliver the scheme, pursuing the utility works and entering into a construction contract. This work was required, prior to the Local Growth Fund (LGF) business case sign off, to ensure that the £500k LGF contribution could be spent within the Growth Deal period (prior to March 2021).
2. Mr Bowles commented in his capacity as a member of the Swale Joint Transportation Board and commended the proposed decision.
3. It was RESOLVED that the proposed decision (20/00064) to be taken by the Cabinet Member for Highways & Transport to approve the progression of the A2/A251 Junction Improvement Scheme, and, in particular, to approve that:

- (a) Kent County Council act as the accountable body for the project,
- (b) Kent County Council enter into a Local Growth Fund (LGF) funding agreement,
- (c) Kent County Council progress all statutory approvals or consents required for the scheme,
- (d) Kent County Council progress with the necessary land acquisitions required to deliver the scheme,
- (e) Kent County Council carry out public engagement on the scheme,
- (f) Kent County Council enter into construction contracts as necessary for the delivery of the scheme; and
- (g) The Corporate Director for Growth, Environment & Transport, under the Officer Scheme of Delegations and in consultation with the Corporate Director for Finance and Procurement, to enter into relevant legal agreements and take other actions necessary to implement this decision,

be endorsed.

267. 20/00065 - Manston Green Junction Improvement - Infrastructure delivery partner with Thanet District Council
(Item 13)

Barry Stiff (Project Manager, Major Capital Programme Team) was in attendance for this item.

1. Mr Payne (Cabinet Member for Highways and Transport) and Mr Stiff introduced the report which set out the Manston Green Junction Improvement Scheme. The report sought approval from the committee for Kent County Council (KCC) to enter into a legal agreement with Thanet District Council to act as an infrastructure delivery partner at no cost or risk to the County Council; and to progress the project through detail design, statutory approvals and to enter into a construction contract.
2. It was RESOLVED that the proposed decision (20/00065), to be taken by the Cabinet Member for Highways & Transport, to provide:
 - (a) approval to enter into legal agreements with Thanet District Council to undertake the delivery of the infrastructure works at no cost or risk to the County Council,

- (b) approval for KCC officers to project manage, input into the delivery and supervision of the project, with the cost of all staff and consultant time being recoverable against the project funding,
- (c) approval to undertake the detailed design and surveys for the project. This work will be undertaken by appointing a consultant through the KCC professional Services Framework Contract,
- (d) approval to acquire the land and rights for carrying out the construction and maintenance of the Manston Green project. All land is being provided at nil cost to the project by the development company with an option on the land,
- (e) approval to progress all statutory approvals and consents required for the scheme including, drainage and environmental consents and stopping up orders,
- (f) approval to enter into construction contracts as necessary for the delivery of the scheme; and
- (g) approval for the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations and in consultation with the Corporate Director for Finance and Procurement, to enter into relevant legal agreements and take other actions necessary to implement this decision,

be endorsed.

268. ADEPT Kent Live Labs Project

(Item 15)

Carol Valentine (Highways Project Manager) was in attendance for this item.

1. Mr Payne (Cabinet Member for Highways and Transport) and Mrs Valentine introduced the report which provided an update on the Live Labs technology project that was being carried out by Kent County Council's Highways team in partnership with Amey plc. Mrs Valentine said phase one of the workstream development had been successfully delivered and phase two had commenced. She also drew attention to the the list of technology trials outlined within the report. The intelligence-led approach was significant in helping to identify the benefits to the service in terms of efficiencies, network resilience and the way in which KCC could deliver maintenance in the future.
2. The officers responded to comments and questions and follows:
 - (a) Mrs Valentine confirmed that the Oxfordshire trials were unable to provide the level of data required to build a substantial evidence base. The joint project team was, therefore, keen to develop the required

analytical work, in conjunction with Amey and suppliers, to ensure the right data was obtained.

- (b) In response to a question, Mrs Valentine said that funding had only been provided to support the delivery of the graphene enhanced asphalt on the one scheme in Dartford. The analysis of that scheme would help to identify its potential use in other parts of the county. Mr Jones (Director of Highways, Transportation and Waste) referred to elements of innovation that existed outside of the scheme, including automated drone testing at Lydd airport.
- (c) In response to concerns regarding the use of plastics in the construction of roads, Mrs Valentine said that this was a trial undertaken by the Live Labs in Cumbria. The analytical data from the trial would consider the environmental impact, how plastics degraded over time and the waste products which would be left. Mrs Valentine said that a high degree of caution was being applied to the examination of the results of Cumbria's trials. Mr Jones acknowledged members' concerns and suggested that a paper, detailing the consequences of the trial and potential impact on the Environment Strategy, be submitted to the Committee.
- (d) Mr Love requested that his recognition of the innovative trials be formally recorded and commended the nature of the projects being developed.

- 3. It was RESOLVED that the progress of the project and the plans for phase 2, be noted.

269. Adoption of the Kent Mineral Sites Plan and modifications to the Kent Minerals and Waste Local Plan 2013 - 2030 resulting from the Early Partial Review

(Item 13)

Sharon Thompson (Head of Planning Applications) was in attendance for this item.

- 1. Mr Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services) introduced the report and commended Ms Thompson and her team for the significant amount of work undertaken. He said, following publication of the pre-submission drafts for the statutory period between January and March 2019, a total of 405 representations had been received.
- 2. Ms Thompson paid tribute to Mr Oakford for his considerable support and guidance throughout the duration of the plan making process. The report outlined the final phase of the Council's minerals and waste work that set

out the strategy for consideration of planning applications in the future. The final decision on whether to adopt the Plans was a matter for the County Council. Ms Thompson said that following the County Council's decision, in 2018, to submit a Minerals Sites Plan and Early Partial Review of the Minerals and Waste Local Plan to the Secretary of State for independent examination, the result of that examination had found both Local Plans to be sound and legally prepared, subject to the modifications that were discussed at the examination. On that basis, Ms Thompson said that the County Council could proceed to adopt the Plans, subject to those modifications being made (the modifications and the inspector's report were set out in Appendix A and summarised in paragraph 2.2 of report). Overall, they clarified requirements to ensure development impacts were minimised, and addressed matters raised by the community during the examination process. Ms Thompson said that the modifications did not alter the objective or intentions of policy promoted by the Council or change the sites proposed for allocation. Should the decision be taken by County Council to adopt the Plans, the Cabinet Member responsibility for future Local Plan work would transfer from Mr Oakford to Miss Carey as the Cabinet Member for Environment.

3. In response to concerns regarding the need for new machinery and the impact upon the greenbelt and potential flood management issues arising from the Stone Castle Farm and Moat Farm sites, Ms Thompson said that, as a result of the inspector's examination, and in conjunction with concerns raised by the community surrounding the proposed allocated sites, the policy advice to developers in the Mineral Sites Plan had been strengthened.
4. Members paid tribute to Ms Thompson and her team for the extensive amount of work carried out.
5. Mr Whybrow requested that his objection to the Mineral Sites Plan be formally recorded. He also thanked Ms Thompson and her team for their hard work.
6. It was RESOLVED that the Committee:
 - (a) note the Inspector's Report (Appendix A of the report) on the examination of the EPR and MSP and note his recommended modifications;
 - (b) note the recommendations of the Sustainability Appraisals of the EPR and MSP; and,
 - (c) endorse, the adoption of:

- (a) the Kent Mineral Sites Plan (as modified by the Inspector's recommendations) (Appendix B of the report); and,
 - (b) modifications to the Kent Minerals and Waste Local Plan as set out by the Early Partial Review (as modified by the Inspector's recommendations) (Appendix C of the report).
- (d) note that the decision to adopt the Kent Mineral Sites Plan and modifications to the Kent Minerals and Waste Local Plan is a matter for County Council and request the County Council to:
- (a) accept the modifications recommended by the Inspector to the Kent Mineral Sites Plan and modifications to the Kent Minerals and Waste Local Plan (as set out by the Early Partial Review); and,
 - (b) adopt the Kent Mineral Sites Plan and modifications to the Kent Minerals and Waste Local Plan (as set out by the Early Partial Review) (as modified); and,
 - (c) delegate powers to the Corporate Director for Growth, Environment & Transport to approve any non-material changes to the text of the MSP and modifications to the KMWLP (as set out by the Early Partial Review) in consultation with the Deputy Leader prior to their publication.
- (e) note and agree the future work activities on mineral and waste planning activities, as set out in paragraph 5.6 of the report, as the basis for a revised Local Development Scheme.

270. DfT Emergency Active Travel Fund

(Item 16)

Nikola Floodgate (Schemes, Planning and Delivery Manager) and Tim Read (Head of Transportation) were in attendance for this item.

1. Mr Payne (Cabinet Member for Highways and Transport) and Nikola Floodgate introduced the report which provided an update on the Department of Transport's (DfT) Emergency Active Travel fund. Mr Payne said that on 28 May 2020, the government had announced that Kent could bid for funding to implement active travel schemes and that this funding would be allocated in two tranches. KCC was given 6 days to submit bids for funding from the first tranche (£1.6million) and on 26 June 2020 KCC was advised that funding had been allocated for all the bids submitted. Work was required to start within four weeks of receipt of funding and completed in eight weeks. Mrs Floodgate advised the committee that the DfT had raised its expectation in terms of ambition to secure funding from tranche 2, and bids had to be submitted by 7 August 2020.
1. Mr Rayner moved, seconded by Mr Whybrow that paragraph 2.4 of the report be amended to read as follows:

In line with the commitment made by the Cabinet Member, shared at the Scrutiny committee, members are welcome to submit further ideas which can help formulate an expansive list for Tranche 2, *“and invite parish, town and community councils to also submit projects and schemes that they have developed, or were in the process of developing, that would make road space safer and more accommodating for pedestrians and cyclists. The invitation will be sent via the Kent Association of Local Councils (KALC) who will collate and collect responses and submit them for consideration for funding in tranche 2.”*

2. In response to Mr Rayner’s proposed amendment, Mr Payne invited Mr Rayner to attend a meeting with Mr John Wilson (KALC) and himself, to discuss Mr Rayner’s concerns.
3. The chairman welcomed comments and questions from members on the motion:

- (a) In response to members’ wish to involve the parish, town and community councils, Mr Read said the DfT was seeking significant, strategic schemes that fundamentally challenged the status quo of the existing network. As an example, he referred to the cycle superhighways in London and the potential to extend them into metropolitan areas. He also said that a considerable advice from parish and town councils had been received and an extensive database of ideas generated. He also referred the restricted timescale and the limited capacity to consult with all 300 parishes.

4. Following the debate, the motion was agreed without a formal vote.

(Mr Chittenden requested that his abstention on the motion to amend paragraph 2.4 within the report be recorded in the minutes)

5. The chairman welcomed comments and questions from members on the substantive item:

- (a) In response to concerns about the proposed Elwick Road Scheme, Mrs Floodgate said the scheme would not proceed because of its potential impact on local business and the inability to complete the design stage of the scheme within the given timescales.

- (b) In response to queries relating to KCC’s ability to achieve the criteria set out by the DfT and gain the full amount of funding for tranche 2, Mr Payne and Mrs Floodgate said there many ambitious schemes to draw on. Mrs Floodgate referred to the work within the Transport and Development Teams, primarily in relation to the Active Travel Strategy

and the Cycle Strategy and assured members that regular conversation continued between KCC, KALC and the district councils.

(c) Mrs Floodgate acknowledged concerns about public access to information, and said it was important that communication with the public was timely and effective. Mr Read said the introduction of the 20mph speed limit was an example of the effective use of press releases to inform the public of policy changes and the effective use of campaigns to advise residents and the school of those changes.

6. It was RESOLVED that the report be noted, subject to the inclusion of the amendment to paragraph 2.4 to read:

in line with the commitment made by the Cabinet Member, shared at the Scrutiny committee, members are welcome to submit further ideas which can help formulate an expansive list for Tranche 2, “and invite parish, town and community councils to also submit projects and schemes that they have developed, or were in the process of developing, that would make road space safer and more accommodating for pedestrians and cyclists. The invitation will be sent via the Kent Association of Local Councils (KALC) who will collate and collect responses and submit them for consideration for funding in tranche 2”.

271. Fleet Services for Highways, Transport and Waste *(Item 17)*

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

1. Mr Payne (Cabinet Member for Highways and Transport) and Simon Jones (Director of Highways, Transportation and Waste) introduced the report which set out the details of the new contractual arrangements for fleet management services provided by Commercial Services. He said the new contract offered flexibility and would enable the service to select the most commercially or environmentally efficient vehicles and did not jeopardise the Electric Vehicle Strategy.
2. Mr Jones confirmed that the contract did not prejudice any future choice of vehicle or fuel type and would provide Kent County Council with the flexibility to effectively manage its fleet.
3. It was RESOLVED that the report be noted.

272. Work Programme *(Item 18)*

It was RESOLVED that the work programme be noted.

From: Susan Carey, Cabinet Member for Environment
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Committee - 15 September 2020

Subject: Kent flood defence infrastructure

Non-Key decision

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All Divisions

Summary: The Environment Agency (EA) will attend the Environment and Transport Cabinet Committee to present a summary of the flooding over winter 2019-20, to provide an update on the delivery of the Leigh Flood Storage Area scheme and to provide an overview of the future pipeline of flood defence investment in Kent.

Recommendation:

The Environment and Transport Cabinet Committee is asked to note the report and presentation from the Environment Agency.

1. Background

1.1 At the March 2020 meeting of the Growth, Economic Development and Communities Cabinet Committee, an update was provided on Resilience and Emergency Planning. In response to queries relating to flood defence infrastructure, the Corporate Director (Growth, Environment and Transport) informed Members that the matter fell within the portfolio of the Cabinet Member for Environment, and agreed for a paper on flood defence infrastructure to be presented at a future meeting of the Environment and Transport Cabinet Committee.

2. Introduction

2.1 In December 2019 and February 2020, Kent was impacted by storms including Ciara and Dennis which caused some flooding in parts of the county. A summary of these events is provided below:

December Flooding (19th – 22nd December) - Significant surface water, highway and fluvial flood impacts were felt across the County resulting in

property flooding across parts of the Low Weald and in North West Kent. The Environment Agency reported 65 properties flooded as a result of fluvial or surface water flows throughout this period. Around 150 homes in Little Venice, Yalding were evacuated on Saturday 21st due to rising levels on the River Medway.

Storm Ciara (8th – 9th February) – High winds of up to 73mph (recorded at Langdon Bay, Dover) followed by heavy rainfall impacted Kent through this weekend. Fluvial flooding affected parts of West Kent, resulting in fluvial and surface water flood damage to approximately 68 properties. Damage to coastal defences also occurred in the Lydd area, triggering significant recovery activity by the EA.

Storm Dennis (15th – 16th February) – Less than a week after Ciara, Storm Dennis struck the UK on 15th February bringing further strong winds (67 mph recorded at Manston) and heavy rainfall (53.3mm recorded at Eden Vale) exacerbating storm and flooding impacts and limiting recovery from Ciara. Around 150 mobile homes at Little Venice, Yalding were pre-emptively evacuated in response to Flood Warnings. A further four properties were affected by flooding in West Kent and approximately 1,000 properties were left without power. Seawater ingress impacts were recorded near Lydd.

- 2.2 The Environment Agency (EA) will attend the Cabinet Committee meeting to present an overview of its response to the flooding.
- 2.3 The EA will also provide an update on the delivery of the Leigh Flood Storage Area scheme and take the opportunity to provide Members with an overview of the future pipeline of flood defence schemes which it is planning to deliver in the next investment round (2021-27).
- 2.4 The flood risk management work of the EA is overseen by Regional Flood and Coastal Committees (RFCCs). The role of RFCCs is to review and approve the programme of work of the regional EA teams. Kent is a member of the Southern RFCC and we are represented by three members:
 - Tony Hills
 - Andrew Bowles
 - Liz Hurst

There are ten members on the Southern RFCC from the other county and unitary authorities in the Region, eight independent members, a member from Southern Water and a Chair, Dr Martin Hurst.

3 Flooding in Kent

- 3.1 The EA's summary of the winter 2019-20 response can be found at Appendix 1.

4 Leigh Flood Storage Area

- 4.1 After the flooding in 2013/14 on the River Medway, Kent County Council (KCC) supported the EA to investigate options to reduce the flood risk. Following a study of options to manage the risks in the area, a scheme to increase the size of the Leigh Flood Storage Area and provide an embankment to protect Hildenborough was proposed.

4.2 The scheme costs approximately £15.5m. KCC has agreed to contribute £2.5m to the delivery of this scheme. This contribution is reflected in the 2020-21 to 2022-23 Capital Investment Plans for the Growth, Environment and Transport Directorate, as set out in the Budget Book 2020-21 approved by County Council on 13 February 2020.

4.3 The EA has provided an update on the progress of the Leigh and Hildenborough Scheme and this can be found at Appendix 2.

5 Flood defence investment

5.1 An overview of the EA's future pipeline of flood defence schemes for delivery in the next investment round (2021-27) can be found at Appendix 3.

6. Recommendation:

6.1 The Environment and Transport Cabinet Committee is asked to note the report and presentation from the Environment Agency.

7. Contact details

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Relevant Director:
Stephanie Holt-Castle, Interim Director of
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Overview of KSLES winter and spring flooding

Following an extremely wet December, in February the country experienced some of the worst storm conditions since 2013/14. Storm Dennis brought strong winds and heavy rain to parts of the country already saturated from the events of Storm Ciara the previous weekend, when hundreds of properties were flooded. We experienced road and rail closures, power cuts and water shortages.

Our staff worked around the clock with partners to ensure that people and the environment were protected. Across the country, we protected 25,000 properties.

Our field teams were out at various locations across Kent, South London and East Sussex to ensure that properties were protected from the on-coming flood water and that waterways were cleared of debris.

Below is a summary of our response.

	December 2019	February 2020
Area Incident room open	15 shifts across 5 days	First opened on Sunday 9 February and closed on Monday 17 February
Number of staff involved	Approximately 200, including 28 Community Information Officers out in communities over 6 days (18-23 Dec)	Over 160
Flood Warnings issued	25 – these were sent to 7,271 properties	24 (17 from Storm Dennis alone)
Flood Alerts issued	45	55
Key assets in use	Leigh Flood Storage Area operation between 20-23 Dec Aldington and Hothfield reservoirs	3 closures of the Thames Barrier and Associated Gates. Flood Storage Areas such as Leigh, Aldington, Hothfield, Stonar Cut and the Coult Stream Dam were also used.
Temporary barriers deployed	Westgate Gardens in Canterbury	Temporary defences at Westgate Gardens protected 40 properties

Partnership working	<p>A variety of partnership teleconferences were held across the incidents, including ones to coordinate the new Medway Confluence Operational Framework.</p> <p>This was the first time the framework was used since its development through the Medway Flood Partnership.</p> <p>The framework sets out: 3 locations in Yalding, Collier Street and Laddingford where the Environment Agency and any other partners will deliver sandbags before flooding begins; plans for parish councils to close roads to limit the impacts from road wash; and how partners will work together to support the community before, during and after a flood. Daily teleconferences coordinate the activity of all the partners involved in the response in the area, including the parish councils, Maidstone Borough Council and Kent County Council.</p>
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Leigh expansion and Hildenborough embankment scheme (LEHES) update

The Leigh expansion and Hildenborough embankments project is an Environment Agency-led, partnership funded scheme to deliver the following outcomes:

- Increase the storage volume in the Leigh Flood Storage Area (FSA) by 24% to reduce the flood risk to 1,430 households downstream of Leigh
- Reinforce the main embankments at the Leigh FSA
- Replace the drive and control systems at the Leigh FSA
- Construct a new flood embankment and pumping station in Hildenborough

The project is now in the detailed design phase, the Environment Agency is progressing the following activities:

Planning and stakeholder engagement

The planning application for works at the Leigh FSA will be submitted in August 2020 to the three planning authorities that the flood storage area will affect, Tonbridge and Malling Borough Council, Tunbridge Wells Borough Council and Sevenoaks District Council. The works at Hildenborough will be covered by a separate application and submitted later in 2020.

The Environment Agency has been engaging with a wide range of landowners and organisations with an interest in the proposed works, on a one to one basis where possible. This work has been impacted by the changes required to manage Covid-19 but we have kept up contact in a safe manner. The works at Hildenborough are currently undergoing a redesign to reduce the visual and construction impact on local residents, this is the reason for the separation of the planning applications.

The River Medway (Flood Relief) Act 1976

The maximum stored water level inside the Leigh FSA is set by the River Medway (Flood Relief) Act 1976. To enable the expansion to proceed, the Environment Agency has applied to Defra to increase this maximum stored water level. This requires the approval from the Secretary of State for Environment, Food and Rural Affairs. The application will be considered under the terms set out in the Act. To date, eleven representations objecting to the changes have been received.

The Environment Agency is working with the objectors to resolve their concerns. If their objections are not resolved then an inspector will be appointed to consider the application and the objections via a public

enquiry or hearing. The Environment Agency do not have any information on the likely timescale for this process but are working closely with Defra to keep the process moving.

Detailed Design

All of the engineering, environmental and survey work for the proposed works are progressing on target for a business case submission in April 2021. The business case approval will authorise the expenditure for the construction phase of the project. The project is aiming to be carbon net zero and to exceed the 10% biodiversity net gain target. The construction phase (depending on planning and the progress of the approval required under the River Medway (Flood Relief) Act) will be staggered over three years to ensure that the FSA remains operational during the works.

Through close engagement with Network Rail the project team has designed out the need for additional concrete reinforcement to the railway line through the FSA. This change of design reduces the number of vehicle movements and disruption to local residents and is a major project success. The additional benefit of reduced carbon will help the project toward achieving net zero carbon.

Key Project Milestones:

- Leigh FSA planning – August 2020
- Design activities concluded - Winter 2020/21
- Hildenborough planning – Winter 2020/21
- Full Business Case Approval – April 2021
- Construction begins – Spring 2021
- Construction ends - Autumn 2023

The Environment Agency's operation of the FSA over the last winter reduced the impact of flooding to hundreds of households and demonstrated the value and importance of the Leigh FSA. The Leigh expansion and Hildenborough embankment scheme will improve the protection the FSA offers and reduce the risk of flooding to an additional 230 households. The improvements to the embankments and mechanical structure will complement this flood reduction with new operational equipment and improved reservoir safety.

Overview of next settlement period/programme

In the Budget on 11 March the government allocated **£5.2bn capital** funding for the next 6 year programme, from April 2021 to March 2027, to better protect **336,000 properties**.

Due to the impact of coronavirus we need to adjust our usual timeline for the allocation process, primarily to give Environment Agency teams, other Risk Management Authorities and Regional Flood and Coastal Committees (RFCCs) more time to make submissions for national prioritisation. We recognise that in these difficult times it will still be a huge challenge to prepare indicative programmes for the full 6 years. Our priority will therefore be to determine the final allocation for 2021/22. This is realistic as RFCCs already have a significant capital work programme ready for funding in 2021/22.

For the new 6 year programme, we plan to set out long term indicative allocations to engage communities and to give potential contributors the confidence to invest. We will retain the flexibility to accommodate change through our annual programme refresh.

In allocating funding we will also consider the wider benefits the portfolio of projects could achieve. We are introducing carbon metrics so we will be able to consider the carbon impact of the programme.

In developing our funding bid for the next 6 year programme our stakeholders, in particular the RFCC Chairs, advised us we should also promote the wider benefits of flood schemes. This is to build partnerships, attract investment and to celebrate the many wider benefits flood schemes achieve for people, the environment and local economies.

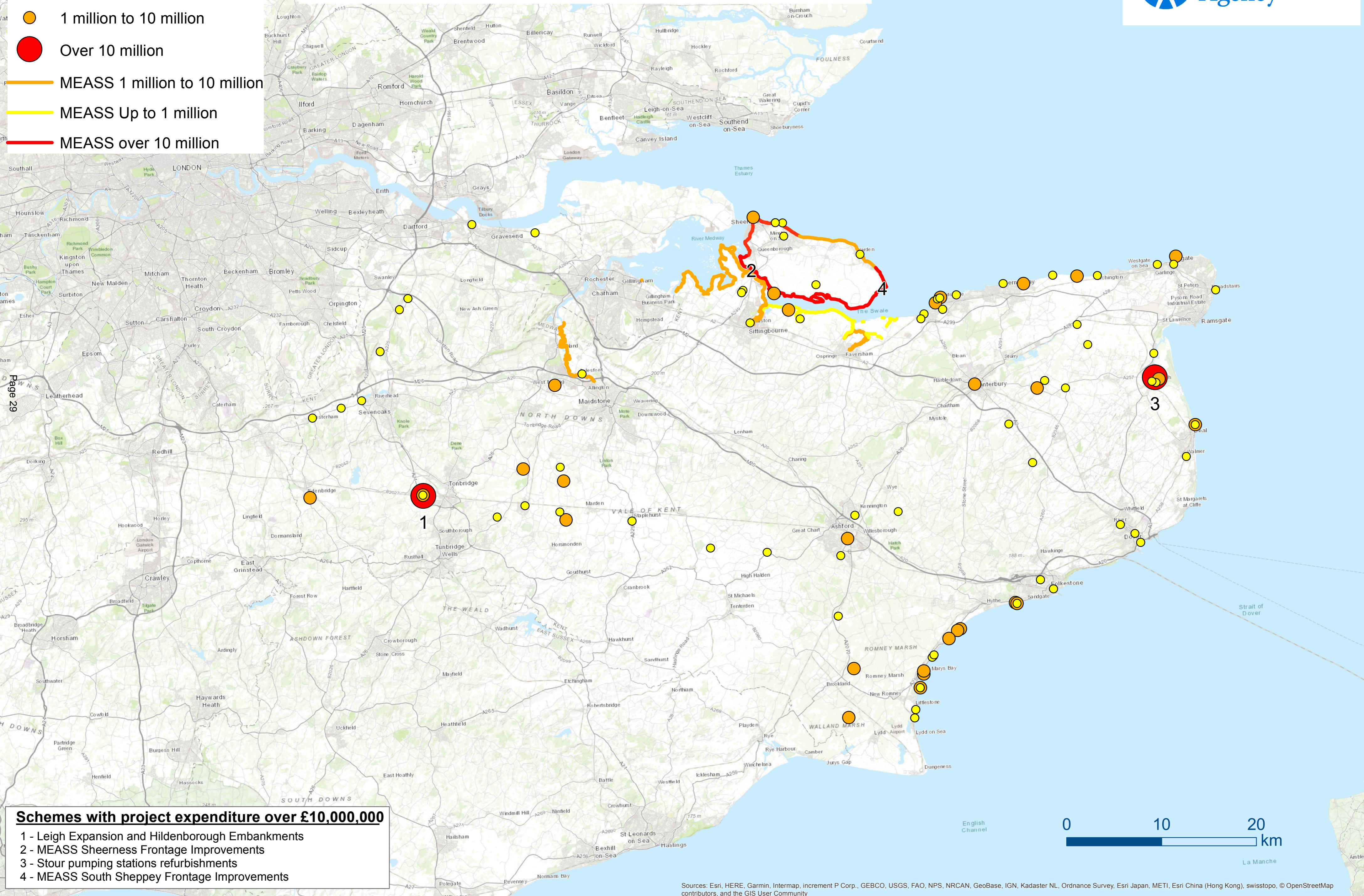
A map indicating the schemes proposed in Kent for the 2021-2027 programme is attached.

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Project Expenditure

- Up to 1 million
- 1 million to 10 million
- Over 10 million
- MEASS 1 million to 10 million
- MEASS Up to 1 million
- MEASS over 10 million

Indicative schemes in Kent 2021-2027



Page 29

Schemes with project expenditure over £10,000,000

- 1 - Leigh Expansion and Hildenborough Embankments
- 2 - MEASS Sheerness Frontage Improvements
- 3 - Stour pumping stations refurbishments
- 4 - MEASS South Sheppey Frontage Improvements



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From: Michael Payne, Cabinet Member for Highways & Transportation
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Ca020binet Committee – 15 September 2020

Subject: Gravesend Bus Hub (Barrack Row & Garrick Street)

Key Decision: 20/00077

Classification: Unrestricted

Past Pathway of Paper: ETCC May 2015

Future Pathway of Paper: For Cabinet Member decision

Electoral Division: Northfleet & Gravesend West

Summary: This report provides an update on the Gravesend Bus Hub scheme, which forms an integral part of the Kent Thameside Local Sustainable Transport Fund proposals identified in a paper to this Committee in May 2015.

The Gravesend Bus Hub has secured funding from a number of additional sources as well as Local Growth Funding and this report provides an update on the scheme and the next steps of delivery and procurement that are required.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to note that the May 2015 Decision (15/00011) approved to take 7 Local Growth Fund schemes through the next stages of development and delivery, including authority to enter into funding and construction contracts. The Kent Thameside Local Sustainable Transport Fund was one of these schemes which is the initial funding stream for the now larger Gravesend Bus Hub.

The Cabinet Committee is therefore also asked to consider and endorse, or make recommendations to the Cabinet Member for Highways & Transport on the proposed decision sheet as follows and as indicated on the proposed decision sheet attached at Appendix A:

- i. Approval to enter into the Local Growth Fund and Ebbsfleet Development Corporation (EDC) Grant funding agreements subject to the approval of the Corporate Director of Finance & Procurement;
- ii. Approval to undertake the detailed design and surveys for the project, including development control and land charge disclosures. This work will be undertaken by appointing a consultant through the KCC Professional Services Framework Contract;

- iii. Approval to progress all statutory approvals or consents required for the scheme, including transfer of land and rights;
- iv. Approval to carry out any additional consultation required for the scheme;
- v. Approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Capital Officer Group to the recommended procurement strategy
- vi. Approval for any further decisions required to allow the scheme to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

1. Introduction

- 1.1 Funding for a number of highway and transportation improvement schemes was allocated to Kent County Council, following successful Local Growth Fund (LGF) bids to central government via the South East Local Enterprise Partnership (SELEP).
- 1.2 One of the schemes Kent Thameside – Integrated Door-to-Door Journeys has secured £4.51m from the Local Growth Fund. It comprises a package of measures to reduce congestion and improve accessibility through the delivery of a fully integrated sustainable transport network, allowing the user to transfer seamlessly between modes and making sustainable transport a real alternative to the private car.
- 1.3 Part of the package of measures was the funding of a new fleet of vehicles for the Fastrack service. However, following funding from another source the required new vehicle fleet allocation was considerably reduced. To ensure full use of the LGF allocation, it was agreed that the funding be re-allocated towards the provision of a Bus Hub in Barrack Row, Gravesend. The scheme has since expanded to include Garrick Street and will now provide an enhanced transport interchange facility, which is fully funded by the additional funding.
- 1.4 The existing Fastrack project in Kent Thameside has delivered an internationally recognised high frequency Bus Rapid Transit scheme and the Kent Thameside LGF package has built upon this success by part funding new vehicles for the service and implementing significant enhancements to interchange facilities across the network.
- 1.5 The Gravesend Bus Hub scheme is one of the enhancements to interchange facilities and will deliver a bus interchange in Gravesend Town Centre to improve the transport connections between rail, bus, cycling and walking, linking with the recently completed Rathmore Road improvement LGF scheme.
- 1.6 Initially the Gravesend Bus Hub scheme was to deliver a new interchange provision in Barrack Row for local buses using the Local Growth Funding only. KCC officers have investigated an enlarged scheme which would include Garrick Street and improvements to the existing Fastrack interchange utilising

underspend from the completed Rathmore Road scheme (using remaining Strategic Transport Infrastructure Programme funding) and a contribution from the Fastrack programme. The enlarged scheme will provide additional benefit and overall cost savings by delivering the two elements at one time through a single procurement exercise.

- 1.7 The building of a transport interchange also represents the final phase of the delivery of the Gravesend Transport Quarter (GTQ) master plan which originates from 2005. Gravesham BC as an active stakeholder are also keen to see the interchange constructed to complete the GTQ.

2. Financial Implications

- 2.1 The current estimated cost of the scheme is £4,173m. Total funding is £1.613m of LGF and £1.48m of Strategic Transport Infrastructure Programme (STIP) funding which has been reallocated to this project from the Rathmore Road scheme as it was delivered under budget. A Fastrack contribution for the cost of the canopies within the Bus Hub and the public realm works in Garrick Street has been confirmed at £0.7m together with a Public Transport contribution of £0.15m in addition to the overall funding for the scheme. Gravesham Borough Council have also confirmed a £0.015m contribution.

- 2.2 The funding allocations identified above will cover the basic scheme but will not provide the enhanced public realm element sought by Gravesham Borough Council. However, following discussions and recent Board approval, Ebbsfleet Development Corporation (EDC) will grant fund the additional £0.215m that is required for the full scheme and to install the granite public realm.

Bus Hub - identified funding	
LGF project funding	£1,613,000
STIPS funding	£1,480,000
GBC contribution	£15,000
Public Transport contribution	£150,000
Fastrack allocation	£700,000
EDC grant	£215,000
Total	£4,173,000

- 2.3 The scheme cost estimate includes a risk contingency commensurate with the status of the design. A Risk Register has been prepared and will be regularly reviewed in parallel with the scheme delivery.

3. Policy Framework

- 3.1 The scheme has a strong fit with the objectives of 'Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement (2015-2020)'.
- 3.2 The scheme particularly supports Strategic Outcome 2 "Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life". The improvement scheme aims to reduce congestion, by providing more reliable journey times and improved public transport links and accessibility. This in turn will support Kent business and housing growth and encourage economic activity to benefit the local and wider communities.

4. The Report

- 4.1 The Gravesend Bus Hub scheme was made possible with the completion of the Rathmore Road scheme, which implemented a re-routing of the one-way traffic system traffic flows along the new Rathmore Road. This was separately delivered through the LGF programme and creates the road space for the building of the interchange at Barrack Row.
- 4.2 A Cycle Hub at Gravesend railway station is now also open and provides 218 secure cycle parking spaces, which are accessed by individual fobs. There are also an additional 48 drop and go cycle parking spaces as well as lockers and bike maintenance equipment. This improves station access and links to the town centre for cycles. Funding of £181,613 was allocated from LGF with £684,000 of match funding from Southeastern.
- 4.3 Land previously owned by Network Rail to the south of Barrack Row has been acquired in order to provide the space necessary for the 4 bus stops in this location. KCC completed this land purchase in March 2018. The two tenants in place on the land - Hertz Rentals and Saturn Taxis - have both now vacated and the property has been made secure. There is also a small section of land owned by GBC, which has been surrendered for the scheme and the bins removed.
- 4.4 Ground investigation and a geo-environmental assessment has found that when applying current Eurocode 7 principles, the existing slope supporting the land acquired from Network Rail is unstable. As such strengthening or stabilisation works are likely to be required to the slope. These will require agreement with Network Rail, as the relevant landowner.
- 4.5 Further consultation with Network Rail has commenced and a Basic Asset Protection Agreement (BAPA) has been signed to enable discussions to take place regarding works to the NR slope. As the land acquired from NR came without any Right of Support, the slope stability presents a risk of undermining the new infrastructure works and canopies to be installed as part of the bus interchange in Barrack Row. To mitigate the risk, slope stabilisation works will be undertaken and funded from the scheme budget.
- 4.6 Following initial Outline Design work by Amey TESC in 2016-17, Waterman have been commissioned to prepare the detail design for the Gravesend Bus Hub incorporating four new bus stops in Barrack Row, improvements to the Garrick Street Fastrack stops and the removal of the old bus stops in Clive Road. (see Appendix B for General Arrangement drawing).
- 4.7 For the Garrick Street improvements, KCC Public Transport require a high-quality product that enhances the premium bus service offered by Fastrack. Through Waterman, a Kent based architect Kaner Olette has been commissioned to work up canopy designs for Fastrack in Garrick Street. The style and type of canopy will then be used along Barrack Row to give a similar quality feel and look for the local bus stops.
- 4.8 The canopy design has been finalised and the preparation of the planning permission drawings and documents are being progressed. Submission will be to KCC Planning as the works are not covered by permitted development rights and

will come under a Regulation 3 application, with Gravesham Planning being consulted as part of the planning process.

- 4.9 Detail design and contract preparation will follow the planning application as the works are planned to commence on site in early 2021 to ensure that the LGF allocation is spent before the end of the Growth Deal.
- 4.10 Part of the Rathmore Road scheme installed a bus gate in Clive Road, so that only buses could access Barrack Row from Clive Road. This bus gate is currently being used by other motorists wanting to access Darnley Road, which has an impact on the overall traffic flow around Rathmore Road and Darnley Road. Proposals are being considered to incorporate an ANPR camera to enable enforcement to be undertaken.
- 4.11 A paper has been presented to both Gravesham and Dartford JTB's to ratify the use of ANPR or Automatic Number Plate Recognition cameras and associated enforcement for use on dedicated bus lanes and bus gates where abuse is prevalent, and enforcement is required for safe and effective bus operation. The matter is now with the Head of KCC Public Transport to obtain final approval through KCC governance and confirm roll out and installation at key sites in the County.

5 Consultation

- 5.1 The Gravesend Transport Quarter (GTQ) master plan was consulted on by GBC in 2009, where respondents were asked if 'an integrated public transport interchange bringing together buses, trains, taxis and Fastrack was a good idea? 80% of respondents agreed or strongly agreed with this statement.
- 5.2 In June 2018 KCC held a public event to update residents on the plans to achieve this vision, where the designs for Barrack Row and local bus services were shared. In addition, a meeting with Gravesend Access Group was held to discuss the design in more detail to ensure it met the needs of all users. Feedback on the scheme was largely positive with some points to consider being taken forward within the detailed design. A major concern was minimising disruption, and this led to the decision to deliver both improvements to Barrack Row and Garrick Street as one scheme.
- 5.3 A further information event may be required closer to the construction beginning to communicate the phasing of the works across both Barrack Row, Garrick Street and the use of temporary bus stops in Clive Road. Arriva have been engaged throughout the design process and will assist in publicising the works on their services.

6 Next Steps

- 6.1 The current scheme timescales are as follows:
 - April 2020 - Confirm canopy design and commence final detail design;
 - July 2020 – Submit Planning Application for canopies;
 - August 2020 – Prepare tender documents;
 - October 2020 – Planning Application Determined / Issue Tender;
 - December 2020 – Contract Award;

- February 2020 – Commence Construction;
- November 2021 - Completion

7 Equalities Impact Assessment

- 7.1 The design of the schemes is at an advanced stage and the Equalities Impact Assessment (EqIA) screening opinion has indicated a 'Low' impact but the EqIA will be regularly reviewed in parallel with the scheme final development.

8 Conclusions

- 8.1 Working in partnership, Gravesham Borough Council and KCC have developed a project that will deliver a bus interchange in Gravesend Town Centre. The Gravesend Bus Hub is an important project that aims to reduce congestion and improve accessibility through the delivery of a fully integrated sustainable transport network. The scheme will allow the user to transfer seamlessly between modes making sustainable transport a real alternative to the private car. The project is fully funded and will represent the final phase of the delivery of the Gravesend Transport Quarter (GTQ) master plan.

9 Recommendation(s)

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to note that the May 2015 Decision (15/00011) approved to take 7 Local Growth Fund schemes through the next stages of development and delivery, including authority to enter into funding and construction contracts. The Kent Thameside Local Sustainable Transport Fund was one of these schemes which is the initial funding stream for the now larger Gravesend Bus Hub.

The Cabinet Committee is therefore also asked to consider and endorse, or make recommendations to the Cabinet Member for Highways & Transport on the proposed decision sheet as follows and as indicated on the proposed decision sheet attached at Appendix A:

- i. Approval to enter into the Local Growth Fund and EDC Grant funding agreements subject to the approval of the Corporate Director of Finance & Procurement;
- ii. Approval to undertake the detailed design and surveys for the project, including development control and land charge disclosures. This work will be undertaken by appointing a consultant through the KCC Professional Services Framework Contract;
- iii. Approval to progress all statutory approvals or consents required for the scheme, including transfer of land and rights;
- iv. Approval to carry out any additional consultation required for the scheme;
- v. Approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Capital Officer Group to the recommended procurement strategy

- vi. Approval for any further decisions required to allow the scheme to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

10 Background Documents

Appendix A – Proposed Record of Decision

Appendix B – Scheme Drawing

Appendix C - Cabinet Member Decision 15/00011 15 May 2015

Appendix D - Equalities Impact Assessment Screening Report v1 – May 2019

11 Contact details

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Appendix B – Gravesend Bus Hub General Arrangement



15330-100-WIE-ZZ-X
X-DR-C-900100 P03 (

Appendix C – Cabinet Member Decision 15/00011 15 May 2015



Signed ROD
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Appendix D - Equalities Impact Assessment Screening Report v1 – May 2019



Gravesend Bus Hub
EqIA.pdf

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BETAKEN BY:

Michael Payne, Cabinet Member for
Highways & Transportation

DECISION NO:

20/

For publication Yes

Key decision: YES

Subject Matter / Title of Decision

Gravesend Bus Hub (Barrack Row & Garrick Street)

Decision:

As Cabinet Member for Highways & Transportation, I agree to:

- i. Approval to enter into the Local Growth Fund and Ebbsfleet Development Corporation (EDC) Grant funding agreements subject to the approval of the Corporate Director of Finance & Procurement;
- ii. Approval to undertake the detailed design and surveys for the project, including development control and land charge disclosures. This work will be undertaken by appointing a consultant through the KCC Professional Services Framework Contract;
- iii. Approval to progress all statutory approvals or consents required for the scheme, including transfer of land and rights;
- iv. Approval to carry out any additional consultation required for the scheme;
- v. Approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Capital Officer Group to the recommended procurement strategy
- vi. Approval for any further decisions required to allow the scheme to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

Reason(s) for decision:

The Gravesend Bus Hub will deliver a bus interchange in Gravesend Town Centre to improve the transport connections between rail, bus, cycling and walking, linking with the recently completed Rathmore Road improvement scheme. The building of a transport interchange also represents the final phase of the delivery of the Gravesend Transport Quarter (GTQ) master plan which originates from 2005.

The decision is required to allow scheme development to progress including funding, statutory approvals, contract procurement and scheme construction delivery to be carried out.

Cabinet Committee recommendations and other consultation:

The proposal is being considered by Members of the Environment and Transport Cabinet Committee at their meeting on 15 September 2020.

Any alternatives considered and rejected:

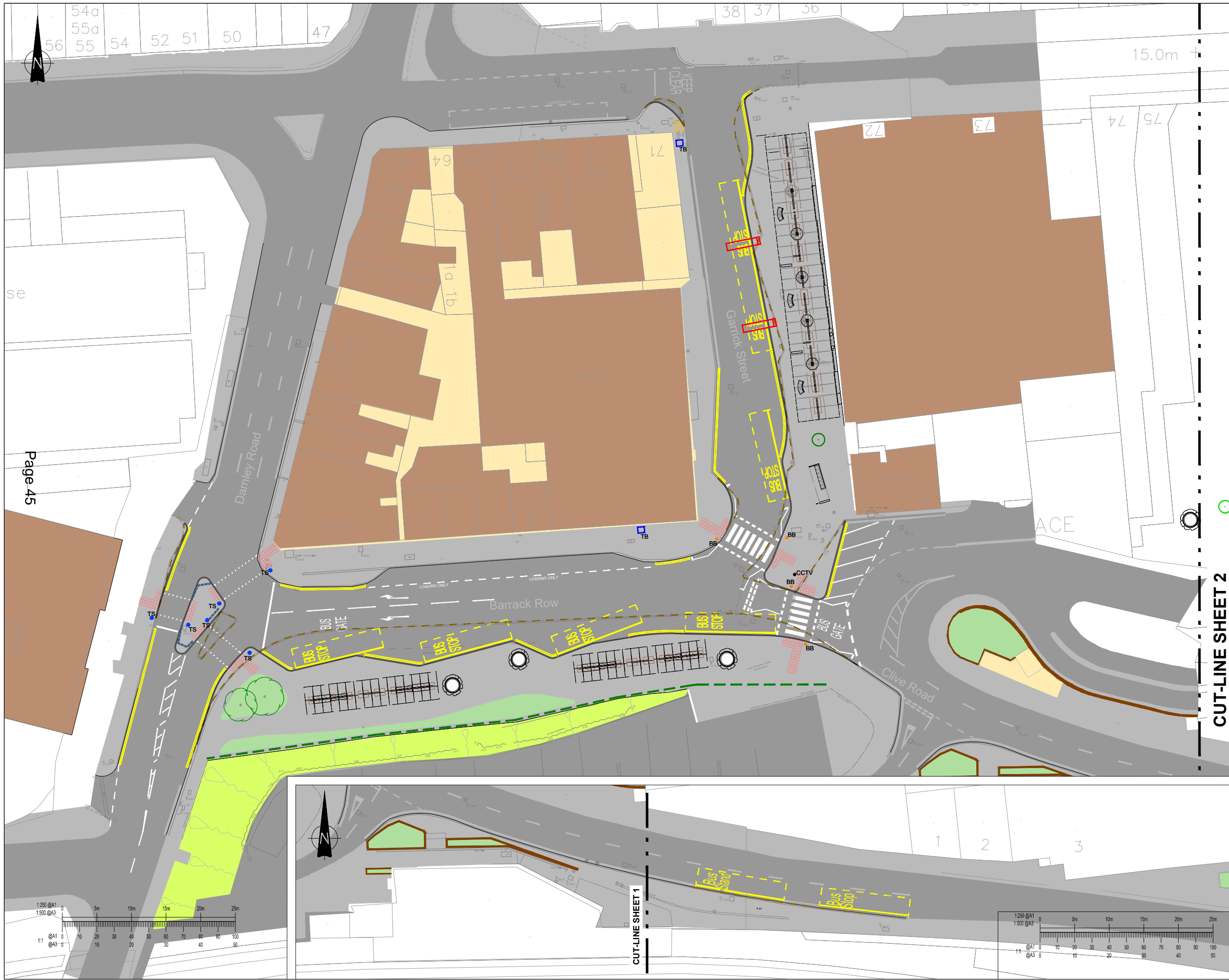
Initially the Gravesend Bus Hub scheme was to deliver a new interchange provision in Barrack Row for local buses using the Local Growth Funding only. The proposed scheme includes Garrick Street and improvements to the existing Fastrack interchange utilising underspend from the completed

Rathmore Road scheme and a contribution from the Fastrack programme. The enlarged scheme will provide additional benefit and overall cost savings by delivering the two elements at one time through a single procurement exercise

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

.....
signed

.....
date



This drawing should not be scaled. Dimensions to be verified on site. Any discrepancies should be referred to the Engineer prior to work being put in hand.

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GENERAL NOTES

Key:

- Footway / Central Island
- Carriageway
- Landscaping
- Original Kerb Alignment
- Embankment
- Building

Kerblines

	Existing Retained	Proposed
Original Kerb Alignment		

- Pedestrian Guardrail
- Proposed Fencing
- Belisha Beacons
- CCTV
- Traffic Signal
- Telephone Box
- Electric Vehicle Charging Point
- Canopy Foundation Plan
- Existing Tree
- Proposed tree in tree pit
- Proposed raised tree planter
- Proposed Canopy

Rev	Date	Description	By
P03	08.06.20	CLIVE ROAD VIEW ADDED, TREE LAYOUT ADDED, & ROAD MARKINGS UPDATED	BS
P02	27.04.20	CANOPY POSITIONS CONFIRMED IN GARRICK STREET AND BARRACK ROW. KERB ALIGNMENT THROUGH GARRICK STREET CONFIRMED.	BS

GRAVESEND BUS HUB

GENERAL ARRANGEMENT SHEET 1

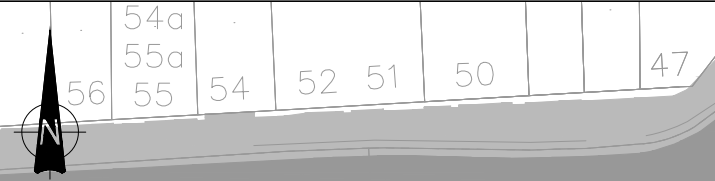


Crown House 2 - 8 Gloucester Road Redhill Surrey RH1 1FH
 01342 893800 F 03333 444 501
 mail@watermangroup.com www.watermangroup.com

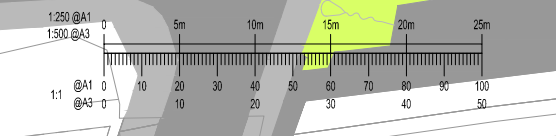
DETAILED DESIGN

Designed By	BS	Checked By	SP	Waterman Ref	WIE15330-100
Drawn By	TB	Date	JAN 19	Scale	1:250@A1 / 1:500@A3

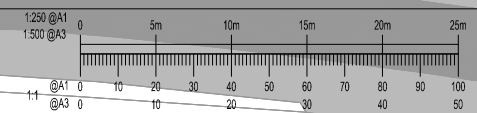
15330-100-WIE-ZZ-XX-DR-C-9000101 P03



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CUT-LINE SHEET 1



CUT-LINE SHEET 2

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KENT COUNTY COUNCIL – RECORD OF DECISION

DECISION TO BE TAKEN BY:

Matthew Balfour, Cabinet Member – Environment and Transport

DECISION NO:

15/00011

For publication or exempt – please state

Subject: Highways & Transportation Schemes Funded through the South East Local Enterprise Partnership.

Decision:

As Cabinet Member for Transport & Environment, I give approval to take 7 Local Growth Fund schemes through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts. These schemes are:

- Tonbridge Town Centre Regeneration Scheme, in drg. No. 4300127/000/11,
- North Deal Transport Improvements, in drg. No. NDTI-1,
- Maidstone Sustainable access to Employment areas, as shown in drg. No. MSAEA-1,
- Sittingbourne Town Centre Regeneration, as shown in drg. No. STCR-1,
- A26 London Rd/Speldhurst Rd/Yew Tree Rd, Tunbridge Wells, in drg. No. KCC/LTP/YTR/001,
- West Kent Local Sustainable Transport Fund and
- Kent Thameside Local Sustainable Transport Fund.

Specifically to:

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

Reason(s) for decision:

Funding for a number of highway and transportation improvement schemes aimed at enabling and supporting *Growth Without Gridlock* has been allocated to Kent County Council, following successful bids to central government via the South East Local Enterprise Partnership (SELEP). Each of the schemes, to be delivered between 2015/16 and 2020/21, represents funding of over £1m in value, hence requiring Cabinet Member approval. Approval is sought to take 7 of these schemes through the next stages of development and delivery including authority to progress statutory approvals and consultation where appropriate, and to enter into funding and construction contracts.

Cabinet Committee recommendations and other consultation:

The Environment & Transport Cabinet committee considered the proposal decision at its meeting on

9 April 2015. Some concern was expressed concerning the Sittingbourne Town Centre Scheme though all Members resolved to endorse the proposal without amendment.

Any alternatives considered:

In 2014 Kent County Council put forward bids for a number of highway and transportation improvement schemes across Kent as part of the *Growth Deal* programme. These schemes were selected where they represented a good rate of return in terms of enabling sustainable economic development through their contribution to adding highway capacity, improving accessibility and tackling congestion. The Local Enterprise Partnership (LEP) then undertook an appraisal to scrutinise the schemes and prioritise them in terms of their value for money comparing all of the submissions across the south east area. The schemes are being developed through local partnerships and options are being considered as part of this process including reports to local Joint Transportation Boards.

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

None

.....
signed



.....
date

15th May 2015

Kent County Council
Equality Analysis / Impact Assessment (EqIA)
for decisions, policies, procedures, projects or services
Growth, Environment and Transport Directorate (GET).

- Please complete this cover sheet, including the Document Control Section, and Part 1 initially.
- Part 1 will inform your decision on whether you need to complete Part 2
- Part 2 will inform your decision on whether you need to complete Part 3

Further guidance is available at http://www.kent.gov.uk/data/assets/pdf_file/0019/11809/Equality-impact-assessment-policy-guidance.pdf

Name of decision, policy, procedure, project or service:

Proposal for a bus hub to be constructed in Barack Row, Gravesend. Scheme to be funded under the Local Growth Fund: Kent Thameside: Integrated Door – to Door Journeys.

Brief description of policy, procedure, project or service

Delivery of a Capital project within the Kent Thameside area funded by LSTF.

Aims and Objectives

Kent Thameside: Integrated Door-to-Door Journeys comprises a package of measures to reduce congestion and improve accessibility through the delivery of a fully integrated sustainable transport network, allowing the user to transfer seamlessly between modes and making sustainable transport a real alternative to the private car. The proposed scheme seeks to improve the layout and facilities for buses in Gravesend by creating a purpose built bus hub in Barack Row. Proposed improvements to create a Bus Hub include concentrating services in one area resulting in a bus waiting area, increased and prioritised pedestrian facilities and more room on the road for bendy buses. It should provide a nicer and safer environment for all users.

Document Control

Revision History

Version	Date	Authors	Comment
V0.1	03/01/2018	Iona Rogulski & Claire Weeks	First Draft
	18/01/2018	Akua Agyepong	Comments for Review
	13/02/2018	Claire Weeks	Second Draft – comments considered
	23/05/2018	Claire Weeks	Third Draft
	15/05/2019	Claire Weeks	Fourth Draft
V1 (this should be assigned to the version the Director signs off)			

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Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature (for paper copy only)	Title	Date of Issue
		Head of Service	
		Director	

Date Document Updated 30/05/2019

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Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

Page 1 Protected Group	Please provide a brief commentary as to your findings			
	High Negative Impact	Medium Negative Impact	Low Negative Impact	High/Medium/Low Favourable Impact
Age		<ul style="list-style-type: none"> Construction will result in temporary closures of footpaths for users, this may result in uneven footway surfaces which could affect young and older pedestrians. Pedestrians and road users may have to find alternative and more lengthy routes to access services (such as hospital, schools, public transport etc.). Noise disruption from the construction works could cause anxiety and confusion for some people. If access to 		<p>HIGH FAVOURABLE</p> <ul style="list-style-type: none"> Public transport is used frequently by older people and young people (particularly to and from school) and improvements to access and facilities will increase confidence in using the service and therefore increase its use for learning, education, leisure and health. Improvements in infrastructure such as improved bus stopping points, pedestrian crossings, dedicated

		<p>services and access to transport is severely disrupted it could affect older people's health and wellbeing as they may stop attending social groups, being active or attending health appointments.</p> <ul style="list-style-type: none"> • Temporary bus stops will be required for the duration of the works and may not be sited in areas with similar pedestrian access. 		<p>interchange infrastructure and wayfinding will significantly improve the user experience, leading to increased use, improved traffic safety, reduced fear of crime and increased confidence to make independent journeys for school, social, recreation and travel to essential services.</p> <ul style="list-style-type: none"> • Safer access for buses, improves safety for users of this travel mode and pedestrians. Clear and organised routes and dedicated waiting/ turning areas help avoid confusion in new areas often experienced by young or older people.
<p>Disability</p> <p>Page 52</p>		<ul style="list-style-type: none"> • Construction will result in temporary closures of footpaths, for road users including pedestrians & cyclists. This may temporarily disrupt access to essential services for disability groups meaning alternative routes may be required. • Construction works can cause major obstructions on key walking routes and unexpected changes to the 'landscape' for blind and partially sighted people. • Construction works can be sprawling and noisy – causing confusion and anxiety for some disabled people. • If access to services and access to transport is disrupted it could affect disabled people's health and wellbeing as they may stop attending social groups, being active or attending 		<p>HIGH FAVOURABLE</p> <ul style="list-style-type: none"> • Disability elements of the Equality Act will be implemented, which will incorporate inclusive facilities accessible to disabled people. • Public Transport is used frequently by disabled people with mild to moderate disabilities and improvements to access and facilities will increase confidence in the service and use for learning, education, leisure and health. • Improved access around the Gravesend Transport Quarter, and specifically the Barack Row Bus Hub, will include improvements to pavements and highway surfaces. • Safer access for buses, improves safety for users of this travel mode

		health appointments.		and pedestrians. Clear and organised routes and dedicated waiting/ turning areas help avoid confusion in new areas often experienced by people with disabilities.
Gender			<ul style="list-style-type: none"> Women may feel unsafe using diversions away from usual walking or cycling routes or waiting in temporary structures or adjacent to construction sites due to fear of crime. 	MEDIUM FAVOURABLE <ul style="list-style-type: none"> Feel safer using public transport interchanges and bus stops – increased confidence when travelling for employment, learning, health and social activities.
Gender identity/ Transgender			<ul style="list-style-type: none"> Transgender people may feel unsafe using diversions away from usual walking or cycling routes or waiting in temporary structures or adjacent to construction sites due to fear of crime. 	MEDIUM FAVOURABLE <ul style="list-style-type: none"> Feel safer using public transport interchanges and bus stops – increased confidence when travelling for employment, learning, health and social activities.
Race			<ul style="list-style-type: none"> Communication barriers could cause confusion and anxiety for different ethnic groups in relation to the construction works. People from different ethnic groups may feel unsafe using diversions away from usual walking or cycling routes or waiting in temporary structures or adjacent to construction sites due to fear of crime. 	MEDIUM FAVOURABLE <ul style="list-style-type: none"> BME groups are frequent user groups of public transport so improvements to this public bus hub will allow BME groups to feel safer and have increased confidence when travelling for employment, learning, health and social activities. Increased confidence will led to increased opportunities for independent travel.
Religion and Belief			<ul style="list-style-type: none"> People with a particular religion or belief may feel unsafe using diversions away from usual walking or cycling routes or waiting in 	MEDIUM FAVOURABLE <ul style="list-style-type: none"> Feel safer using public transport interchanges and bus stops – increased confidence when travelling

			temporary structures or adjacent to construction sites due to fear of crime.	for employment, learning, health and social activities.
Sexual Orientation			<ul style="list-style-type: none"> • People with a partiuclar sexual orientation may feel unsafe using diversions away from usual walking or cycling routes or waiting in temporary structures or adjacent to construction sites due to fear of crime. 	MEDIUM FAVOURABLE <ul style="list-style-type: none"> • Feel safer using public transport interchanges and bus stops – increased confidence when travelling for employment, learning, health and social activities.
Pregnancy and Maternity	Page 54	<ul style="list-style-type: none"> • Pregnant women and new parents may feel unsafe using diversions away from usual walking or cycling routes or waiting in temporary structures or adjacent to construction sites due to fear of crime. • Attendance at health or other essential appointments could be disrupted. • Increased risk of falls and injury during works • Confidence in ability to complete journeys independently could be affected leading to longer term issues with wellbeing and possible depression. 		HIGH FAVOURABLE <ul style="list-style-type: none"> • Feel safer using public transport interchanges and bus stops – increased confidence when travelling for employment, learning, health and social activities.
Marriage and Civil Partnerships		None		None
Carer's Responsibilities		<ul style="list-style-type: none"> • Diversions and major construction works will impact on the success of a client's travel plan if works are not known about in advance. • Construction works and changes to the 		HIGH FAVOURABLE <ul style="list-style-type: none"> • Those people with carer responsibilities who plan for independent travel often rely on clients using public transport. The

		site area could affect planning for independent travel with client groups.		<p>infrastructure improvements and better facilities at this important interchange will make independent travel easier.</p> <ul style="list-style-type: none"> • Improved access will improve ease of use and confidence using the station - facilitating independent travel.
--	--	--	--	--

Part 2 - Full Equality Analysis /Impact Assessment

Brief description of policy, procedure, project or service Context

Kent Thameside: Integrated Door-to-Door Journeys comprises a package of measures to reduce congestion and improve accessibility through the delivery of a fully integrated sustainable transport network, allowing the user to transfer seamlessly between modes and making sustainable transport a real alternative to the private car. The existing FastTrack project has delivered an internationally recognised high frequency Bus Rapid Transit scheme and the package will build upon this success by delivering new vehicles for the service and significant enhancements to interchange facilities across the network. The scheme will ensure that rail; bus, walking and cycling routes are fully integrated to provide a real opportunity for door-to-door journey planning and will also promote the use of the river transport available via the Gravesend to Tilbury Ferry. The proposed transport quarter is a result of a long standing desire from KCC and Gravesham Borough Council to create a bus interchange in Gravesend Town Centre. The vision for the facility is for bus stops to be concentrated in one area, larger pedestrian areas, bus shelters, enhanced seating and bus & train information signage.

Aims and Objectives

Bus users, pedestrians and cyclists, including commuters

Protected groups

Protected groups affected as identified in the initial screening include: Age, Disability, Pregnancy & Maternity and Carer Responsibilities.

Information and Data used to carry out your assessment

The following policies and plans outline the need for the developments and are referred to where relevant throughout this assessment

- KCC – Local Transport Plan
- Growth without Gridlock
- Gravesham Local Development Core Strategy

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Site visits have been carried out after funding applications received and there is ongoing assessment and partnership working with the Gravesham Borough Council.

Who have you involved consulted and engaged with?

Ongoing Activity: Kent County Council holds a monthly working group with Gravesham Borough Council and other Stakeholders

Engagement:

A full consultation will not be completed for the proposed scheme. A previous consultation completed by Gravesham Borough Council in 2009 established support for the principal of a transport quarter that brought together multiple transport modes, including bus, rail and cycle. Therefore to update on the progress on this concept, KCC will use a series of methods to ensure local residents and stakeholders are engaged with the project:

- 1. A letter drop containing information on the proposed scheme will be undertaken to ensure all residents in close vicinity to the proposed scheme are able to access information.*
- 2. An exhibition will be held for a two week period where visual aids will be available to demonstrate the designs*
- 3. One open event will be held to provide people with the opportunity to make further enquiries in relation to the proposed scheme, with KCC officers and designers available.*
- 4. Meeting to be held with Gravesham Access Group where members will be invited to feedback on the proposed scheme.*
- 5. All information about the scheme will be available online and hard copy and there will be the opportunity for feedback to be gathered, either verbally, written or online.*
- 6. All promotional material includes details of how people can contact Kent County Council by email and phone will be provided.*
- 7. All promotional material and scheme information is written in plain English and produce in a Word version for use with audio transcription software.*

Construction works for the proposed bus hub will have a temporary adverse impact on some groups as the usual access and information available will be disrupted. However, with minimal outlay, clear signage, staff training, information distributed determining timescales for work and alternative routes and safer to access essential services, affected people from protected groups can make informed choices.

Therefore the overall impact will affect the movement of people in the protected groups for a short time, with journeys potentially taking longer with diversions and temporary facilities in place. Once construction has been completed there will be a safer and more accessible place for people to wait and board their bus services. This will also enhance the area for pedestrians and by linking the local walking, cycling and rail infrastructure it will encourage greater usage of the public transport network. This will provide an improved experience for leisure and travelling to employment and education.

Analysis

The scheme will promote healthy living and encourage greater use of public transport in the area which may also increase walking and cycling local as the transport infrastructure becomes more linked. This will in turn assist with reducing congestion on the roads and also aid reduction of CO2 emissions. The route will encourage more people locally to cycle to work, school or to access the town centre, train station and the ferry access and improve health and wellbeing in the local area.

Initial Equality & Diversity Screening highlights four protected groups as being particularly affected by the proposed bus hub: Age, Disability, Pregnancy & Maternity and Carer Responsibility. Each protected group falls under Medium Negative Impact but resulting in High Positive Outcomes for the group. The negative impacts generated by the proposed scheme come from the short construction period whereas the positive outcomes identified are longer term benefits for the protected groups. At this point no further investigation or analysis has been undertaken however, the proposed consultation detailed below will engage with national and local groups from the identified protected groups and any feedback received will be noted and this document updated as necessary.

Adverse Impact,

The adverse effects of the proposed bus hub that would have the potential to affect the mobility of vulnerable groups are temporary and although they may disrupt journeys for these groups during the construction period, they should not stop journeys being made entirely as alternative locations and timings will be put in place and advertised. In addition, any adverse impacts are far outweighed by the positive impact on mobility that will be seen once the schemes are completed and in use.

Once the schemes are complete, the adverse effects disappear for the majority of people in the vulnerable groups. The possible adverse effects on people's mental health, including increased anxiety/panic attacks, loneliness, depression and stress, could take longer to disappear, however, the improved environment that the bus hub creates should provide an improved travelling experience that could help recovery times. However, with advance notice and information about the works publicised appropriately, the possible adverse effects can be minimised. The action plan sets out steps to mitigate against the possible temporary impact of the schemes being developed for Kent Thameside LSTF.

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Positive Impact:

The positive impact from this scheme and other schemes implemented under the Kent Thameside business case are wide ranging and will have long lasting effects on every user group in this assessment on some level. The scheme aims is to improve the transport infrastructure in Gravesend and deliver substantial enhancements to not only improving the travel experience for bus users but also linking it to the pedestrian, cycling and rail infrastructure.

The scheme will improve access to sustainable modes of transport for all and as a consequence of this, the opportunities for employment and education for local people increase and the improved transport links will also help some people to work towards goals relating to health, social interaction and recreational activities. In turn this will strengthen communities, improve a sense of wellbeing and open up opportunities to explore more of the local area.

JUDGEMENT

The schemes may have a temporary adverse effect on protected groups during the period of works but this can be easily mitigated against using the actions outlined in the assessment with little or no residual impact. The benefits to the community are long lasting and therefore outweigh the temporary negative aspects identified leaving a positive impact on the whole community and visitors to the area.

Next Steps

Part 3 - Action Plan

Document the range of options and identify the effects of each. Identify the option(s) chosen and document the reasons for this.

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
<ul style="list-style-type: none"> • Age • Disability • Pregnancy and Maternity • Carers Responsibilities 	Changes to highway design and layout	<ul style="list-style-type: none"> • A safety audit will be completed at the design and construction stage. • The design will meet all statutory requirements including the Equality Act 2010, with all good practices in mind. • The design will meet recommended guidance from the Department for Transport, the Kent Design Guide and associated standard details. • The need for the scheme has been identified through consultation and assessment by KCC in partnership with local District development and 	<ul style="list-style-type: none"> • Affected groups have confidence to continue to use facilities, access services and use transport interchanges • Minimal disruption to journeys for affected groups 	<ul style="list-style-type: none"> • Contractor and KCC 	<ul style="list-style-type: none"> • December 2018 	<ul style="list-style-type: none"> •

<ul style="list-style-type: none"> • Age • Disability • Pregnancy and Maternity • Carers Responsibilities 	Risk of injury due to obstructions on the highway or pavement due to ongoing construction works	<p>transport strategies.</p> <ul style="list-style-type: none"> • Risk assessment completed for affected groups • Consider Disability Awareness training offered to staff on site (E Learning) • Construction sites and diversion routes to follow health and safety regulations 	<ul style="list-style-type: none"> • Site staff have better awareness of needs of disabled people • Affected groups can continue to use facilities, access services and use transport interchanges following appropriate diversions 	<ul style="list-style-type: none"> • Site Managers 	<ul style="list-style-type: none"> • March 2019 	<ul style="list-style-type: none"> • None
<ul style="list-style-type: none"> • Age • Disability • Pregnancy and Maternity • Carers Responsibilities 	Older people and disabled people being unable to attend/ access essential appointments/ services/	<ul style="list-style-type: none"> • Access to services and shops kept clear with ramps where required • Mitigation as above regarding advance notice and health and safety requirements on site. 	<ul style="list-style-type: none"> • Site staff have better awareness of needs of disabled people • Affected groups can continue to use facilities, access services and use transport interchanges following appropriate diversions 	<ul style="list-style-type: none"> • Site Managers 	<ul style="list-style-type: none"> • March 2019 	<ul style="list-style-type: none"> • None

Have the actions been included in your business/ service plan?

Yes



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From: **Michael Payne Cabinet Member, Highways and Transport**

Simon Jones, Director of Highways, Transportation & Waste

To: **Environment & Transport Cabinet Committee Meeting – 15th September 2020.**

Subject: **Road Asset Renewal Contract 2021**

Key decision: **Yes**

Classification: **Unrestricted**

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

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

Electoral Division: **All Divisions**

Summary:

The Road Asset Renewal Contract (RARC) is currently delivered by Eurovia and expires on 31st December 2020. A replacement contract will be required to be procured prior to the end date. A Key Decision is required to award the contract/s for this service as the value exceeds £1m.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision to procure and delegate authority to the Corporate Director for Growth, Environment and Transport to award and enter into appropriate contractual arrangements for the provision of Road Asset Renewal Services including any potential extension periods in accordance with the expectations set out in the report and shown at Appendix A..

1. Introduction

- 1.1 The Road Asset Renewal Contract (RARC) is currently delivered by Eurovia and expires on 31st December 2020. Due to a higher level of funding spent through the contract which included unforeseen Brexit works, there is no scope to invoke the extension options detailed as the OJEU thresholds will be breached.
- 1.2 A new contract will be required to be procured prior to 1st January 2021. This contract will allow for the prescribed works and services to be delivered for an initial 24-month period with potential extensions.

- 1.3 Under section 41 of the Highways Act 1980, as the local Highway Authority, the Council has a legal duty to maintain its respective sections of the highway network. This duty includes responsibility for maintaining, managing and, where necessary, improving sections of the network. These services need to be commissioned externally to ensure the Council meets its statutory obligations and that service continuity is ensured.
- 1.4 To effectively maintain our roads, footways and cycle tracks we undertake the delivery of renewal works to replace deteriorated areas which have reached the end of their useful life and preservation works to prolong the life of areas which are starting to deteriorate.
- 1.5 The scope of work at each site varies but will include the following:
- cold milling of the top layers of the road structure and repaving with an asphalt surface and/or binder course
 - adjustments to covers and replacement of road markings and road studs where required.
 - replacement of the traffic loops.
 - road closures and night-time working with working restrictions in place with defined times.

2. Procurement Strategy

- 2.1 Market engagement was conducted in May and identified a number of risks to be considered:
- Contract structure
 - Productivity
 - Performance management
 - Supply chain
- 2.2 KCC is committed to achieving net zero carbon emissions within the next decade and this will be a key focus of this contract, as we look to measure and benchmark accurate carbon emission baselines and explore ways that we can reduce and eliminate these.
- 2.3 The services consist of multiple sites. There will be several phases of work throughout the contract period, with routine work carried out between January and November each year. The initial phases are planned as follows, subject to weather conditions:
- Phase 1 – January to March 2021
 - Phase 2 – April to November 2021
 - Phase 3 – January to March 2022
 - Phase 4 – April to November 2022
- 2.4 The contract will commence on 1st January 2021 and will continue for a period of 24 months. Extension periods totalling no more than 24 months may be offered to the successful Contractor.

2.5 The Selection Questionnaire stage has been completed and those companies that passed the minimum threshold have been sent the invitation to tender (ITT). The procurement timetable is as follows:

- ITT dispatch – Friday 4th September 2020
- ITT return – Friday 9th October 2020
- Post tender negotiation stage – w/c 27th October 2020
- Final ITT Submission – Friday 13th November 2020
- Governance approval – w/c 16th November 2020
- Issue award letters – Friday 20th November 2020
- Contract award – Tuesday 1st December 2020
- Contract commencement date – Monday 4th January 2020

3. Financial Implications

3.1 It is not expected that any new procurement and delivery model will present a significant price increase. A competitive procurement process will appoint the best value contractor from the tenders submitted.

3.2 There have been significant increases in the Authority's budget in recent years to try and address some of the deterioration of the road network. It is estimated that spend on road renewals for 2021 will be in the region of £30m should capital budgets not change.

4. Legal implications

4.1 Under section 41 of the Highways Act 1980, as the local Highway Authority, the Council has a legal duty to maintain its respective sections of the highway network. This duty includes responsibility for maintaining, managing and, where necessary, improving sections of the network. These services need to be commissioned externally to ensure the Council meets its statutory obligations and that service continuity is ensured.

4.2 The award of any contracts will be in full compliance with all relevant procurement regulation.

5. Equalities and Data Protection Implications

5.1 An Equalities Impact Assessment has been carried out and no implications have been identified at this early stage. This will be continually reviewed as the programme continues and has been attached in Appendix B.

5.2 The initial screening identified that a Data Projection Impact Assessment will not be necessary as no personal data is collected for this commission.

6. Policy Framework

6.1 This commission is detailed within the following plans:

- Growth Environment and Transport Directorate Business Plan 20/21
- Highways, Transport and Waste Service Level Business Plan 20/21

7. Other corporate implications

7.1 The decision to award contracts for these services has no significant impact in other areas of the Council's work.

8. Conclusions

8.1 The current contract with Eurovia ends on the 31st December 2020. A replacement contract is required to be commissioned for 2021.

8.2 A replacement contract will be awarded in December 2020 in line with the timetable detailed in 2.4.

9. Recommendation

9.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision to procure and delegate authority to the Corporate Director for Growth, Environment and Transport to award and enter into appropriate contractual arrangements for the provision of Road Asset Renewal services including any potential extension periods in accordance with the expectations set out in the report and as shown at Appendix A.

10. Background Documents

Appendix A – Record of Decision

Appendix B – Equalities Impact Assessment

11. Contact details

Report Author: Robert Clark Contract and Commissioning Support Manager 03000 415951 Robert.Clark@kent.gov.uk	Relevant Director: Simon Jones Director of Highways, Transportation & Waste 03000 411683 Simon.Jones@kent.gov.uk
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Appendix A

Kent County Council – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Michael Payne

Cabinet Member for Highways and Transport

DECISION NO:

20/00078

For publication

Key decision: YES

•

Subject Matter / Title of Decision: **Road Asset Renewal Contract 2021**

Decision:

As Cabinet Member for Highways and Transport I agree to procure and delegate authority to the Corporate Director for Growth, Environment and Transport to award and enter into appropriate contractual arrangements for the provision of Road Asset Renewal Services including any potential extension periods in accordance with the expectations set out in the report,

Reason(s) for decision:

Under section 41 of the Highways Act 1980, as the local Highway Authority, the Council has a legal duty to maintain its respective sections of the highway network This duty includes responsibility for maintaining, managing and, where necessary, improving sections of the network.

The Road Asset Renewal Contract (RARC) expires on 31st December 2020. Due to a higher level of funding spent through the contract which included unforeseen Brexit works, there is no scope to invoke the extension options detailed as the OJEU thresholds will be breached. A new contract will be required to be procured prior to 1st January 2021.

Cabinet Committee recommendations and other consultation:

The proposal will be considered by Members of the Environment and Transport Cabinet Committee at their meeting on 15 September 2020.

Any alternatives considered and rejected:

- Extend the current contract however due to a higher level of funding spent through the contract including unforeseen Brexit works there is no scope to invoke the extension options as the OJEU thresholds will be breached

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

.....
signed

.....
date

KCC – Highways Transportation and Waste (HTW).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service:

Road Asset Renewal Contract 2021

Brief description of policy, procedure, project or service

To effectively maintain our roads, footways and cycle tracks we undertake the delivery of renewal works to replace deteriorated areas which have reached the end of their useful life and preservation works to prolong the life of areas which are starting to deteriorate. Since 2018 these works have been delivered by Eurovia, but due to additional funding granted to facilitate Brexit, spend through the contract has reached its upper limit and a new contract needs to be procured.

Almost all of our road renewal works will be commissioned through this specialised Road Asset Renewal Contract. There have been significant increases in the Authority's budget in recent years to try and address some of the deterioration of the road network. It is estimated that spend on road renewals for 2021 will be in the region of £30m.

Aims and Objectives

HTW staff are committed to understanding our customers' needs, to help us commission services that build sustainable communities for tomorrow. Throughout the procurement of the Road Asset Renewal Contract the team will be mindful of HTW outcomes:

1. Fewer people killed or seriously injured on Kent's roads.
2. Customer satisfaction by providing 'the right services in the right way for the right people'
3. Cost effective statutory and discretionary services by commissioning well and being commercially astute.
4. Growth and economic prosperity through an efficient highway and transport infrastructure.

Date Document Updated September 2020

1

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5. People can travel safely, efficiently and pleasantly to employment, education, social and cultural opportunities.
6. Maximise inward investment into Kent.
7. Retaining a motivated workforce with high levels of job satisfaction.

The overall aim of the procurement is to guarantee service delivery and continue to meet KCC's obligations as the Highway Authority with sound grounding in asset management principals.

HTW delivers services that are used by most, if not all, residents in Kent and those who travel through it. Our primary focus is to ensure everyone can travel as safely as possible on our highway network.

The intended beneficiaries are the travelling public in Kent such as residents, communities and businesses, now and in the future as the highway infrastructure is maintained to a safe standard and improved wherever possible.

JUDGEMENT

Our findings are that there are no Protected Characteristics that will be impacted upon either positively or negatively as a consequence of the proposed procurement.

There is **no major change** or type/volume to the services being delivered to the public, and therefore no interaction is needed at this stage.

If services within the contract change their policy or if projects directly affect Kent residents (e.g. large-scale or long-term resurfacing schemes), individual associated EqIAs will be carried out by the responsible manager.

Option 1 – Screening Sufficient **YES**

Following this initial screening our judgement is that no further action is required.

Justification: By completing this EqIA we believe that no adverse impact has been identified that requires further analysis, consultation and action during the ‘Analyse’ and ‘Plan’ phase of the project.

Option 2 – Internal Action Required **NO**

Option 3 – Full Impact Assessment **NO**

I have found the Adverse Equality Impact Rating to be **Low**

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	03/09/2020	Milly Massy	This EqIA relates to the RARC 2021 project
V0.2	07/09/2020	Robert Clark	Reviewing the EqIA to approve before sign off
V1	07/09/2020		Sent for Andrew Loosemore and Simon Jones approval

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
Andrew Loosemore		Head of Highway Asset Management	07/09/2020
Simon Jones		Director of Highway, Transportation and Waste	07/09/2020

Part 1 - Screening

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

No internal action required. Findings shows that no adverse impacts have been identified for customers at this stage of the project. However, some options listed under the 'aims and objectives' section could result in a reduction in service provision due to potential price increases. This has been identified on the project risk register and will be reviewed throughout the programme. Any decision on day to day management of works or policies is outside of the scope of these works, as the programme is only facilitating contractual mechanisms to commission work.

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Protected Group	You <i>MUST</i> provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age			None	None
Disability			None	None
Sex			None	None
Gender identity/ Transgender			None	None
Race			None	None

Date Document Updated September 2020

5

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Religion and Belief			None	None
Sexual Orientation			None	None
Pregnancy and Maternity			None	None
Marriage and Civil Partnerships			None	None
Carer's Responsibilities			None	None

Part 2 - Full Equality Analysis /Impact Assessment

Not Applicable

Part 3 - Action Plan

Not Applicable

From: Michael Payne Cabinet Member, Highways and Transport
Barbara Cooper, Corporate Director, Highways, Transport and Waste

To: Environment & Transport Cabinet Committee – 15 September 2020.

Subject: Procurement and award of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges

Key decision: Yes

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: Those in the district/boroughs of Canterbury, Dartford, Gravesham, Maidstone, Thanet, Tonbridge and Malling, Tunbridge Wells, Sevenoaks, Swale.

Summary: The Highway Urban Grass, Shrubs, Hedges Maintenance Contract (UGSHC) is currently delivered by Commercial Services Trading Limited (Trading as Landscape Services) and expires in December 2020 . A replacement contract will be required to be procured prior to the end date. This contract delivered landscape maintenance across the highway for an initial 60-month period with potential extensions. A Key Decision is required to award the contract/s for this service as the value exceeds £1m.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision to procure and delegate authority to the Corporate Director for Growth, Environment and Transport to award and enter into appropriate contractual arrangements for the provision of Urban Grass, Shrubs, Hedges and Rose Bed Maintenance services including any potential extension periods in accordance with the proposals set out in the report and as shown at Appendix A.

1. Introduction

1.1 The Urban Grass, Shrubs, Hedges and Rose Bed Maintenance Contract (UGSHRMC) is currently delivered by Commercial Services Trading Limited (Trading as Landscape Services) and expires on the 30th December 2020. A new contract will be required to be procured prior to the end date. This contract will allow for the prescribed services to be delivered for an initial 60-month period with potential extensions. The extension period will be up to an additional 36 months.

The Council has a legal duty to keep roads and pavements clear of vegetation for the safe passage of highway users. The main service areas comprise of urban grass, shrub and hedge cutting to contribute to visual amenity.

1.2 The main activities required under this contract comprise:

- Six Programmed Urban Grass Cutting visits
- One Shrub bed maintenance visit
- One Hedge maintenance visit
- Conservation Verge and Wildflower programmed maintenance visits
- Other programmed activities

1.3 Due to the pandemic and other reasons, the replacement contract is due to start on the 1st February 2021 to allow sufficient mobilisation period for the incoming contractors. During the pandemic there have been challenges to deliver this service.

2. Procurement Strategy

2.1 Market engagement was conducted in May 2020 and identified a number of risks to be considered:

- Contract structure
- Productivity
- Performance management
- Supply chain

2.2 To ensure resilience within the contracts it is proposed to award two separate contracts within the east and west of the county. The following lots are being sought:

- **Lot 1 (West)** – Dartford, Gravesham, Sevenoaks, Tonbridge & Malling and Tunbridge Wells
- **Lot 2 (East)** – Maidstone, Swale, Canterbury and Thanet

2.3 To minimise the potential impact of unaffordable costs in commissioning two lots, there is a caveat to award both contracts to one contractor if the prices exceed a set threshold.

2.4 The Selection Questionnaire stage has been completed and those companies that passed the minimum threshold have been sent the invitation to tender (ITT). The procurement timetable is as follows:

- ITT dispatch – Friday 28th August 2020
- ITT return – Friday 2nd October 2020
- Post tender negotiation stage – w/c 20th October 2020
- Final ITT Submission – Friday 6th November 2020
- Governance approval – w/c 16th November 2020
- Issue award letters – Friday 20th November 2020
- Contract award – Tuesday 1st December 2020
- Mobilisation period – 1st December 2020 – 31st January 2021

- Contract commencement date – Monday 1st February 2020

3. Financial Implications

- 3.1 It is expected that any new procurement and delivery model will present a price increase which reflects changes in market prices since the contract was let in 2018. A competitive procurement process will appoint the best value contractor from the tenders submitted. There has been an uplift included in the MTFP budget.

4. Legal implications

- 4.1 The Council has a legal duty to keep roads and pavements clear of vegetation for safe passage of highway users. The award of any contracts will be in full compliance with all relevant procurement regulation.

5. Equalities and Data Protection Implications

- 5.1 An Equalities Impact Assessment has been carried out and no implications have been identified at this early stage. This will be continually reviewed as the programme continues and has been attached in Appendix B.
- 5.2 Prior to the previous contract, an Equalities Impact Assessment was completed for service reduction from 8 to 6 cuts per year. No changes have been proposed for the current service provision and will continue as detailed in 1.2.
- 5.3 The initial screening identified that a Data Projection Impact Assessment will not be necessary as no personal data is collected for this commission.

6. Policy Framework

- 6.1 This commission is detailed within the following plans:
- Growth Environment and Transport Directorate Business Plan 20/21
 - Highways, Transport and Waste Service Level Business Plan 20/21

7. Conclusions

- 7.1 The current contract with Commercial Services Trading Limited ends on the 31st December 2020. A replacement contract is required to be commissioned for 2021.
- 7.2 A replacement contract will be awarded in December 2020 in line with the timetable detailed in 2.4.

8. Recommendation

- 8.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision to procure and delegate authority to the Corporate Director for Growth, Environment and Transport to award and enter into appropriate contractual arrangements for the provision of Urban Grass, Shrubs, Hedges

and Rose Bed Maintenance services including any potential extension periods in accordance with the expectations set out in the report and as shown at Appendix A.

10. Background Documents

Appendix A – Record of Decision

Appendix B – Equalities Impact Assessment

11. Contact details

Report Author: Robert Clark Contract and Commissioning Support Manager 03000 415951 Robert.Clark@kent.gov.uk	Relevant Director: Simon Jones Director of Highways, Transportation & Waste 03000 411683 Simon.Jones@kent.gov.uk
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Appendix A

Kent County Council – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Michael Payne

Cabinet Member for Highways and Transport

DECISION NO:

20/00081

For publication

Key decision: YES

-

Subject Matter / Title of Decision: Procurement and award of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges

Decision:

As Cabinet Member for Highways and Transport I agree to procure and delegate authority to the Corporate Director for Growth, Environment and Transport to award and enter into appropriate contractual arrangements for the provision of Urban Grass, Shrubs, Hedges and Rose Bed Maintenance services including any potential extension periods in accordance with the expectations set out in the report

Reason(s) for decision:

The Council has a legal duty to keep roads and pavements clear of vegetation for safe passage of highway users. The main service areas comprise of urban grass, shrub and hedge cutting to contribute to visual amenity.

The Urban Grass, Shrubs, Hedges and Rose Bed Maintenance Contract (and expires on the 30th December 2020 and therefore a new contract will be required to be procured prior to the end date.

Cabinet Committee recommendations and other consultation:

The proposal will be considered by Members of the Environment and Transport Cabinet Committee at their meeting on 15 September 2020.

Any alternatives considered and rejected:

- None – legal requirement

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

.....
signed

.....
date

KCC – Highways Transportation and Waste (HTW).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service:

Soft Landscape Urban Grass, Shrubs, Hedges and Rose Bed Maintenance Contract

Brief description of policy, procedure, project or service

The Urban Grass, Shrubs, Hedges and Rose Bed Maintenance Contract (UGSHRMC) is currently delivered by Commercial Services Trading Limited (Trading as Landscape Services) and expires on the 30th December 2020. A replacement contract will be sought prior to the end date. This contract will allow for the prescribed services to be delivered for an initial 60-month period with potential extensions.

The Council has a legal duty to keep roads and pavements clear of vegetation for the safe passage of highway users. The main service areas comprise of urban grass, shrub and hedge cutting to contribute to visual amenity. The main activities required under this contract comprise:

- Six Programmed Urban Grass Cutting visits
- One Shrub bed maintenance visit
- One Hedge maintenance visit
- Conservation Verge and Wildflower programmed maintenance visits
- Other programmed activities

Aims and Objectives

HTW staff are committed to understanding our customers' needs, to help us commission services that build sustainable communities for tomorrow. Throughout the procurement of this contract the team will be mindful of HTW outcomes:

1. Fewer people killed or seriously injured on Kent's roads.
2. Customer satisfaction by providing 'the right services in the right way for the right people'
3. Cost effective statutory and discretionary services by commissioning well and being commercially astute.
4. Growth and economic prosperity through an efficient highway and transport infrastructure.
5. People can travel safely, efficiently and pleasantly to employment, education, social and cultural opportunities.
6. Maximise inward investment into Kent.
7. Retaining a motivated workforce with high levels of job satisfaction.

The overall aim of the procurement is to guarantee service delivery and continue to meet KCC's obligations as the Highway Authority with sound grounding in asset management principals.

HTW delivers services that are used by most, if not all, residents in Kent and those who travel through it. Our primary focus is to ensure everyone can travel as safely as possible on our highway network.

The intended beneficiaries are the travelling public in Kent such as residents, communities and businesses, now and in the future as the highway infrastructure is maintained to a safe standard and improved wherever possible.

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	03/09/2020	Milly Massy	This EqIA relates to the UGSHRMC project
V0.2	07/09/2020	Robert Clark	Reviewing the EqIA to approve before sign off
V1	07/09/2020		Sent for Andrew Loosemore and Simon Jones approval

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
Andrew Loosemore		Head of Highway Asset Management	07/09/2020
Simon Jones		Director of Highway, Transportation and Waste	07/09/2020

Part 1 - Screening

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

No internal action required. Findings shows that no adverse impacts have been identified for customers at this stage of the project. However, some options listed under the 'aims and objectives' section could result in a reduction in service provision due to potential price increases. This has been identified on the project risk register and will be reviewed throughout the programme. Any decision on day to day management of works or policies is outside of the scope of these works, as the programme is only facilitating contractual mechanisms to commission work.

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Protected Group	You <i>MUST</i> provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age			None	None
Disability			None	None
Sex			None	None
Gender identity/ Transgender			None	None
Race			None	None

Religion and Belief			None	None
Sexual Orientation			None	None
Pregnancy and Maternity			None	None
Marriage and Civil Partnerships			None	None
Carer's Responsibilities			None	None

Part 2 - Full Equality Analysis /Impact Assessment

Not Applicable

Part 3 - Action Plan

Not Applicable

From: **Michael Payne - Cabinet Member for Highways and Transport**

Barbara Cooper - Corporate Director of Growth, Environment & Transport

To: **Environment & Transport Cabinet Committee – 15 September 2020**

Decision No: 20/00082

Subject: **Ebbsfleet Development Corporation Funded Programme – Green Corridors Programme Phase 3**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Swanscombe and Greenhithe, Northfleet & Gravesend West, Dartford Rural and Gravesham Rural

Summary: Ebbsfleet Development Corporation (EDC) is providing KCC with a grant of £7.4m between 2020/21 and 2022/23 to manage and deliver the Green Corridors Phase 3 Programme.

The principle behind the Green Corridors project is to aid the creation of a walking and cycling culture to improve public realm, the quality of life for residents and resident satisfaction, whilst making routes safer to use, more appealing and less polluted by traffic. It aims to connect developments around Ebbsfleet Garden City by implementing usable walking and cycling infrastructure within a fully connected network.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways & Transport to give approval for KCC to accept the capital grant from Ebbsfleet Development Company and to take the Green Corridors Phase 3 Programme through the next stages of development and delivery as indicated on the proposed decision sheet attached at Appendix A and specifically for

- i. Approval to enter into a funding agreement with EDC subject to the approval of the Corporate Director of Finance, Corporate & Strategic Services;
- ii. Approval for KCC to appoint a Project Manager to deliver the programme;

- iii) Approval to undertake the design and surveys for the project. This work will be undertaken by appointing a consultant through the KCC professional Services Framework Contract;
- iv. Approval to progress all statutory approvals or consents required for the schemes, including transfer of land and rights;
- v. Approval to carry out any additional consultation required for the schemes;
- vi. Approval to enter into construction contracts as necessary for the delivery of the schemes;
- vii. Approval for any further decisions required to allow the schemes to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

1. Introduction

- 1.1 Ebbsfleet Development Corporation (EDC) is providing KCC with a grant of £7.4m between 2020/21 and 2022/23 to manage and deliver the Green Corridors Phase 3 Programme.
- 1.2 The principle behind the Green Corridors project is to aid the creation of a walking and cycling culture to improve public realm, the quality of life for residents and resident satisfaction, whilst making routes safer to use, more appealing and less polluted by traffic. It aims to connect developments around Ebbsfleet Garden City by implementing usable walking and cycling infrastructure within a fully connected network.
- 1.3 Phase 3 of the initiative will provide a combination of new routes to connect developments with destinations and improvements to existing routes. The programme will provide up to 20 small scale improvements and 2 large scale improvements to existing routes alongside up to 6 new routes.
- 1.4 Through KCC managing and delivering this programme of works, there are further opportunities to shape the routes which are progressed; in particular linking with potential initiatives being delivered through the Emergency Active Travel fund as well as Local Growth Fund schemes which have already been delivered.

2. Financial Implications

- 2.1 The Green Corridors programme is fully externally funded by EDC. EDC will provide a capital grant of £7.4m to KCC between 2020/21 and 2022/23 which will be used to deliver the programme of walking and cycling improvements around Ebbsfleet Garden City.

2.2 KCC Officer time required for the delivery of the programme will be capitalised and met from the project funding; so there will no revenue costs to KCC in delivering this project.

3. Policy Framework

3.1 The scheme contributes towards Strategic Outcome 2 “Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life”.

3.2 The provision of safe and attractive walking and cycling routes, linking new developments with key destinations, gives Kent’s residents options for travel, improving access to employment, education, health care and local amenities without relying on the private car. This programme aims to improve health and wellbeing, reduce levels of congestion and improve air quality.

4. The Report

4.1 The principle behind the Green Corridors project is to aid the creation of a walking and cycling culture to improve public realm, the quality of life for residents and resident satisfaction, whilst making routes safer to use, more appealing and less polluted from traffic. It aims to connect developments around Ebbsfleet Garden City by implementing usable walking and cycling infrastructure within a fully connected network.

4.2 EDC has considered options for the routes to be investigated as part of the Green Corridors programme. The long list of routes comprised all the missing walking and cycling links needed to connect the planned new developments with existing destinations. This list was reduced to a shortlist by removing all links which are expected to come forward through developer contributions. The short list is attached at appendix B.

4.3 EDC also considered options for delivery which included EDC funding and directly delivering the schemes or EDC fund KCC to deliver as the Highway Authority utilising approved highway contractors.

4.4 EDC’s preferred delivery method is that KCC deliver the programme as the Highway Authority. This delivery method also has benefits for KCC by allowing KCC to influence the routes which are taken forward.

4.5 EDC as the programme promoter and funder will produce an EQIA and this will be made available to KCC prior to the grant agreement letter being signed.

5. Conclusions

5.1 The Green Corridors Programme is fully externally funded by EDC and the extent of the works delivered is scalable dependent on the level of funding available. No KCC funding will be used to deliver the schemes and officer time will be capitalised against the grant provided by EDC.

5.2 EDC's preferred delivery method is that KCC deliver the programme as the Highway Authority. This delivery method also has benefits for KCC by allowing KCC to influence the routes which are taken forward to link with other initiatives and schemes already delivered as well as ensuring that the schemes are installed in line with our Asset Management Plan.

6. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways & Transport to give approval for KCC to accept the capital grant from Ebbsfleet Development Company and to take the Green Corridors Phase 3 Programme through the next stages of development and delivery as indicated on the proposed decision sheet attached at Appendix A and specifically for:

- i. Approval to enter into a funding agreement with EDC subject to the approval of the Corporate Director Finance, Corporate & Strategic Services;
- ii. Approval for KCC to appoint a Project Manager to deliver the programme;
- iii) Approval to undertake the design and surveys for the project. This work will be undertaken by appointing a consultant through the KCC professional Services Framework Contract;
- iv. Approval to progress all statutory approvals or consents required for the schemes, including transfer of land and rights;
- v. Approval to carry out any additional consultation required for the schemes;
- vi. Approval to enter into construction contracts as necessary for the delivery of the schemes;
- vii. Approval for any further decisions required to allow the schemes to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

7. Background Documents

Appendix A – Proposed record of decision
Appendix B – Routes List
Appendix C - Equalities Impact Assessment

8. Contact details

Report Author

- Tim Read - Head of Transportation, Highways, Transportation & Waste

- Telephone number - 03000 410236
- Email address - tim.read@kent.gov.uk

Relevant Director:

- Simon Jones - Director of Highways, Transportation and Waste
- Telephone number - 03000 411683
- Email address - Simon.Jones@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY

Michael Payne

Cabinet Member for Highways and Transport

DECISION NO:

20/00082

For publication

Key decision*

Yes

Subject: Ebbsfleet Development Corporation Funded Programme – Green Corridors Programme Phase 3

Decision:

As Cabinet Member for Highways and Transport I agree to to give approval for KCC to accept the capital grant from Ebbsfleet Development Company and to take the Green Corridors Phase 3 Programme through the next stages of development and delivery as indicated on the proposed decision sheet attached at Appendix A and specifically for

- i. Approval to enter into a funding agreement with EDC subject to the approval of the Corporate Director of Finance, Corporate & Strategic Services;
- ii. Approval for KCC to appoint a Project Manager to deliver the programme;
- iii. Approval to undertake the design and surveys for the project. This work will be undertaken by appointing a consultant through the KCC professional Services Framework Contract;
- iv. Approval to progress all statutory approvals or consents required for the schemes, including transfer of land and rights;
- v. Approval to carry out any additional consultation required for the schemes;
- vi. Approval to enter into construction contracts as necessary for the delivery of the schemes;
- vii. Approval for any further decisions required to allow the schemes to proceed through to delivery to be taken by the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

Reason(s) for decision:

Ebbsfleet Development Corporation (EDC) is providing KCC with a grant of £7.4m between 2020/21 and 2022/23 to manage and deliver the Green Corridors Phase 3 Programme. The purpose of the Green Corridors project is to aid the creation of a walking and cycling culture to improve public realm, the quality of life for residents and resident satisfaction, whilst making routes safer to use, more appealing and less polluted by traffic. It aims to connect developments around Ebbsfleet Garden City by implementing usable walking and cycling infrastructure within a fully connected network. Through KCC managing and delivering this programme of works, there are further opportunities to shape the routes which are progressed; in particular linking with potential initiatives being delivered through the Emergency Active Travel fund as well as Local Growth Fund schemes which have already been delivered.

Cabinet Committee recommendations and other consultation:

EDC has considered options for the routes to be investigated as part of the Green Corridors programme. The long list of routes comprised all the missing walking and cycling links needed to connect the planned new developments with existing destinations. This list was reduced to a shortlist by removing all links which are expected to come forward through developer contributions

their meeting on 15 September 2020.

Any alternatives considered:

1. EDC to fund and deliver.
2. EDC to fund and KCC to deliver. This is the preferred option. This option also has benefits for KCC by allowing KCC to influence the routes which are taken forward.

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

.....
.....

signed

.....
.....

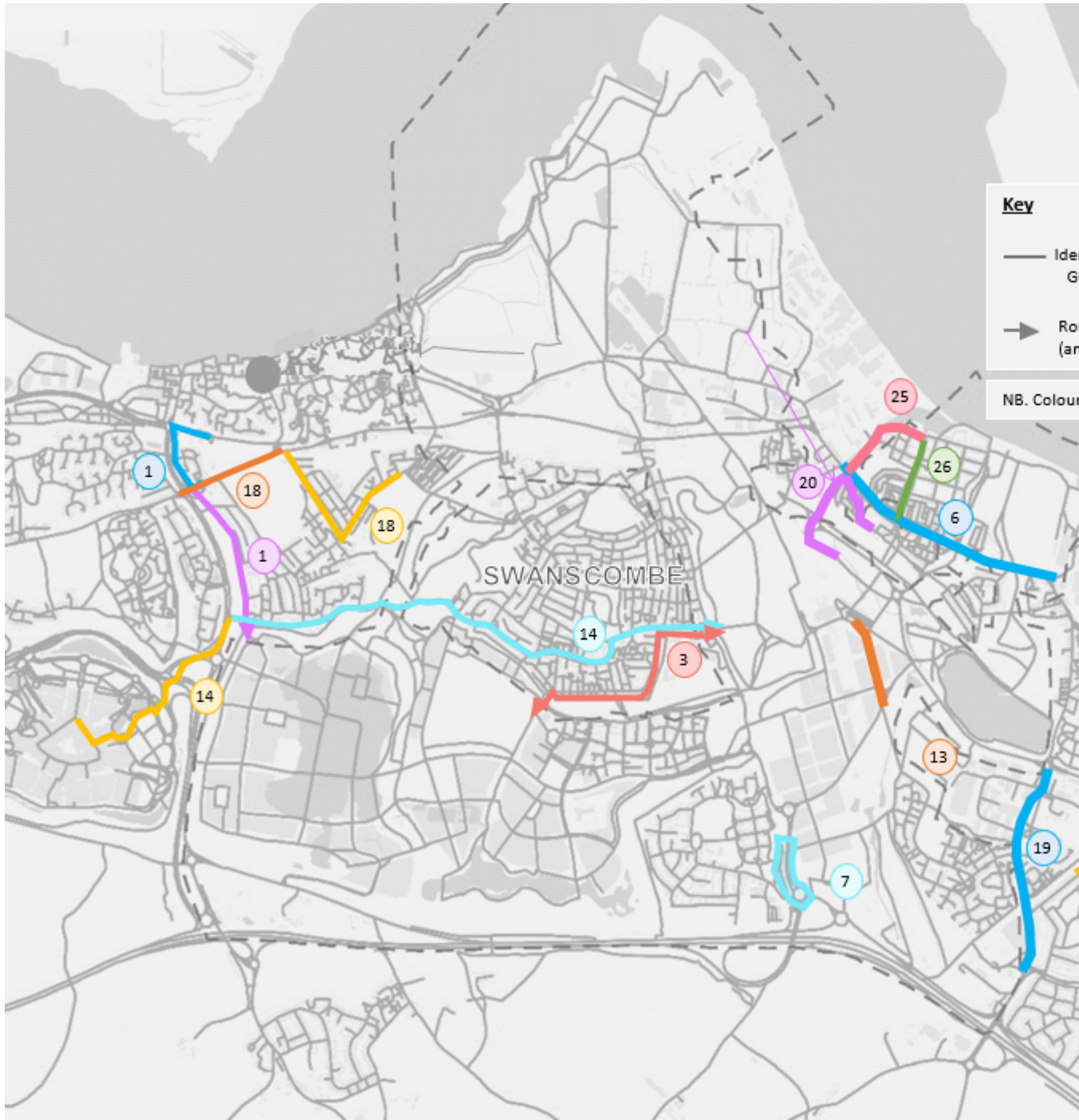
date

Name:

Appendix B: Green Corridors: Short list of routes

- Route 1a – Bean Road/Alkerden Lane Junction to London Road
- Route 1b – London Road to Greenhithe Station
- Route 3 – Leonard Ave to Stanhope/Swanscombe Street Junction
- Route 6 – Northfleet High Street
- Route 7 – Ebbsfleet Green to Springhead
- Route 12 – Roman Road (NCN177) to Waterdales
- Route 13b – International Way
- Route 14a – Bluewater to Swanscombe
- Route 14b – B225 to Swanscombe Road
- Route 18b – Knockhall Road to London Road
- Route 18c – London Road to B255 and London Road Junction
- Route 19 – Springfield Road
- Route 20 – Ebbsfleet International to Northfleet Station
- Route 25 – Grove Road
- Route 26 – College Road

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KCC – Highways Transportation and Waste (HTW).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service:

Green Corridors 3

Brief description of policy, procedure, project or service

The Green Corridors 3 project aims to enhance the quality, accessibility and connectivity of pedestrian and cycle routes within Ebbsfleet Garden City.

Up to 20 small-scale improvements and 2 large-scale improvements to existing footways and or cycleways and the creation of up to 6 new ones, with an anticipated overall cost of approximately £7.4m (made up of, Design fees, Risk, Construction costs and Additional Fees such as traffic management and surveys).

Aims and Objectives

Currently the Garden City has excellent regional and international connectivity, but on a local level, new villages and communities of the Garden City are segregated by the lack of walking and cycling infrastructure connecting them. Many areas of Ebbsfleet Garden City are still disjointed and lacks a comprehensive network of local transport connections which are required to ensure the area grows sustainably. This lack of connectivity acts as a barrier to movement, particularly for pedestrians and cyclists who already live within the Garden City.

The principle behind the Green Corridors project is to aid the creation of a mass walking and cycling culture which produces net gains in public realm, improvements to the quality of life for residents and improved resident satisfaction, whilst making routes more safe to use, appealing and less polluted from traffic. This program of works will work alongside other EDC projects, such as Active Travel, Wayfinding and Cycle Hubs, with the aim of connecting developments to usable walking and cycling infrastructure within a full connected network.

Date Document Updated 07/09/2020

1

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This project will fill in some of the remaining gaps of the network following from two previous phases of green corridors. With Springhead bridge, dedicated cycle routes, Springhead Park and Ebbsfleet Green housing developments all aiming to be nearing full occupation in the next 2 years there is a need to link all these developments with connections of appropriate quality. This project will contribute further to the EDC's 40% sustainable transport mode share target and lead to better journey quality and most notably improved health, as a result of active travel.

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected Groups. If any negative impacts can be justified, please clearly explain why.

- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken

I have found the Adverse Equality Impact Rating to be **Low**

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	02/09/2020	Peter Smith (EDC)	
V1 (this should be assigned to the version the Director signs off)			

Page 105

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
		Head of Service	
		Director	

Date Document Updated 07/09/2020

3

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Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

Protected Group	You MUST provide a brief commentary as to your findings, or this EqlA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age	none	none	none	Low favourable impact by improving connectivity throughout the area.
Disability	none	none	none	Medium favourable impact due to enhanced pedestrian facilities
Sex	none	none	none	none
Gender identity/ Transgender	none	none	none	none

Race	none	none	none	none
Religion and Belief	none	none	none	none
Sexual Orientation	none	none	none	none
Pregnancy and Maternity	none	none	none	Low positive impact due to improved connectivity to facilities and through improved pedestrian routes
Marriage and Civil Partnerships	none	none	none	none
Carer's Responsibilities	none	none	none	Low positive impact due to improved connectivity to facilities and through improved pedestrian routes

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From: Michael Payne, Cabinet Member Highways and Transport
Barbara Cooper, Corporate Director, Growth, Environment and Transport.

To: Environment and Transport Cabinet Committee – 15 September 2020

Subject: Winter Service Policy for 2020/21

Classification: Unrestricted

Summary: Each year officers review the Council's Winter Service Policy and the operational plan that supports it considering changes in national guidance and lessons learnt from the previous winter. This report sets out revisions to this year's policy.

Recommendation: The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways and Transport on the proposed decisions to agree changes to the Winter Service Policy for 2020/2 as set out in para 8.1

1. Introduction

1.1 The 2019/20 winter was another mild winter with 52 primary salting routes completed compared with the budgeted 66 runs and 9368 tonnes of salt was used. There were no snow days.

2. Financial implications

2.1 The allocated budget for winter service for 2020/21 is £3,501,701. The budget is broken down as follows:

PRE-SALTING GRITTING OPERATION	1,316,650
PLANT & EQUIPMENT	1,809,324
SNOWEX MACHINES	144,601
MAINTENANCE OF FARMERS PLOUGHS	50,000
WEATHER FORECASTING	20,000
ICE PREDICTION	65,126
SUPPLY & MAINTAIN SALT BINS	81,100
SUPPLY OF SALT TO DISTRICTS	10,000
PUBLICITY CAMPAIGN	5,000
TOTAL	£3,501,701

3. Winter planning

3.1 Over the 2020 summer period work has been undertaken to further refine and improve the winter service; this focused on:

- Brine trial
- Re-procuring the road weather forecast contract
- Smart winter Phase 2 and 2b/Route optimisation and Navtrak analysis

3.2 Brine trial

3.2.1 A brine trial started during the 2016/17 winter service period on a part of a primary route in Maidstone and continued until the 2019/20 season. Analysis of the trial will be carried out in the 2020/21 winter season as a part of the Live Labs programme, linking in with the Smart Winter project. Unfortunately, the analysis has been delayed for two reasons; firstly, in the winter of 2018/19, the equipment used to gather grip data was deployed in January 2019 and due to a mild winter, there were not enough salting treatments to collect a representative sample of data. Secondly, due to organisational issues, our original research partner, TRL, were unable to provide the necessary resources to complete this work. The analysis will now be carried out by our Live Labs partner Amey Strategic Consulting. This analysis will be based on vehicle tracking data, Exactrak road friction measurements, and contextual weather data, to assess the benefits of brine under given weather and road conditions

3.3 Re-procuring the weather forecast contract

3.3.1 An effective and efficient winter service is only possible with reliable and accurate information about predicted weather conditions, at the appropriate times in the decision-making process. Following a procurement process in 2019/20, a new road weather forecast provider has been appointed, DTN Meteogroup. The contract is for 4 years with an option for an additional 4-year extension.

3.4 Smart Winter Phase 2 and 2b/Route optimisation and Navtrak analysis

3.4.1 Last winter “Navtrak” in-cab technology was installed in gritting lorries treating 23 primary routes. The technology automates the gritting process to ensure that only the critical areas of the primary network are salted and only with the correct spread rates of salt. The following benefits were identified:

- in-cab audio and visual route navigation
- stores all the routes on board
- provide immediate support to drivers

- reduces wrong turns and mileage
- guarantee route adherence

3.4.2 The technology resulted in greater compliance which is critical for the delivery of the service and ensuring that the primary routes are treated in accordance with the instructed actions. Compliance also reduces the Council's exposure to the risk of insurance claims. On this basis, along with the other benefits outlined above, the decision has been made to install Navtrak units in the whole winter gritting fleet. Phase 2b of the Smart Winter project has included digitising all primary routes so they are ready to be uploaded to the Navtrak system.

NB. Without Navtrak, gritters would need to operate approximately 6% longer (i.e. farther) in order to achieve the same level of coverage and compliance. Additionally, without Navtrak there is a higher degree of grit wastage with some grit being laid outside the assigned routes due to the loss of accuracy

3.5 Route optimisation

3.5.1 Over the past two years as a part of the Smart Winter Project, road surface temperature sensors have been installed across the Kent highway network. The data that has been collected over this time period has been processed and analysed and the results have enabled Highway Operations to redefine the winter domains and these new domains will be utilised for the current winter season. Further work will be done in the next year to optimise the existing winter routes within the new domains.

3.6 Salt bins

3.6.2 Over the past few years, an assessment process has been in place for the installation of new salt bins across the county. There are now just over 3,000 salt bins in the county. These all must be maintained and filled each year. For the 2020 winter season a review will be carried out to determine the need to provide further salt bins across the county. An exercise will be carried out to identify how the salt bins are utilised and those that are seldom used may be removed and where needed moved to more suitable locations. In view of the review and the widespread availability of salt bins already in place, for the 2020 season no further salt bins will be placed. The existing salt bin stock is considered sufficient to meet the needs of local communities. County Members can still use their Combined Member Fund to purchase salt bins.

4. Winter resilience

4.1 We have identified an Operational Winter Period which is October to April and a Core Winter Period which is December to February and the stocks of salt needed during those periods to effectively treat the network in line with recommended resilience levels. The minimum

levels of salt needed to maintain the resilient network (as defined in the Quarmby review 2012) is 16,800 tonnes. We maintain a salt stock of 23,000 tonnes (including 2,000 tonnes of a salt/grit mix which is held in a strategic stockpile at Faversham Highway depot) ensuring the recommended minimum levels are achieved. Arrangements are in place for salt deliveries during the winter to ensure we have the recommended resilience stock levels.

5. Collaboration with neighbouring authorities

- 5.1 Mutual aid arrangements are in place with Highways England Area 4 and Medway Council. The annual winter meeting with all south east highway authorities to finalise arrangements is scheduled for late September 2020.

6. Media and communication

- 6.1 As in previous years a media campaign will be used during the winter season. A series of infographics have been prepared which gives information about the winter service in an engaging manner. These will feature in a range of media, including social media.
- 6.2 The campaign will increase awareness of the service and encourage everyone to be prepared and undertake self-help when possible. This year radio, television and press will be provided with media briefs in advance of the winter season detailing the essentials of the winter service.
- 6.3 Key staff in Highways are working with the press office to prepare statements and press releases for rapid issue at the onset of winter conditions. These will be pre-approved for use during periods of severe conditions when the winter service delivery team will be busy.

7. EU Exit

- 7.1 Preparations continue within KCC for the end of Transition on 31st December 2020 and winter service is included in those preparations. Whilst the exact impact on the road network is unknown at this time any additional congestion on the pre-salted routes will impact on the effectiveness of the service.

8. Winter Service Policy and Plan 2010/21

- 8.1 The Winter Service Policy is attached as a background document to this report. The following additions have been made to this year's policy:

(s.3.3.2) A brine trial started during the 2016/17 winter service period and continued until the 2019/20 season. Analysis of the

trial will be carried out in the 2020/21 winter season by Amey Strategic Consulting

(4.1.1) Following a procurement process in 2019/20, a new road weather forecast provider has been appointed, DTN Meteogroup

(5.2.2) Over the past two years as a part of the Smart Winter Project, road surface temperature sensors have been installed across the Kent highway network. The data that has been collected over this time period has been processed and analysed and the results have enabled the winter domains to be redefined and these new domains will be introduced during the current winter season.

(8.1.3-8.1.4) Salt bins – a review to be carried out on salt bin usage across the county and no new bins to be placed in the 2020/21 winter season.

- 8.2 The Winter Service Policy is supported by an Operational Plan which has been updated in line with the Policy and discussions have taken place with our Highway Maintenance Service Provider to ensure that plans are aligned.
- 8.3 The Plan is available for Members to view on request. In addition, district plans have been developed in conjunction with district and borough councils across the county and these will be used together with this revised Policy to deliver the winter service. Local district plans will be reported to the next round of Joint Transportation Boards.

9. Strategic Statement

- 9.1 Winter service is essential to “Keep Kent Moving” for both social and economic reasons. It also contributes towards Kent residents having a good quality of life in all weathers through local district winter plans, the provision of salt bins and the communication strategy that complements the winter service policy.

10. Equality Impact Assessment

- 10.1 An equality impact assessment (EQIA) has been carried out on the Policy.

11. Conclusion

- 11.1 The Winter Service Policy sets out the Council’s arrangements to deliver a winter service across Kent. A few revisions have been made as set out above and detailed in the recommendations below.

12. Recommendations

- 12.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Highways and Transport on the proposed decisions to agree changes to the Winter Service Policy for 2020/2 as set out in para 8.1

13. Background documents

- 13.1 Well Managed Highways 2016; NWSRG Best Practice Guidance - Planning Section:
<http://www.ukroadsliaisongroup.org/en/codes/index.cfm>
- 13.2 Winter Service Policy:
<https://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD5938&ID=5938&RPID=37470138>

14. Contact details

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Appendix A

Minimum Salt Stock

Routes	Normal salting network	Minimum Winter Network (tonnes/run)	Full season (12 runs) Pre-stock (12 days/48 runs)	Overall winter period Minimum Network (12 days/48 runs)
Primary	350	350	16,800	16,800
Total			16,800	16,800
Actual Stock levels as @ 25th October 2019			23,000	

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From: Michael Payne, Cabinet Member for Highways and Transport
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 15 September 2020

Subject: Kent Rail Strategy 2021

Key decision: Affects more than 2 Electoral Divisions

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: Cabinet 25/01/21

Electoral Division: All divisions

Summary:

The principal purpose of the Kent Rail Strategy 2021 is to influence the train service and rolling-stock fleet specifications which will inform the next South Eastern agreement, whether that is a concession, contract or other arrangement, for the operation of Kent's rail passenger network for at least the next decade.

This strategy sets out Kent County Council's ambitions for the next South Eastern agreement:

- To determine the required passenger service levels in each sector of the network: High Speed, Mainline and Metro;
- To determine the requirements for rail infrastructure enhancements to facilitate these levels of passenger service;
- To establish the requirements for new fleets of rolling-stock in each sector to enable these levels of passenger service to operate;
- To improve the provision of passenger station facilities and communications.

The policies set out in the Kent Rail Strategy 2021 also aim to achieve deliverable modal shift of passengers and freight from road to rail, supporting the county's intention to become Net Zero by 2050, also thus contributing to a healthier environment.

Recommendation:

The Environment and Transport Cabinet Committee is asked to consider and endorse the draft Kent Rail Strategy 2021, and to endorse the proposals set out in the strategy's Summary of Recommended Actions, for public consultation in Autumn 2020.

1. Introduction

- 1.1 The principal purpose of the Kent Rail Strategy 2021 is to influence the infrastructure outputs, rolling-stock fleet and rail service specifications which will inform the next South Eastern agreement, whether that is a concession, contract or other arrangement, for the operation of Kent's rail passenger network for at least the next decade.
- 1.2 The new Rail Strategy also recognises the importance of rail within the overall provision of transport in the county and the need for additional capacity on High Speed, Mainline and Metro services in Kent, as well as the extension of Crossrail from Abbey Wood to Ebbsfleet, a direct Tonbridge to Gatwick link and to move freight transport on to rail.
- 1.3 The Kent Rail Strategy is aligned with national and local transport policies which recognise rail as a key element of Kent County Council's (KCC) transport priorities for the next decade. The Kent Rail Strategy recognises the need to deliver modal shift of passengers and freight from road to rail, supporting efforts to tackle the climate change emergency by reducing carbon emissions.
- 1.4 The COVID-19 pandemic has also accelerated thinking about home working and has demonstrated that with the right technology, home working is a realistic alternative to most office based employment. While this development has significantly affected current demand for rail travel, there is a need to plan ahead for a post-COVID-19 world in which such demand is expected to have returned to near its previous level. The global pandemic must also not diminish the need to plan for medium and long-term significant growth in demand for rail travel in the county, based on the forecast population and housing growth identified in KCC's Growth and Infrastructure Framework.

2. Background and Context for the new Kent Rail Strategy 2021

- 2.1 KCC published a Rail Action Plan for Kent in 2011, the principal objective of which was to ensure that the new South Eastern franchise award, then due to commence in April 2014, delivered a rail service for Kent that met the needs of the county's residents, businesses and visitors. The Rail Action Plan set out a proposed passenger service plan which was designed to meet those needs, including the procurement of additional High Speed rolling-stock to meet the forecast growth in demand.
- 2.2 The principal recommendations contained in the 2011 Rail Action Plan informed the detailed response which KCC submitted in 2017 to the Department for Transport's (DfT) public consultation of the then proposed new franchise award. Several of these proposals were well received by the train operating companies bidding for that contract, but the new South Eastern franchise award was subsequently cancelled.
- 2.3 In 2018 DfT then tasked Keith Williams, the former Chief Executive of British Airways, to undertake a comprehensive review of the structure and

organisation of the rail industry in Great Britain. KCC responded to the call for evidence which informed the Williams Rail Review and highlighted the failure of the existing franchise system, while acknowledging the improved performance delivered by Kent's primary franchised operator, Southeastern, in recent years. Since then, with the exception of some informal pre-release statements by Keith Williams such as the proposal to replace the current franchising system with a form of concession or, alternatively, contract for much longer periods, aligned with deeper integration between the train operating company and the regional Network Rail Route, there has been no further information from the DfT about the publication of the Williams Rail Review.

- 2.4 Given the uncertainty about the future structure of the rail industry, and in particular the further awarding of a Direct Award to Southeastern to continue operation from 1 April 2020 to, in all likelihood, 31 March 2022, it is timely to prepare a new Kent Rail Strategy 2021 which would replace the 2011 Rail Action Plan for Kent and update the 2017 submission to the DfT consultation. This would ensure that KCC has an up to date, widely consulted policy on the future of rail services in the county, in readiness for any public consultation the DfT may launch in 2021/22 in preparation for an eventual competition for the new South Eastern concession or contract.
- 2.5 The importance of rail within the overall provision of transport in the county was recognised in KCC's Local Transport Plan (LTP4) published in 2017, which sets out the Council's transport priorities for the period up to 2031. LTP4 highlights the pressures on demand for rail travel and the need for additional capacity on High Speed, Mainline and Metro services in Kent, which is one of the key priorities for the new South Eastern concession or contract. KCC is also planning to develop a new Local Transport Plan (LTP5) to reflect changes to transport policy as a result of the COVID-19 and climate change emergencies.
- 2.6 The key drivers of increased demand for rail travel in Kent post-COVID-19 are the planned growth in housing and population, as set out in the Kent and Medway Growth and Infrastructure Framework (GIF). The GIF sets out the forecast growth in population, housing and employment across the county to 2031, together with the infrastructure required across all sectors to support that expansion. The new rail strategy recognises the effect of this anticipated growth post-COVID-19 and the consequent significant increases in demand for rail passenger services during the next decade, and this is reflected in the proposals in the draft strategy for enhancements to Kent's passenger rail services and network infrastructure.
- 2.7 This rail strategy also champions the need for a replacement for the Metro fleet and for an increase in the High Speed fleet. The Metro fleet serving West Kent is in urgent need of modern, higher capacity trains offering real benefits for these frequent commuter services, while the High Speed fleet serving North and East Kent is in immediate need of increased capacity to meet the ever increasing demand for these highly successful High Speed services.

2.8 There will be a public consultation on the draft rail strategy, from 23 September to 17 November 2020, during which time all organisations and members of the public will have the opportunity to respond. Full details will be published on the KCC website. These responses will be considered for inclusion in the final rail strategy, which will be brought to Cabinet for approval as KCC policy on 25 January 2021.

3. Financial Implications

3.1 There are no financial implications arising from the recommendations proposed in this report.

4. Legal implications

4.1 There are no legal implications arising from the recommendations proposed in this report.

5. Equalities implications

5.1 The expectation is that the delivery of the proposed outputs and outcomes in the Kent Rail Strategy 2021 would provide a medium level of positive impact for passengers whose mobility is impaired and/or who are elderly, those who may be pregnant or have babies or very young children, and those who are carers.

6. Other corporate implications

6.1 There is a high level of liaison between the KCC Public Transport Team which oversees bus policy and the Rail Project Manager who oversees rail policy, especially in respect of ensuring bus/rail connectivity wherever this is feasible.

6.2 The key recommendations in the rail strategy are also aligned with the following Government and KCC corporate policies:

- Local Transport Plan 4: Delivering Growth without Gridlock 2016 - 2031 [LTP4: KCC, 2017]
- The Kent and Medway Growth and Infrastructure Framework [KCC, 2018]
- The Government's Decarbonisation Strategy [DfT, 2019]
- Transport Strategy for the South East [TfSE, 2019]
- Delivering for Kent: The Economic Impact of HS1 [Steer, 2019]
- The Kent and Medway Energy and Low Emissions Strategy [KCC, 2020]
- Recovery and Renaissance Plan (Economic Recovery Plan for Kent and Medway) [KCC, 2020]
- Local Transport Plan 5: *proposed* [LTP5: KCC]

7. Governance

7.1 The Interim Director of Environment, Planning, and Enforcement will be the main officer responsible via the Officer Scheme of Delegation.

8. Conclusions

8.1 The principal purpose of this Kent Rail Strategy 2021 is set out in its introductory paragraph: to influence the service and fleet specifications which will inform the next South Eastern agreement, whether that is a concession, contract or other arrangement, for the operation of Kent's rail passenger network for at least the next decade.

8.2 The essential next step is to successfully influence the new Train Service Requirement for the next South Eastern agreement. This will need political as well as technical support, and the greater the extent to which Kent's political voice is united, the greater will be the success in achieving the goal of a better rail service for all of Kent's residents, businesses and visitors.

9. Recommendation:

The Environment and Transport Cabinet Committee is asked to consider and endorse the draft Kent Rail Strategy 2021, and to endorse the proposals set out in the strategy's Summary of Recommended Actions, for public consultation in Autumn 2020.

10. Appendix and Background Documents

10.1 Kent Rail Strategy 2021 consultation draft

10.2 The following background documents were used in the preparation of the Kent Rail Strategy 2021:

- Business Case for Transmanche Metro (KCC / EU Interreg IV B funded Regions of Connected Knowledge [RoCK], June 2015): <http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5930&ID=5930&RPID=37469073>
- Delivering for Kent: The Economic Impact of HS1 (Steer, Sept 2019): <http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5923&ID=5923&RPID=37469019>
- Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031 (KCC, April 2017) : www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/local-transport-plan
- Rail Action Plan for Kent (KCC, April 2011); <http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5929&ID=5929&RPID=37469094>
- Response to the DfT's South Eastern Rail Franchise public consultation (KCC, May 2017); <http://kcc->

- [app610:9070/ecSDDisplay.aspx?NAME=SD5925&ID=5925&RPID=37470251](http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5925&ID=5925&RPID=37470251)
- Response to Network Rail’s South East Route: Kent Area Route Study public consultation (KCC, June 2017): <http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5926&ID=5926&RPID=37470481>
- Response to the Williams Rail Review public consultation (KCC, Jan 2019): <http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5924&ID=5924&RPID=37470494>
- South East Route: Kent Area Route Study – Advice for Funders (Network Rail, System Operator, May 2018): <https://cdn.networkrail.co.uk/wp-content/uploads/2018/06/South-East-Kent-route-study-print-version.pdf>
- Transport Strategy for the South East: Executive Summary (Transport for the South East, Oct 2019): <https://transportforthesoutheast.org.uk/wp-content/uploads/2020/07/TfSE-transport-strategy-Summary-Document.pdf>
- Equality Analysis / Impact Assessment for draft Kent Rail Strategy 2021 (KCC, Aug 2020): <http://kcc-app610:9070/ecSDDisplay.aspx?NAME=SD5927&ID=5927&RPID=37469026>

11. Contact details

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Kent Rail Strategy 2021

Consultation Draft
September 2020



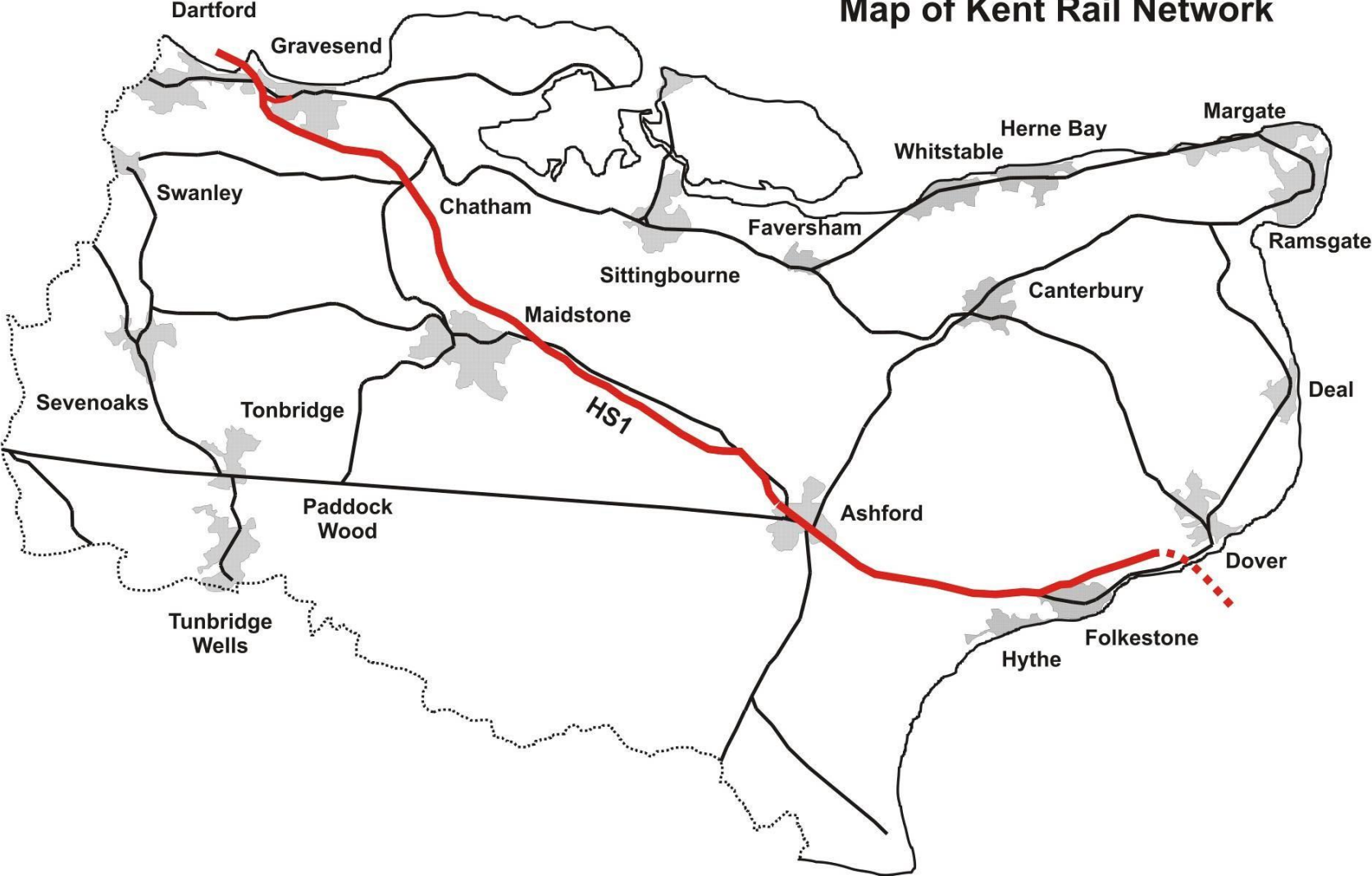
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Front cover image

The new Class 800 series produced by Hitachi is one example of a new train design that could provide the bespoke additional fleet which will be required for Kent's High Speed services. The picture shows a Class 800 train on a test run before entry into service. *[source: Hitachi Ltd, 2015]*

Map of Kent Rail Network



Foreword

By the Leader of Kent County Council

Kent is at the forefront of many of the challenges with which our nation is faced today. Over a number of years, an increase in residents and visitors alike has naturally resulted in ever increasing demand for transport, and the provision of efficient, reliable, comfortable and affordable rail services is essential to meet that demand.

The COVID-19 pandemic has substantially diminished demand for rail travel; nonetheless, it will be central to economic recovery, and especially a recovery that is compatible with reduced congestion and carbon emissions. We therefore need to look beyond the present crisis to a time when demand for rail travel will return to, and eventually surpass, its previous levels.

We must ensure that all the right conditions are in place for the renewal of economic growth that we want to see in Kent, providing improved opportunities for business development, employment, education and leisure. Kent's rail service is key to meeting these objectives, through its provision of High Speed, Mainline and Metro services, together with our increasingly popular Community Rail Partnership lines.

So we have developed this Kent Rail Strategy 2021 with two key purposes: to provide a detailed response to the public consultation which will precede the new agreement for the next South Eastern concession or contract; and to support the closer integration between train and track already advocated in the preview of the Government's Williams Rail Review. That is why this new rail strategy champions a replacement fleet for our Metro services in West Kent, as well as a substantial increase in the High Speed fleet which has so successfully grown the rail services in North and East Kent in the past decade.

As Kent's County Council we will continue to stand up for Kent's residents and commuters, while warmly welcoming visitors to our county and supporting a revival of that visitor economy. Rail has always played a key role in the transport network in Kent; it is essential that rail continues to do so throughout the 2020s and beyond, ensuring the very best service to meet the needs of all who live in, work in and visit the County of Kent.



Roger Gough, Leader, Kent County Council

Executive Summary

- i The principal purpose of this new Kent Rail Strategy 2021 is to influence the train service and rolling-stock fleet specifications which will inform the next South Eastern agreement, whether that is a concession, contract or other arrangement, for the operation of Kent's rail passenger network for at least the next decade.
- ii The Kent Rail Strategy is aligned with national and local transport policies which recognise rail as a key element of Kent County Council's (KCC) transport priorities for the next decade, as well as the need to achieve deliverable modal shift of passengers and freight from road to rail, supporting the climate change agenda by reducing carbon emissions and thus contributing to a healthier environment.
- iii The Department for Transport (DfT) in 2018 tasked Keith Williams, the former Chief Executive of BA, with undertaking a comprehensive review of the structure and organisation of the rail industry in Great Britain. KCC responded to the call for evidence which informed the Rail Review and highlighted the failure of the existing franchise system, while acknowledging the improved performance delivered by Kent's primary franchised operator, Southeastern, in recent years.
- iv KCC published its most recent statutory Local Transport Plan (LTP4) in 2017, which sets out the Council's transport priorities for the period up to 2031. The plan recognises the importance of rail within the overall provision of transport in the county, highlighting the pressures on demand for rail travel and the need for additional capacity on High Speed, Mainline and Metro services in Kent, which is one of the key priorities for the new South Eastern agreement. The County Council now plans to develop a new Local Transport Plan (LTP5) to reflect changes to transport policy as a result of the COVID-19 and climate change emergencies.
- v The Kent and Medway Growth and Infrastructure Framework sets out the forecast growth in population, housing and employment across the county to 2031, together with the infrastructure required across all sectors to support that expansion. This rail strategy recognises the effect of this anticipated growth and the consequent significant increases in demand for rail passenger services during the next decade, and this is reflected in the proposals in the strategy for enhancements to Kent's passenger rail services and network infrastructure.
- vi This rail strategy champions the need for a replacement for the Metro fleet and for an increase in the High Speed fleet. The Metro fleet serving West Kent is in urgent need of modern, higher capacity trains offering real benefits for these frequent commuter services, while the High Speed fleet serving North and East Kent is in immediate need of strengthening to meet the ever increasing demand for these highly successful High Speed services.

- vii A new South Eastern agreement award is now expected in the early 2020s, and following the Williams Rail Review, national rail policy is on the cusp of further major change. It is to meet these objectives that Kent County Council now presents this 'Kent Rail Strategy 2021'.

1. Introduction

- 1.1 The principal purpose of this Kent Rail Strategy 2021 is to influence the infrastructure outputs, rolling-stock fleet and rail service specifications which will inform the next South Eastern agreement, whether that is a concession, contract or other arrangement, for the operation of Kent's rail passenger network for at least the next decade.
- 1.2 Specifically, to ensure the delivery of this outcome, this strategy sets out these ambitions for that next South Eastern agreement:
 - To set out the requirements for rail infrastructure enhancements to facilitate these levels of service
 - To establish the requirements for new fleets of rolling-stock in each sector to enable these service levels to be realised
 - To determine the required passenger service levels in each sector of the network: High Speed, Mainline and Metro
 - To improve the provision of passenger station facilities and communications.
- 1.3 The Kent Rail Strategy is aligned with national and local transport policies which recognise rail as a key element of Kent County Council's (KCC) transport priorities for the next decade. As the established Local Transport Authority, KCC has a statutory duty under the Transport Act 2000, as amended by the Local Transport Act 2008, to publish a Local Transport Plan (LTP) setting out the authority's key transport plans and priorities. The current LTP is 'Local Transport Plan 4: Delivering Growth without Gridlock 2016-2031' (KCC, April 2017) The Kent Rail Strategy recognises the need to deliver modal shift of passengers and freight from road to rail, supporting efforts to tackle the climate change emergency by reducing carbon emissions and thus contributing to a more resilient environment.
- 1.4 In view of the recent changes brought about by the COVID-19 and climate change emergencies, KCC now proposes to prepare a new Local Transport Plan (LTP5) to reflect these new transport priorities. The COVID-19 pandemic has also accelerated thinking about home working and has demonstrated that with the right technology home working is a realistic alternative to office based employment. While this development has significantly affected demand for rail travel, there is a need to plan ahead for a post-COVID-19 world in which such demand has returned to near its pre-COVID-19 level.
- 1.5 KCC supports both the Kent Community Rail Partnership and, for cross-county routes, the Sussex Community Rail Partnership. There are also several new Community Rail Partnerships (CRP), including the Darent Valley CRP (established in 2019), and the Thanet and White Cliffs CRPs (both established in 2020 following funding from Southeastern). The Kent

Rail Strategy recognises the contribution these partnerships make to their local lines and to the communities they serve and supports the Council's continued engagement with them. There also remains scope for the electrification of two of the rural routes in Kent served by Southern, which would further contribute to reduced carbon emissions.

- 1.6 International rail services contribute vital connectivity for Kent through Eurostar's routes which serve Ebbsfleet and Ashford, and the Kent Rail Strategy champions the expansion of these international services to enhance the business and leisure economies of Kent.

2. National Rail Policy

2.1 The Department for Transport (DfT) tasked Keith Williams, former Chief Executive of British Airways, in 2018 with undertaking a comprehensive review of the structure and organisation of the rail industry in Great Britain. Although rail transport is a devolved matter for the Scottish Government and Welsh Assembly, the scope of the Williams Rail Review covers the whole of Great Britain but excludes Northern Ireland.

2.2 KCC responded to the call for evidence which informed the Rail Review. The Council highlighted the failure of the existing franchise system on such routes as East Coast Main Line, while recognising the success of operators such as Chiltern Railway (which has developed strong alliance partnership working with Network Rail) and Open Access operators such as Hull Trans and Grand Central. KCC's response also acknowledged the improved performance delivered by Kent's primary franchised operator, Southeastern, in recent years, and the need to divide Govia Thameslink Railway (GTR) into smaller operating areas. As an existing management contract mandated by the DfT, GTR also provides services on some of Kent's routes.

2.3 In his address to the Bradshaw Society in February 2019, Williams made this assessment of the present state of the franchising model:

“I have heard a great deal about the franchising model which has been one of the innovations of the railway since the 1990s - driving growth in passengers and benefits in services. But with this growth the needs of passengers have changed, whilst many of the basic elements of our rail system serving those needs has not kept pace. Too often the current system incentivises short term behaviours and inhibits reform.”

2.4 He then spoke of the need for a replacement model which was better suited to the needs of the railway today and in the future:

“Put bluntly franchising cannot continue in the way that it is today. It is no longer delivering clear benefits for either taxpayers or farepayers. The review will continue to examine what the best commercial model or models are for the future [and] what they might be.”

2.5 Williams then explained the need for a radical transformation in the structure of the rail industry to support the continued growth in passenger demand by bringing the operation of track and trains closer together:

“But what is true is that [the] system - from Network Rail, the Department for Transport and the Office of Rail and Road, to train operating companies and their workforce - does not have the structure and clarity of accountability it needs to properly deliver.

That's reflected in Andrew Haines's [CEO of Network Rail] conclusion that there's need for 'radical change' at Network Rail. To boost performance. To bring track and train closer together. And increase devolution, with more localised management."

- 2.6 He then spoke about the requirement for a wider range of solutions rather than, as originally happened when the railways were privatised in the 1990s, a 'one size fits all' approach:

"We need to recognise that there is unlikely to be a 'one size fits all' solution which will work for every part of the country and all types of passenger. That's why we will continue to consider all potential answers. From new models of franchising to greater public control of contracts. To much more localised decision-making and integrated concessions, where those operating trains and managing infrastructure work together in genuine partnership, acting like a single business absolutely focused on customers."

- 2.7 The final report of the Williams Rail Review was originally expected in December 2019 but was then postponed to July 2020. Following the COVID-19 crisis this deadline has been further delayed, probably to early 2021, so any assessment of the findings of the review must wait until publication. The report was planned to be followed by a Government White Paper which would determine the future structure of the rail industry, and which would subsequently inform the concession / contract model for the new South Eastern agreement. It remains to be seen, however, whether the Government retains its original plan, given that Williams has now moved on from his rail review to a new role as Executive Chairman of Royal Mail.

- 2.8 The new regional structure of Network Rail, currently being created by the new CEO, Andrew Haines, is based on a move to unified operation in partnership with rail service operators. This is entirely in accordance with the initial announcements from the Williams Rail Review and builds on successful partnerships such as that developed between Network Rail's Kent Route and Southeastern in recent years.

- 2.9 The new Southern Region of Network Rail now includes the Kent Route, together with Sussex Route, Wessex Route and Network Rail (High Speed). Through greater integration of previously independent functions such as Implementation Project teams within the new Southern Region, there is far greater scope for the delivery of unified projects by Network Rail. This will be of particular benefit to schemes proposed in Kent during the period of the new South Eastern agreement, some of which will be essential to deliver the enhanced passenger service identified in this Kent Rail Strategy [see section 5: *Rail Infrastructure Outputs Required in Kent*].

- 2.10 The existing operator, Govia's London & South Eastern Railway Limited trading as "Southeastern", has been granted a further Direct Award by the DfT, which commenced on 1 April 2020 and is expected to be extended beyond its break-clause date of 16 October 2021 to 31 March 2022. A further Direct Award will almost certainly be required from 1 April 2022, before a new South Eastern concession / contract agreement commences, given the time required for a full public consultation on the new Train Service Requirement (TSR). The DfT has also included in the Direct Award agreement a requirement for Southeastern to develop this 'Future Service Proposal' in partnership with Network Rail, HS1 and the DfT.
- 2.11 The new South Eastern agreement, following the early indications from the Williams Rail Review as set out above, is likely to be for a longer period than the original franchise contracts, possibly for between 10 and 15 years' duration. This new Kent Rail Strategy has been prepared to provide a key contribution towards the determination of that new agreement.
- 2.12 The Metro section of the South Eastern operating area serves south-east London and some stations in Kent: Dartford and stations to Gravesend; Dunton Green and Sevenoaks; and stations beyond Sevenoaks on the service to Tunbridge Wells. In recent years there have been various proposals for the transfer of these Metro services to London Overground Railway Limited (LOROL), a subsidiary of Transport for London (TfL). KCC remains open to consideration of this devolution option for these Metro services, provided that the previously negotiated and agreed "red lines" – which would protect paths to and from London termini for Kent services, protect fares within Kent, and maintain existing priorities at junctions – were retained.
- 2.13 Whether or not these Metro services were devolved to TfL, KCC supports the concept of "metroisation". Essentially this enhancement of Metro services would include a new Metro rolling-stock fleet, lengthened platforms where required to take 12-car trains, standard frequencies each hour, improved facilities at fully staffed stations while trains were operating, and some rationalisation of London termini served. In fact, the Metro services from London Bridge can already operate in 12-car formation, but those operating from Victoria and Blackfriars are limited to 8-cars due to platform lengths and traction power capability. Network Rail is examining the case for lengthening these services as part of its new Continuous Modular Strategic Planning (CMSP) process [see paragraph 5.9].
- 2.14 Fares policy is one of the most controversial issues facing the rail passenger today. KCC supports a realignment of national fares pricing policy with annual increases based on the Consumer Prices Index (CPI) and not on the current use of the Retail Prices Index (RPI). There needs

to be a new deal between the Government and the rail passenger, which, while recognising the need to transfer rail revenue from tax-payer subsidy to rail-passenger ticket revenue, nevertheless eases that transition by adopting this new measure for regulated fares.

Regulated Fares

- 2.15 The new structure of the rail industry which emerges from the Williams Rail Review should be a catalyst for a step-change in the Government's directed rail fares policy. At present, regulated fares – those which apply in peak periods, as well as season tickets and some long-distance off-peak fares – rise by RPI + 0% in January each year, as determined by the measurement of RPI the previous July.
- 2.16 As the increase in almost every other cost or benefit in life is determined by the generally slightly lower CPI, this should become the new measure of annual regulated fares, i.e. CPI + 0%. This would at least address some of the concerns of rail passengers at the very high annual percentage increases with which they are hit every New Year, determined as they are by the previous July's measure of inflation.

The Coronavirus COVID-19 Pandemic and Home Working

- 2.17 The COVID-19 coronavirus pandemic has accelerated thinking about home working and has demonstrated that with the right technology home working is a realistic alternative to full-time office based employment. Such a change in working practice is likely to continue, at least in part, once the pandemic is controlled, and more flexible fare options such as part-week season tickets could also be facilitated using Smart ticketing technology, whereby commuters can choose to travel on fewer days of the week reflecting these changes to office / home working practice.
- 2.18 There should also be a new option of 'shoulder-peak' fares, whereby those who choose to commute to and from their place of employment or education just outside the core peak hours are offered a 'shoulder-peak' fare, which while more than the off-peak fare would be less than the full peak fare.
- 2.19 The High Speed services operating in Kent charge a further premium fare, which started as a fixed percentage based on the route used. For example, journeys via Ashford charge a higher premium than those via Chatham where the time savings are not so great, while Gravesend has a higher premium fare proportionately than other stations on that route because almost the whole journey is on High Speed. Some journeys actually have no differential whilst others have only a minor difference from the Mainline fare, as over time the premium fare charged has been distorted due to several factors. The new South Eastern agreement might be a suitable opportunity to consider simplification of the High Speed premium fare, so that there is a more equitable match between the journey time saved and the fare charged.

Unregulated Fares

- 2.20 The off-peak fares available in Kent, which are all unregulated and so determined solely by the franchise operator, usually offer very good value for money, especially when purchased with one of the wide range of railcards now available for most passengers. The new South Eastern agreement should expand the current offer, promoting ‘super off-peak’ fares on weekdays and all day at weekends and public holidays, to encourage greater use of spare capacity on off-peak trains between Kent stations and London and also within Kent to visitor destinations such as Canterbury and Margate.
- 2.21 The new South Eastern agreement should develop Smart and Mobile forms of ticketing with a ‘best price’ promise across all ticket media, with the existing “Key” smart ticketing initiative extended to individual journeys as well as season tickets. Smart ticketing should also incorporate an option for flexible ticketing, whereby commuters can choose to travel on fewer days of the week, reflecting modern office / home working practices, especially post-COVID-19. Both the current operator Southeastern and Network Rail support the principle of moving towards integrated ticketing, encouraging increased use of the railway system.
- 2.22 The new South Eastern agreement operator should also commit to a collaborative approach with KCC, so that when technology enables it a new ‘Kent Smartcard’ scheme could be delivered to incorporate travel by bus and rail services across the county. This will require compromise and collaboration by bus operators across Kent if such a scheme is to be successfully delivered.
- 2.23 The Sevenoaks Rail Travellers Association (SRTA) has provided an informed and well developed strategy on a wide range of issues affecting Sevenoaks. Their specific proposal concerning ticketing is supported by KCC:

“SRTA would like to see [London] Zonal fares extended to Dunton Green and equivalent North Kent stations. We would support Sevenoaks being treated in a manner similar to Watford Junction in having a special fare (set by the train operating company, not TfL) but integrated with London Zonal fares. Consideration should be given to including the Darent Valley line stations if both Swanley and Sevenoaks were in the Zonal system. The SRTA does not have a view on the technology employed, provided it is not less than the facilities of the current Oyster card and usable by commuters for all tickets on all TfL services.”

[Sevenoaks Rail Travellers Association (SRTA): Preliminary Thoughts for the Kent Franchise, December 2015]

2.24 The DfT's decarbonisation strategy, together with the Kent Energy and Low Emissions Strategy, emphasise the imperative of responding to the climate change emergency by developing transport policies which deliver modal shift from road to rail and thus reduce greenhouse emissions. This modal shift needs to apply to both passenger and freight sectors to ensure that rail plays its part in contributing to a permanent reduction in pollutants and a consequent improvement in air quality.

3. Kent's Local Transport Policy

Local Transport Plan 4: Delivering Growth without Gridlock 2016 - 2031 [LTP4: KCC, April 2017]

- 3.1 KCC published its most recent statutory Local Transport Plan, LTP4, in 2017, which sets out the Council's transport priorities for the period up to 2031. The Plan recognises the importance of rail within the overall provision of transport in the county, highlighting the pressures on demand for rail travel arising from forecast growth in housing and employment. While the cost of peak period commuting is an issue for Kent commuters, it is the need for additional capacity on both High Speed and Mainline services in Kent which is the principal priority for the new South Eastern agreement.
- 3.2 LTP4 emphasises the importance of a rail strategy for the county to make the case to Government for enhancements to the rail network, which in turn will facilitate the required improvements to service levels in High Speed, Mainline and Metro sectors. These enhancements are set out as options for funders in Network Rail's 'Kent Area Route Study', which is considered in detail in section 5. The Local Transport Plan also reiterates the importance of restoring the link between Maidstone and the City with the planned new Thameslink service, which has itself been further delayed since the publication of LTP4 [see 4.14 & 4.15].

Local Transport Plan 5 (LTP5)

- 3.3 In response to Government and Council transport policy as a result of the COVID-19 pandemic, coupled with an overriding need to respond to the climate change emergency by reducing carbon emissions, KCC now proposes to develop a new Local Transport Plan 5 (LTP5). As part of the Council's new policy to deliver modal shift in favour of sustainable transport modes, rail services in the county will continue to play an essential role in delivering this objective, and this key role will be reflected in the emerging new Local Transport Plan.

Growth and Infrastructure Framework [KCC, 2018]

- 3.4 In 2018 KCC published the Growth and Infrastructure Framework (GIF) for the period to 2031. The GIF forecast significant growth in population, housing and employment during this period for Kent and Medway, with even greater growth predicted in the updated data published by KCC's Strategic Commissioning – Analytics team based on 'Housing Led' Forecasts (November 2019) [see section 4.1 for detailed population and housing growth forecasts].

Economic Recovery Plan for Kent and Medway

- 3.5 In response to the COVID-19 pandemic, KCC and Medway Council are preparing a new Economic Recovery Plan which will set out the key elements required to restore economic activity in the county. This new

plan will replace the earlier draft Enterprise and Productivity Strategy and will focus on measures which widen employment opportunities and potentially increase demand for rail travel towards pre-COVID-19 levels.

- 3.6 The Economic Recovery Plan for Kent and Medway is a detailed product for the Economic Recovery Cell, which is part of the multi-agency Kent Resilience Forum. This more detailed plan is part of a broader Kent and Medway Covid Recovery Strategy, which has several supporting thematic action plans for economic recovery including transport infrastructure.
- 3.7 KCC's new rail strategy also considers proposals in Network Rail's Kent Area Route Study, which sets out options for funders for infrastructure enhancements on the Kent rail network to reflect projected increases in passenger demand [*cf section 5: Rail Infrastructure Outputs Required in Kent*]. The strategy will also consider options for service enhancements such as the creation of a direct link between Kent, Gatwick and Reading, which would expect to be supported by the emerging sub-national transport body, Transport for the South-East.

Transport Strategy for the South East [Transport for the South East, 2019]

- 3.8 Transport for the South East (TfSE) is the shadow sub-national transport authority for south-east England outside Greater London. Its geographical scope covers 16 county and unitary authorities and extends from Kent and Medway to Hampshire and the former county of Berkshire. The shadow authority has prepared a Transport Strategy which will form the basis of a comprehensive Transport Strategy for south-east England if it were to be adopted. Once TfSE were to be granted statutory status, the authority would also become a formal consultee for the new South Eastern agreement.
- 3.9 The TfSE Transport Strategy highlights the need for improvements to both the orbital and radial rail networks, with particular emphasis on the need for Crossrail 1 (in Kent) and Crossrail 2 (in Surrey), as well as increased capacity on the Brighton Main Line. KCC has long advocated a direct rail service linking Kent with Gatwick, and the TfSE Transport Strategy strongly supports the concept of a new regional rail service linking together the counties of south-east England with each other and with Gatwick outside Greater London. Such a service could be delivered with only modest further infrastructure enhancements and could be a natural extension of the existing GWR operated Reading – Gatwick service by extending this to Canterbury West via Redhill, Tonbridge and Ashford.
- 3.10 Network Rail is also working closely with TfSE on their Transport Strategy and the planned corridor studies. The rail infrastructure provider will be providing rail analysis to support the studies and will actively consider how journeys on non-London orbital routes can be improved. This will include the Redhill - Tonbridge - Ashford route, looking at how better connected services can be provided in the future.

Delivering for Kent: The Economic Impact of HS1 [Steer, 2019]

- 3.11 The introduction of High Speed services led to a step change in rail provision in Kent, and these services have proved extremely popular. High Speed 1 Ltd (HS1) has recently been pro-active in championing the need for additional domestic services to utilise the spare capacity that exists on Kent's High Speed (HS) route. This report by Steer rightly praises the substantial benefits which have accrued to Kent since the inception of HS services in 2009, and it is estimated that since then the number of journeys on the HS network has almost doubled, with 26 million journeys made in 2018.
- 3.12 It is a rare opportunity in the national rail network to have spare network capacity existing alongside excess passenger demand, and this Kent Rail Strategy consequently advocates a substantial increase in the frequency of HS services in Kent. Additional rolling stock to allow the lengthening of services not currently 12-cars would provide additional passenger capacity, although the ability to run more than one or two additional peak services is constrained by several factors including the pathing of International services and platform capacity at St Pancras.
- 3.13 Such an increase in capacity as proposed in this rail strategy would address the existing levels of serious overcrowding in peak periods and alleviate the absence of peak capacity at Ebbsfleet. Such an enhancement in HS service levels would increase further the range of employment and higher education opportunities available in Central London for residents of Kent, thereby increasing further the Gross Value Added (GVA) to the Kent economy.

4. Key Drivers of Demand for Rail Services in Kent

- 4.1 The Kent and Medway Growth and Infrastructure Framework (GIF) [Kent County Council, 2018] sets out the planned growth in population, housing and employment across the county to 2031, together with the infrastructure required across all sectors to support that expansion. This data, subsequently updated in 2019 by KCC Strategic Commissioning, highlights further substantial growth throughout Kent and Medway, leading to increased demand for rail passenger services between Kent and London for access to employment, education and leisure purposes during the next decade.
- 4.2 The proposals for enhancements to Kent's rail network in this strategy also reflect this increased demand. The tables below set out the planned increases in population and housing across Kent and Medway between 2021 and 2031 [source: Strategic Commissioning – Analytics, KCC, based on 'Housing Led' Forecasts, November 2019].

TABLE 1: TOTAL POPULATION FORECAST 2021 – 2031

DISTRICT	2021	2031	CHANGE	% increase
Ashford	133,600	154,200	20,600	15.4
Canterbury	169,600	184,400	14,800	8.7
Dartford	118,300	139,200	20,900	17.7
Dover	119,900	127,600	7,700	6.4
Folk & Hythe	115,000	122,800	7,800	6.8
Gravesham	108,700	115,400	6,700	6.2
Maidstone	177,300	190,600	13,300	7.5
Sevenoaks	123,300	132,000	8,700	7.0
Swale	151,900	163,800	11,900	7.8
Thanet	144,400	163,100	18,700	12.9
Ton & Malling	136,100	145,600	9,500	7.0
Tun Wells	121,700	131,400	9,700	8.0
KENT	1,619,800	1,770,100	150,300	9.3
Medway UA	285,100	313,800	28,700	10.0
KENT & MED	1,904,900	2,083,900	179,000	9.4

TABLE 2: TOTAL DWELLINGS FORECAST 2021 – 2031

DISTRICT	2021	2031	CHANGE	% increase
Ashford	56,900	68,700	11,800	20.7
Canterbury	72,200	82,000	9,800	13.6
Dartford	49,400	60,100	10,700	21.7
Dover	56,000	63,000	7,000	12.5
Folk & Hythe	54,500	61,600	7,100	13.0
Gravesham	44,400	49,200	4,800	10.8
Maidstone	74,500	83,600	9,100	12.2
Sevenoaks	51,400	57,200	5,800	11.3
Swale	65,500	74,300	8,800	13.4
Thanet	70,800	84,000	13,200	18.6
Ton & Malling	56,800	63,600	6,800	12.0
Tun Wells	52,800	60,000	7,200	13.6
KENT	705,200	807,300	102,100	14.5
Medway UA	117,900	134,300	16,400	13.9
KENT & MED	823,100	941,600	118,500	14.4

The Coronavirus (COVID-19) Pandemic

- 4.3 The COVID-19 crisis has drastically reduced demand for rail travel in the UK, and it is currently uncertain when previous levels of demand for rail travel will return. The emergency timetable operated by Southeastern during the emergency provided a basic hourly or half-hourly frequency on most routes in Kent, and even these services carried a minimum number of passengers. Planning for a new service network during such an emergency carries the danger of ignoring the long-term demand which, while perhaps less than some original forecasts, is still predicted to increase substantially by 2031, especially on HS services.
- 4.4 Perhaps the most significant change brought about by the COVID-19 crisis will be evidenced in the reduction of full-time office working, with a significant shift to home working on at least several days each week. As both private and public sectors of the economy have experienced this change, there may be an opportunity for shared office accommodation away from London, perhaps with the train operator or Network Rail wherever this is available. However, while there is a real prospect of providing additional capacity by an effective reallocation of peak seats in this way, this must not diminish the medium and long-term need to plan for significant growth in demand for rail travel in the county, based on the forecast growth identified in the Growth and Infrastructure Framework.

- 4.5 Apart from the effect of the COVID-19 crisis, there has for some time been an underlying shift away from full-time working in office locations. One immediate effect of this change to home working on several days each week has been a significant reduction in the sale of season tickets and a corresponding increase in the demand for day tickets. The new South Eastern agreement must therefore include a requirement for the new operator to provide flexi-seasons and shoulder-peak tickets, both available through Smart ticketing as well as traditional methods. Such an innovation would further encourage the move to some home working days, thus easing peak demand across the working days of the week.

Tourism and Leisure Travel in Kent

- 4.6 During the past 20 years the visitor economy in Kent has doubled in size. The county now attracts over 65 million visitors per annum [*source: Visit Kent, 2020*], placing it in the top 10 most successful domestic destinations in England and the third most successful destination for international visitors outside London, attracting more than 1 million international visitors each year. Visit Kent coordinates and promotes 2-for-1 ticket offers at attractions for those who travel by rail, tactical pricing campaigns, poster campaigns at London termini and tactical sign-posting and mapping at stations. This work needs to be continued in the new South Eastern agreement, and further built upon to ensure that the potential of the visitor economy, particularly in driving demand for off-peak services, is maintained and developed.
- 4.7 The 149th Open Golf Championship will now be played at Royal St George's Golf Club, Sandwich in July 2021. The project to enhance the capacity of Sandwich station to serve this and future such events was completed by the end of June 2020, and these additional facilities will be brought into use as required. Train service planning by Southeastern for The Open has continued, with the principal service to be provided by High Speed trains between London St Pancras and Sandwich, via either Canterbury West or Dover Priory. Additional services will also be provided via the Mainline route between London Charing Cross and Sandwich as required.
- 4.8 The planned developments at Ebbsfleet Garden City and Otterpool Park Garden Town will both require specific enhancements to rail services at their respective stations. The HS service at Ebbsfleet, while very frequent, is effectively full and standing on arrival at Ebbsfleet in peak periods and cannot meet the growing demand at this location. The new TSR will therefore need to make provision for an increase in the level of HS service at Ebbsfleet by improving the existing HS service to/from Maidstone West [*cf section 7 – Rail Service Outcomes in Kent*].
- 4.9 Otterpool Park Garden Town has the locational advantage of being built adjacent to the existing Westenhanger station. Folkestone & Hythe District Council is already working in partnership with Network Rail to develop the

station, with 12-car length platforms, lifts to provide access for all, and a new station building planned to meet the expected growth at this location. The rail service outcomes [cf section 7] include proposals to serve Westenhanger with HS trains to meet the increased demand which will arise here, once an agreed dwelling occupancy level has been reached in the new Garden Town.

Connectivity to Ebbsfleet

- 4.10 When the Elizabeth Line (formerly known as Crossrail 1) eventually opens from Abbey Wood to Central London, a new range of destinations and journey opportunities will be opened up for rail passengers from Kent. A single interchange at Abbey Wood from the North Kent line service will bring passengers direct to the heart of the City and West End, with the Elizabeth Line continuing direct to Heathrow Airport. A further change at Farringdon will also give access to the completed Thameslink network, offering access to a wide range of destinations throughout south-east England and East Anglia. Network Rail also supports the aim to provide better connectivity at Abbey Wood with the Elizabeth Line, and is a key member of the Connectivity to Ebbsfleet partnership.
- 4.11 The proposed London Resort Theme Park on the Swanscombe Peninsula is at an early stage of development. If this proposal reaches Development Consent Order (DCO) stage, its Transport Assessment must require the developers to provide a substantial contribution towards the public transport infrastructure needed, supporting an extension of the Elizabeth line from Abbey Wood to Ebbsfleet. Only this level of infrastructure would ensure sustainable access to and from this new entertainment facility. Investment in public transport infrastructure will therefore be expected that is commensurate with the size and scale of the development, and Network Rail and public transport operators will review the proposals and respond to the DCO.
- 4.12 This proposed extension of the Elizabeth line from Abbey Wood would improve Connectivity to Ebbsfleet via Dartford and is a project in which all the public authorities on the line of route are engaged. However, while the earlier proposals for this enhancement were focused on an extension of the heavy-rail Elizabeth line to Ebbsfleet, the scope of the project has now been widened to include a range of transport options, including Metro services, Fastrack bus services, or connecting coach services. A chief executives' group and an officers' technical group are continuing to progress this project, which will eventually produce a Strategic Outline Business Case examining all these options and recommending those which are judged to deliver best value for money.
- 4.13 As the scope of the project has now been extended in this way, it is very unlikely that any proposal will be delivered along this route until at least the mid-2030s. KCC will continue to support the project through member

and officer representation, to ensure that the additional capacity required by the developments at Ebbsfleet, Gravesham and Dartford is delivered.

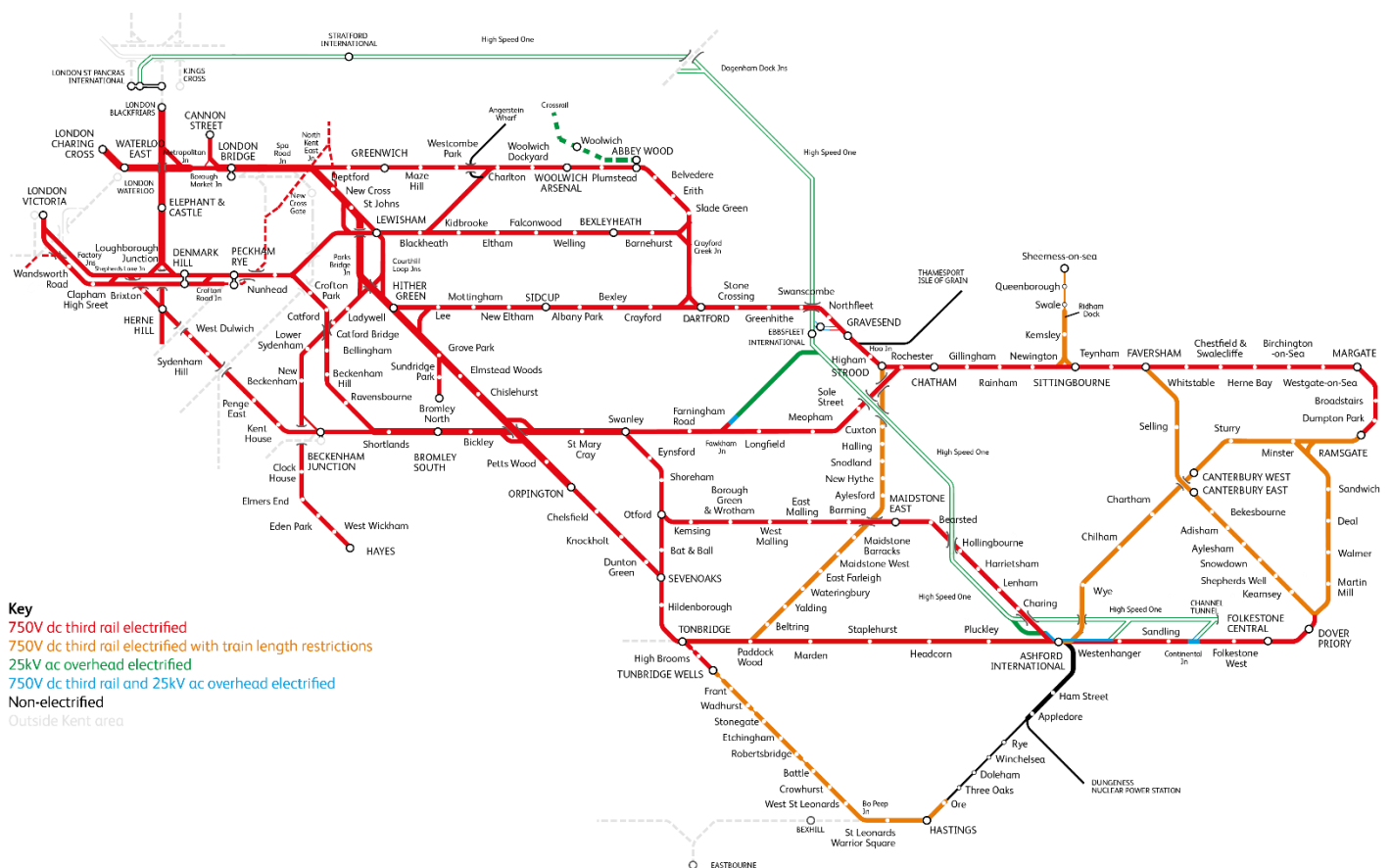
Thameslink to Maidstone East

- 4.14 The proposed Thameslink service to Maidstone East has now been postponed on four occasions. It was originally due to commence in January 2018, and has since been delayed to May 2018, then to December 2018, then to December 2019, and recently to an unspecified date in the future. KCC's Cabinet Member for Highways & Transport, and all his recent predecessors, have all written to the Rail Minister expressing the serious concerns of residents and businesses along the proposed route, many of whom have already made location decisions based on the proposed service.
- 4.15 This strategy therefore calls again on the Rail Minister to approve the operation of this last leg of the whole Thameslink service programme, with at the very least an all-day service between the county town and Blackfriars if there remains disquiet about operating the full 24tph service level through the central Thameslink core between Blackfriars and St Pancras. This would provide a regular Thameslink service every 30 minutes over its line of route.

5. Rail Infrastructure Outputs Required in Kent

- 5.1 Network Rail published the ‘South East Route: Kent Area Route Study’ in May 2018. The route study was prepared with input from many public sector organisations including KCC, rail user groups and associations, and interested individuals. Its purpose is to provide an evidence base to inform funders considering rail investment for the medium and long term. The Route Study therefore identifies ways in which the rail industry can meet forecast demand for both passenger and freight over the next decade and beyond.
- 5.2 The Route Study then states that ‘a combination of train lengthening, timetable changes and infrastructure interventions will be required, but the lack of terminal capacity is the greatest challenge and will need further industry wide work to develop options’ [source: Foreword, Kent Area Route Study, Network Rail, May 2018].
- 5.3 The Route Study also contains significant proposals as options for funders within the period of Network Rail’s Control Period 6 (CP6: 2019-2024), and further options for consideration beyond that period to 2044. The principal options for funders detailed in the Kent Area Route Study are summarised below, including options for electrification shown here:

Map Showing Electrification Capacity, Kent Route



[source: Network Rail, Kent Area Route Study, May 2018, figure 3.6]

5.4 Kent Area Route Study – Options for Funders

[references are to paragraphs in the Route Study]

(i) Marshlink (6.13.2)

- New connection at Ashford International that allows trains from HS1 to access the Marshlink line
- Electrification of the Marshlink line from Ashford to Ore
- Journey time improvements and/or redoubling of the route
- Proposal is being progressed under Kent & East Sussex Connectivity SOBC, with expected outputs by December 2020.

(ii) Ebbsfleet Southern link (6.13.26)

- Either: New terminating platform adjacent to existing operational lines
- Or: Provide a connection into the existing domestic platforms.
- This could be a candidate for consideration as part of the DfT's 'Restoring Your Railway' Programme.

(iii) North Kent to South Kent (6.13.29)

- Longer-term option to build a spur line between the Ashford to Canterbury West line and the Faversham to Canterbury East line in the Chartham area.
- The topography of the landscape means that a direct rail link is not possible to the west of Canterbury. Network Rail has undertaken a pre-feasibility study of a 'Canterbury Parkway' station where the lines cross. High level findings have been shared with Canterbury City Council. It is a challenging location and the costs could be around £250m. A development such as this would need to be part of a major future transport strategy for the area.

(iv) Canterbury Chord – Resilience (6.13.32)

- Longer-term term option to build a spur linking the Canterbury East and Canterbury West lines to the south-east of their present passing point, to provide resilience for any future disruption caused by extreme weather on the route between Dover and Folkestone.
- No development work has been undertaken, but it could be an alternative way of providing north-south Kent Connectivity, with a reversal at Canterbury East. This option can be considered further as part of the North & East Kent CMSP.

(v) Thanet Parkway Station (6.15.8)

- This third party scheme is promoted by KCC and principally funded by the south-east LEP. The new station is due to open in 2022, and KCC has requested the DfT that the new Train Service Requirement

specifies all Mainline and High Speed trains which pass the station will stop there.

- The Network Rail Regional Sponsor Team are leading the development in partnership with KCC.

(vi) Westenhanger Station (6.15.22)

- This third party scheme is promoted by Folkestone & Hythe District Council and will need to be principally funded by the developers of the planned Otterpool Park Garden Town adjacent to the station which its development is designed to serve.

- Network Rail is working with Folkestone & Hythe District Council on options for the development of the station.

(vii) Maidstone West – platform extensions (6.7.4)

- This option would enable 12-car operation of High Speed services to/from Maidstone West. While demand at Maidstone West does not require 12-car operation, the benefit of running 12-car trains on this service is that they would provide the capacity required to meet the substantial demand at Strood, Gravesend and Ebbsfleet, thus offering relief to the already overcrowded High Speed service via Medway.

- Any further development work would be dependent on confirmation of 12-car operation of High Speed services in the TSR for the new South Eastern agreement.

(viii) Maidstone East and Swanley – station improvements

- Improvement work at these stations has progressed. They will be delivered during the course of the new South Eastern agreement, and the improved amenities offered will encourage rail travel and so increase demand from these stations.

(ix) Power Upgrades

- There are various proposals in the Route Study for power upgrades at locations on the Kent Route where 12-car operation is currently inhibited or even prohibited. Such upgrades will be an essential addition to the overall capacity of the Kent rail network, facilitating the operation of the longer trains proposed in this strategy. This is especially required on the section of route south of Tunbridge Wells, to enable the operation of consecutive 12-car trains in peak periods.

- A power modelling exercise will be undertaken to support any service changes proposed as part of the new South Eastern agreement, to ensure that the rail infrastructure has the capacity required to support any enhancement in service levels.

(x) Signalling Upgrade: Sevenoaks to Orpington

- There is a proposal from the Sevenoaks Rail Travellers Association (SRTA) for an upgrade to the signalling between Sevenoaks and Orpington, which is a two-track heavily congested section of railway operating at maximum capacity in the peak periods. The proposal from the SRTA is for a study to examine options to update the signalling to permit 24 paths per hour on this section in each direction, which would dramatically increase the capacity of the network at its most congested point in Kent.
- This area of the network does operate at close to full capacity, but this is largely governed by the mix of fast and stopping services on this section of route. When the signalling is renewed options for improving the headway can be considered but may be of marginal benefit in releasing additional paths due to the stopping patterns and other network constraints such as London terminal capacity.
- While this proposal is not included in the current list of funding options in the Kent Route Study, it is worthy of consideration and is supported by KCC. The Council recognises the importance of this proposal, and that it should be made known to bidders for the new service agreement.

Additional Enhancements Required

5.5 In addition to the options for funders listed by Network Rail, KCC has identified the following infrastructure interventions which will be required to support specific enhancements in passenger rail services:

(xi) Canterbury West Station: additional platform

- The existing down siding needs to be converted into an additional through platform 3, which would provide a turn-back facility to serve an increase in the frequency of High Speed services. It could also serve any future new regional rail route operating from Reading to Canterbury West via Gatwick, extending the existing GWR service via Redhill, Tonbridge and Ashford.
- This enhancement option is being considered as part of the Kent and East Sussex Connectivity SOBC.

(xii) Dollands Moor: new connection between High Speed & Mainline

- The creation of a new crossover between the High Speed and Mainline routes at Dollands Moor would enable the operation of High Speed services from Dover Priory, Folkestone Central and Folkestone West stations to cross over in the Up direction on to the High Speed Up line and thereby reduce overall journey times to London. In the Down direction an earlier crossover would be used by trains to cross

from High Speed down to High Speed up lines, before using the new crossover to access the Mainline.

- Such an intervention would require DfT support if it were to be included in a future programme of infrastructure interventions on the Kent Route and High Speed 1. This option is also being considered as part of the Kent and East Sussex Connectivity SOBC.

New Funding Methods

- 5.6 The DfT established in March 2018 two new funding methods for rail infrastructure projects, which complement the emerging Route Studies such as that for the Kent Area. These funding methods do not apply to Operational, Maintenance and Renewal (OMR) costs, which are covered by the separate financial settlement between the DfT and Network Rail for each 5-year Control Period (currently CP6: 2019-2024).
- 5.7 The first of the new funding methods is the 'Rail Network Enhancements Pipeline' (RNEP), which sets out a 5-stage process for the delivery of funding including a positive business case. All schemes have to compete with each other for funding, which then have to be approved by the DfT before being submitted to HM Treasury to secure the required investment. The infrastructure options listed above could be eligible for RNEP funding applications where there is no obvious third-party funder (e.g. additional platform at Canterbury West).
- 5.8 The second of the new funding methods is the 'Rail Market-Led Proposals' (RMLP), which applies to private-sector proposals for rail infrastructure investment where a third party promotes a particular investment scheme which it agrees to fund in its entirety. Network Rail then has to approve the scheme before it is added to the Route Asset Base (RAB). The infrastructure options listed above could be eligible for RMLP funding applications where the proposed enhancement is to be entirely developer funded (e.g. Westenhanger Station).

Continuous Modular Strategic Planning

- 5.9 Network Rail is now developing Continuous Modular Strategic Planning (CMSP), the output of which will be a Modular Strategic Study. In conjunction with stakeholders this will be a strategy to meet the capacity and connectivity requirements for rail for the medium to long term. It will also examine opportunities for how rail can contribute to the Government target of net zero carbon emissions by 2050. The outputs will be recommendations for change or investment by Government or third party funders. This new method of strategic planning presents an opportunity for KCC, and other public authorities in Kent, to participate in the formation of policy for the rail network, through the planning of infrastructure outcomes and train service capacity improvements to meet forecast increased demand over the medium to long term.

Access for All

5.10 'Access for All' is a DfT funded programme that is largely delivered by Network Rail in partnership with Southeastern. Good progress has been made by Southeastern by improving access for all at many stations in Kent, but there are many which still do not offer level access to all platforms. It is a sign of a civilised society that those with the greatest mobility needs should be afforded accessible facilities, especially to enable a joined-up and step-free rail journey. The DfT should commit to further funding of the programme by committing the new service operator to further significant investment in 'Access for All' facilities at stations, with the objective of working towards an entirely accessible rail network in Kent.

6. Rolling-Stock Outputs Required in Kent

- 6.1 The existing operator, Southeastern, inherited a range of rolling-stock in both Mainline and Metro sectors when the original franchise commenced in 2006. There is a general recognition that most rolling-stock will provide on average 30 years of service, with a mid-life major overhaul required at 15 years. The new High Speed rolling-stock joined the Southeastern fleet in 2009 and should reasonably be expected to remain in service until at least 2039. The Bombardier-built Electrostar family of trains joined Southeastern in 2003 (with some cascaded across from Thameslink in 2017), and this cohort should continue to provide service on the Mainline routes until at least 2033. Metro routes are served in the main with Networker trains which are nearing life expiry, and this fleet will require complete replacement early in the new South Eastern agreement period.
- 6.2 The passenger network in Kent consists of three distinct service groups: High Speed, Mainline, and Metro. Each of these will be considered in turn in respect of the rolling-stock outputs required for each group during the period of the new South Eastern agreement.

High Speed Fleet

- 6.3 The single most urgent requirement for new rolling-stock is on the High Speed network serving Ebbsfleet, Maidstone West, the Medway Towns and Faversham, and Ashford and East Kent. Demand continues to outstrip capacity, and projections provided by Network Rail in their long-term planning process indicate not only crush-loaded standing conditions in peak periods from 2024 onwards, but often trains full to capacity and thus unable to provide a peak service from some stations. The need for a substantial uplift in HS capacity has long been recognised, and this strategy addresses this critical issue [*cf section 7: Rail Service Outcomes Required in Kent*].
- 6.4 The train service tables in section 7 demonstrate the proposed enhancements in service levels which are estimated to require the following increases in HS rolling-stock, in addition to retaining the 29 existing 6-car Class 395 sets. These Hitachi-built HS sets were built to a bespoke design for Southeastern capable of operating on HS1 with overhead 25kv AC traction and on Mainline with third-rail 750v DC traction, but this class of train is no longer available in regular production.
- 6.5 This forecast of future increased demand for High Speed service capacity should support the DfT in the approval of the procurement of a new fleet of Class 800/801 or similar HS rolling-stock, of which there will have to be a similar variant to the Class 395 trains to provide the flexible operation required on Kent's rail network. In addition, part of this new fleet will need to be bi-mode (Class 800/802 or similar), as and when the new infrastructure enhancement is funded and delivered at Ashford to permit through operation of HS trains between St Pancras and East Sussex.



Class 800: example of new fleet of High Speed train on test run, which could be procured for Kent's High Speed services [source: Hitachi Ltd, 2015]

6.6 Based on the proposed improved service levels set out in section 7, the estimated requirement is for a total of 12 new 5-car HS trains as follows:

- 4 new electric sets, each of 5-car length*, for Ashford / Canterbury West / Margate
- 4 new bi-mode sets, each of 5-car length*, for Folkestone / Dover Priory, and for Hastings / Bexhill / Eastbourne [*trains to divide at Ashford*]
- 4 new electric sets, each of 5-car length*, for Ebbsfleet / Gravesend / Strood / Maidstone West / Medway Towns / Faversham.

**These would be equivalent to the existing 6-car lengths of the Class 395 trains, with a double-coupled train of 10-cars being equivalent in length to the 12-cars of the Class 395 trains*

Network Rail supports the need for additional rolling stock on High Speed 1 services, as evidenced in the Kent Route Study. An extensive route clearance exercise would also be required if new rolling-stock consisted of vehicles longer than the existing standard of 20m.

Mainline Fleet

6.7 The current fleet of Electrostar trains, mainly consisting of Class 375 sets built by Bombardier, have all had their mid-life heavy overhaul and are set to continue in service until at least 2033. The addition of 17 x Class 377 4-car trains cascaded from Southern in 2017 has been most beneficial to

Kent's Mainline network, especially to the Maidstone East line where they have replaced Networker units which have in turn strengthened Metro services in south-east London.

- 6.8 The new South Eastern agreement should see the completion of the refurbishment of the cascaded sets, ensuring that they continue to be fit for purpose. During the course of the new South Eastern agreement, the operator will need to address the replacement of the Electrostar trains as they approach their end of life towards the start of the next decade.
- 6.9 The two original Kent Community Rail Partnership (CRP) routes now benefit from Electrostar operation with 3-car versions of the Class 375 trains, and these have improved the journey experience and improved accessibility for passengers. There are also several new CRP routes which have recently been created in Kent, following an increase in funding for CRPs through the current franchise agreement [see paragraph 9.1].

Metro Fleet

- 6.10 The mainstay of the Metro service fleet, which predominantly serves south-east London routes, is the Networker. These trains were first introduced by British Rail prior to privatisation, and many have worked for almost 30 years on the Southeastern network. There are also Bombardier built trains, the Class 376, which are only 15 or so years old and which will continue to operate on the Metro network.
- 6.11 In April 2020 Southeastern announced the planned arrival of a DfT-approved cascade of 30 almost new 5-car Class 707 trains from South Western Railway (SWR). The introduction of the Class 707s is dependent on the timing of the arrival of new Class 701s to SWR, and so the Class 707s will be cascaded when the Class 701s become available. While the exact area of operation of these nearly new units is still to be determined, they will provide a welcome improvement to the Metro fleet and should allow the withdrawal of the oldest Networker trains from the few Kent routes they still serve.



Class 707: example of new Metro train due to be cascaded to Southeastern – additional sets could be procured for operation on Metro routes

[source: Modern Railways]

6.12 The most urgent task facing the operator of the new South Eastern agreement in 2022 or 2023 will be the need to procure a replacement Metro fleet for the remainder of the Networker trains for the Metro services. Most of the stations on the London Bridge Metro network have had their platforms extended to take 12-car trains and the new fleet would need to match this provision, but part of the new Metro fleet would need to consist of 8-car trains to serve the Victoria and Blackfriars Metro routes as these are only capable of 8-car operation.

7. Rail Service Outcomes Required in Kent

7.1 Metro Services

Following the transfer of the service from London Charing Cross via Blackheath and Woolwich Arsenal to Dartford and Gravesend (and now extended to Rainham) from the existing franchise to the Thameslink network in 2018, there are now four Metro routes serving Kent:

- London Charing Cross / Cannon Street via Woolwich to Dartford;
- London Charing Cross / Cannon Street / Victoria via Bexleyheath to Dartford / Gravesend;
- London Charing Cross / Cannon Street via Sidcup to Dartford / Gravesend;
- London Charing Cross / Cannon Street via Orpington to Sevenoaks;
- London Charing Cross / Cannon Street via Orpington, Sevenoaks and Tonbridge to Tunbridge Wells.

7.2 These Metro services are an essential part of the rail network in Kent, providing access between Dartford, Gravesend and London, and between Sevenoaks, Tonbridge, Tunbridge Wells and the capital. The existing service pattern provides a high level of frequency on all the Dartford routes, with a reasonable level on the route via Sevenoaks. There might be an option to enhance this service frequency if the signalling upgrade identified in the section on rail infrastructure outputs is funded and delivered [*cf paragraph 5.4 (x)*].

TABLE 3: PROPOSED METRO SERVICES IN KENT

METRO ROUTE	PEAK TPH	OFF-PEAK TPH
London CX / CS via Woolwich to Dartford	4	2
London CX / CS / VIC via Bexleyheath to Dartford / Gravesend	6	4
London CX / CS via Sidcup to Dartford / Gravesend	4	4
London CX / CS via Orpington – all stations to Sevenoaks	3	2
London CX / CS via Orpington – Sevenoaks – all stations to Tunbridge Wells	3	2

These service levels only include trains serving Kent stations and do not include the total service levels within Greater London on each of these routes.

Mainline Services

7.3 The Kent and Medway Growth & Infrastructure Framework [cf section 4] has identified significant growth in population and housing up to 2031 at these key locations throughout mid and west Kent. They are all served by Mainline services and are certain to be subject to additional growth in passenger demand, although the stations in the Medway Towns are not included here as these will be included in Medway Council's response to the consultation on the new South Eastern agreement.

- Faversham
- Sittingbourne
- Gravesend
- Dartford
- Maidstone
- West Malling
- Borough Green
- Otford
- Swanley
- Sevenoaks
- Tonbridge
- Tunbridge Wells

7.4 Any overall increase in the provision of Mainline services from these stations will be dependent on three key factors:

- The provision of sufficient paths to the London termini
- The provision of additional Mainline rolling-stock for peak period operation
- Signalling upgrade to enhance capacity on Orpington – Sevenoaks corridor

7.5 At present, the peak paths to and from the London termini used by Southeastern services are full, so the greatest opportunity for any Mainline service enhancement in the new agreement will be in the strengthening of existing services in the off-peak and weekend periods.

7.6 There is significant overcrowding on some shoulder-peak services on Mainline routes, and also on late evening departures from London. These issues will need to be addressed by the new South Eastern agreement operator to ensure the delivery of greater capacity at these times for rail passengers. As a minimum standard, all peak and shoulder-peak

workings should be diagrammed as 11-cars or 12-cars wherever the power supply capability permits this.

- 7.7 There is a particular change advocated in this strategy for the Mainline service group via the Medway Towns. At present, as a result of the many conflicting demands to serve a multitude of stations from both routes east of Faversham, the journey times to and from London are unreasonably lengthy. The proposed change would introduce a much faster service from the Ramsgate route via Herne Bay, which would benefit from cross-platform interchange at Faversham with the service from Dover via Canterbury East.
- 7.8 This latter service would become a stopping service, doubling the frequency at all the stations between Faversham and Dover (except Canterbury East), and improving the regular service at Teynham and Newington. It would also provide an additional stop at Denmark Hill to serve King's College Hospital. Passengers from the Dover route wishing to benefit from a faster service to London would change trains at Faversham to the service from Ramsgate, and vice-versa.
- 7.9 There is also a change proposed to the service group via Ashford. Following the proposals by the Department for Transport (DfT) for the TSR for the cancelled South Eastern franchise, this strategy retains the option of 4tph on the Tonbridge – Ashford corridor in the standard off-peak hour, with 2tph fast on this section and then on to Ramsgate, and 2tph slow serving all the intermediate stations. This would encourage greater use of the fast Mainline services from East Kent stations, thereby alleviating pressure from excess demand on the High Speed network from these locations.
- 7.10 The route south of Tunbridge Wells towards Hastings also requires an uplift to the power supply on this section, so that 11-car or 12-car trains can be pathed in succession. At present the restricted power supply precludes such pathing, and thus diminishes capacity on this busy section of route in the peak periods.

Tables showing proposed Mainline service levels on routes to/from London Charing Cross, Cannon Street and Victoria

7.11 In the tables which follow, peak service frequencies are approximate representations of arrivals at / departures from London termini at high peak hours (08:00–09:00 & 17:00–18:00 respectively).

TABLE 4: PROPOSED MAINLINE SERVICES VIA MEDWAY TOWNS

MAINLINE ROUTE	PEAK TPH	OFF-PEAK TPH
FAST: Ramsgate – all stations to Faversham – Sittingbourne – Medway Towns – Bromley South – Victoria	2	1
FAST: Ramsgate – all stations to Faversham – Sittingbourne – Medway Towns – London Bridge - Cannon Street	3	0
SLOW: Dover – all stations via Canterbury East to Faversham – all stations to Bromley South – Denmark Hill – Victoria	2	2
SEMI-FAST: Sheerness – all stations to Rochester – Meopham – Longfield – Swanley - St Mary Cray - Bromley S - Vic	1	1

TABLE 5: PROPOSED MAINLINE SERVICES VIA TUNBRIDGE WELLS

MAINLINE ROUTE	PEAK TPH	OFF-PEAK TPH
FAST: Hastings - all stations* - High Brooms - fast to London Bridge/Charing X	2	0
FAST: Hastings – all stations* - High Brooms - fast to London Bridge/Cannon St	2	0
SEMI-FAST: Hastings - St Leonards WS – Battle – Wadhurst – Tunbridge Wells – High Brooms - Tonbridge – Sevenoaks – Orpington – London Bridge/Charing X	0	1
SLOW: Hastings – all stations to Tonbridge – Sevenoaks – Orpington – London Bridge/Charing X	0	1

**some trains join/divide en route to serve different stations between Hastings and Tunbridge Wells*

**TABLE 6: PROPOSED MAINLINE SERVICES
VIA ASHFORD**

MAINLINE ROUTE	PEAK TPH	OFF-PEAK TPH
SEMI-FAST: Ramsgate – all stations via Dover or Canterbury West to Ashford – all stations to Tonbridge – Sevenoaks – London Bridge – CX/CS	4	0
FAST: Ramsgate – all stations via Dover or Canterbury West to Ashford – Paddock Wood – Tonbridge – Sevenoaks – London Bridge – Charing X	0	2
SLOW: Ashford – all stations to Sevenoaks – Orpington – London Bridge – Charing X	0	2

**TABLE 7: PROPOSED MAINLINE SERVICES
VIA MAIDSTONE EAST**

MAINLINE ROUTE	PEAK TPH	OFF-PEAK TPH
SLOW: Ashford – all stations to Maidstone East – all stations to Otford# - Swanley - ^ - Bromley South/Victoria~	3	0
SEMI-FAST: Canterbury West – all stations to Ashford – <i>either</i> all stations to Maidstone East then skip-stop to Otford, <i>or</i> fast to Bearsted then all stations to Otford, then Swanley – ^ - Bromley South – Victoria	0	2

Some services skip-stop some stations in peak periods

~ This service plan presumes operation of Thameslink service between Maidstone East and Blackfriars, which will have subsumed existing peak Blackfriars services on this route

^ St Mary Cray is omitted from this service group as it would be served by slow services via Chatham to/from Sheerness and Dover (see table 4)

High Speed Services

- 7.12 The construction, delivery and successful operation of the HS1 rail infrastructure has been an outstanding success for Kent. It has transformed the economy of East Kent, creating a wide range of employment opportunities in Central London which were previously inaccessible, widening opportunities for higher education students to access university colleges in the capital, and growing the tourism and leisure industry in the county by contributing to the 65 million annual visitors to the Garden of England [*source: Visit Kent, 2020*].
- 7.13 In the report commissioned by HS1, 'Delivering for Kent: The Economic Impact of HS1' (Steer, September 2019) [*cf section 3: Kent's Local Transport Policy*], the need for further growth in High Speed rail provision beyond 2021 was identified at these stations which are served by High Speed services in Kent (stations in Medway will be covered by Medway Council's response to the new agreement consultation):
- Thanet Parkway (due to open in 2022)
 - Canterbury West
 - Dover Priory
 - Folkestone Central
 - Folkestone West
 - Westenhanger (to serve proposed Otterpool Park Garden Town)
 - Ashford International
 - Faversham
 - Sittingbourne
 - Maidstone West
 - Gravesend
 - Ebbsfleet International
- 7.14 In the peak periods this growth in demand will require the provision of additional capacity, with full-length operation of all peak services through an expanded High Speed fleet [*cf section 6: rolling-stock outputs required in Kent*]. In the off-peak periods this will need to be met by an increase in service levels from Canterbury West and Dover Priory via Ashford, and from Maidstone West via Strood, Gravesend and Ebbsfleet. East Sussex County Council (ESCC) and KCC are also working in partnership with Network Rail and HS1 Ltd on a project to deliver a connection between HS1 and the Marshlink line, and provided that this proposal for infrastructure enhancement at Ashford is funded HS services would then be able to operate between St Pancras and Eastbourne via Hastings and Bexhill. The project is designed to support economic growth in these coastal towns by delivering much faster journey times to and from London, while also increasing HS capacity at Ashford.

**TABLE 8: PROPOSED HIGH SPEED SERVICES
VIA ASHFORD WITHOUT INFRASTRUCTURE UPGRADES**

HIGH SPEED ROUTE	PEAK TPH	OFF-PEAK TPH
Margate – Broadstairs – Ramsgate – Thanet Parkway – Canterbury West – Ashford – Ebbsfleet (off-peak) - Stratford - St Pancras	2	1
Ramsgate – Thanet Parkway - Sandwich – Deal - Dover – Folkestone C & W – Westenhanger# - Ashford – Ebbsfleet - Stratford – St Pancras	2	1

The provision of specific infrastructure upgrades would have a transformative effect on the level of High Speed services possible in East Kent, as is demonstrated by a comparison between tables 8 and 9.

**TABLE 9: PROPOSED HIGH SPEED SERVICES
VIA ASHFORD WITH INFRASTRUCTURE UPGRADES**

HIGH SPEED ROUTE	PEAK TPH	OFF-PEAK TPH
Margate – Broadstairs – Ramsgate – Thanet Parkway – Canterbury West – Ashford – Stratford - St Pancras	2	1
Canterbury West – Ashford – Ebbsfleet – Stratford – St Pancras~	1	1
Ramsgate – Thanet Parkway - Sandwich – Deal - Dover – Folkestone C & W – ^ - Stratford – St Pancras	1	1
Dover – Folkestone C & W – Westenhanger# - Ashford* - Ebbsfleet Stratford - St Pancras	1	1
Eastbourne – Bexhill – Hastings – Rye – Ashford* – Stratford – St Pancras	1	1

** when proposed infrastructure work at Ashford is funded and delivered, this service group will join and divide en route at Ashford, with front portion to/from Dover and rear portion to/from Hastings and Eastbourne*

this station will need to be served by High Speed services when Otterpool Park Garden Town reaches an agreed occupancy rate

~this service group could operate if an additional platform 3, in place of the existing down siding, was funded and delivered at Canterbury West

^ this service could operate if the proposed infrastructure enhancement at Dollands Moor, creating a link between HS1 and Mainline, is funded and delivered

Thanet Parkway Station

7.15 The new Thanet Parkway station is due to open in 2022, providing a reduced journey time from Thanet to London which will be delivered in partnership with Network Rail. This will be in conjunction with the Journey Time Improvement (JTI) scheme between Ramsgate and Ashford, which will mitigate the time penalty of the additional station stop. The TSR for the new South Eastern agreement should therefore require all trains which pass the new station to stop there, both Mainline and High Speed services.

7.16 Timetable analysis undertaken by Network Rail has demonstrated that there would be no additional costs involved in terms of rolling-stock or crews, but that the existing round-the-loop High Speed service would need to have its stopping pattern adjusted to accommodate the new station. The High Speed service plan proposed here would separate the two parts of this service at Ramsgate, thereby improving operational resilience and accommodating the stop at Thanet Parkway on the southern leg of this service, which does not benefit from the JTI scheme.

Westenhanger Station and Otterpool Park Garden Town

7.17 The proposed Otterpool Park Garden Town development adjacent to Westenhanger station is expected to generate a significant increase in demand for rail services, principally to/from London but also locally to employment, further education and retail centres at Ashford and Folkestone. The current Transport Assessment for the new Garden Town provides an estimate of total journeys which would be made by rail based on the existing Mainline service, but to meet the predicted increase in demand the TSR for the new South Eastern agreement will need to accommodate the additional stops at Westenhanger on the High Speed service which are included in the proposed train service plan outlined above.

**TABLE 10: PROPOSED HIGH SPEED SERVICES
VIA GRAVESEND**

HIGH SPEED ROUTE	PEAK TPH	OFF-PEAK TPH
Ramsgate – principal stations to Faversham – Sittingbourne – Medway Towns – Gravesend - Ebbsfleet – Stratford – St Pancras	1	1
Ramsgate – principal stations to Faversham – Sittingbourne – Medway Towns – <i>fast to</i> Stratford – St Pancras	1	0
Faversham – Sittingbourne – Medway Towns – Gravesend - Ebbsfleet - Stratford – St Pancras	0	1
Maidstone West – Snodland – Strood – Gravesend – Ebbsfleet – Stratford – St Pancras**	2	1

*** The proposed all-day service to/from Maidstone West is based on platform lengthening at this station to accommodate 12-car HS trains, which would enable these services to provide additional capacity at Strood, Gravesend and Ebbsfleet while enabling half the peak service to/from Ramsgate to run fast between Rochester and Stratford*

TABLE 11: THAMESLINK SERVICES IN KENT

THAMESLINK ROUTE	PEAK TPH	OFF-PEAK TPH
Rainham – Medway Towns – Gravesend – Dartford – Woolwich – Thameslink Core – Luton <i>[some stopping stations omitted from list]</i>	2	2
Sevenoaks – Bat & Ball – all stations to Elephant & Castle – Blackfriars – (<i>Thameslink Core – Welwyn Garden City: service to be confirmed</i>)	2	2
<i>(Ashford / Bearsted in peaks)</i> – Maidstone East – West Malling - Borough Green & Wrotham - Otford – Swanley – Bromley South – Elephant & Castle – Blackfriars (service to be confirmed)	2	2

8. Passenger Communications and Station Facilities in Kent

Passenger Communications

- 8.1 One of the most frequent issues to be raised by passenger groups and rail user associations is the need for a unified approach in the dissemination of information to passengers, especially when there is disruption to rail services. This is one of the leading issues which the new South Eastern agreement operator will need to develop, building on the recent excellent improvements in this area delivered by Southeastern.
- 8.2 The roll out of unified communications to passengers is the right approach to ensure that both staff and passengers receive consistent information that aligns with the station VDUs and other public information available. Surety and consistency of messages is the best way to impart information about delayed or disrupted rail services to passengers when circumstances require, and a unified communication policy will deliver that outcome. The continued development of this unified approach to communications should be one of the key requirements in the next South Eastern agreement.

Station Facilities

- 8.3 In general stations and their environments should be recognised as gateways to the towns, villages and environments they serve. Stations should be clean, tidy and efficient, and as far as practicable those close to major employment areas should reflect their business location.
- 8.4 Stations should ideally be designed to encourage easy interchange with other sustainable modes, such as bus, riverboat, walking and cycling, supported by through ticketing initiatives with other service providers. The recent roll out of wi-fi facilities on all train services to enable business activity while commuting is also a welcome development, which reflects the increased prevalence of rail passengers to work while travelling.
- 8.5 There are additional aspirations for all stations to include, wherever possible, the following passenger facilities:
 - Bus Interchange: there must be improved bus/rail interchange at railway stations, to promote the use of public transport and to enable ease of transfer between bus and rail for passengers. KCC wishes to improve integration between rail and bus through high quality infrastructure and passenger information, and the County Council sees this being achieved through close liaison between the relevant District / Borough Councils, KCC and passenger service operators. This is especially important with respect to timetabling, so that wherever possible bus and rail services are scheduled to connect to improve the end to end journey experience.

- Car Parking: there is significant increased demand for additional car parking capacity at a number of stations across the Kent rail network. Some of this demand is current, and some will be driven by the proposed service enhancements set out above. At the very least, some stations will need to be assessed for decking to provide multi-level parking at their existing car parks, while others will need to expand provision of existing ground level parking wherever this is possible.
- Cycle parking: improved quantity and security of cycle parking at all stations, building on Southeastern's successful investment in secure cycle hubs at locations such as Gravesend, Ashford, Canterbury West and Tonbridge. There are also plans for new cycle hubs in 2020/21 at Chatham, Folkestone West and Maidstone East. KCC would encourage any future service operator to continue to utilise the DfT's Cycle Rail Fund, as this funding stream has so far proved extremely beneficial in improving cycle storage provisions.
- Heritage: it is appropriate for stations in historic locations to reflect their local heritage. This can take the form of suitable advertising and signing on station sites, to direct links between a station and a local tourist attraction (e.g. Bearsted and its bus link to Leeds Castle).
- Signposting: station signs should be clear and unambiguous, from station name-plates to signing between the station, local bus stops and the town or village centre.
- Ticket machines: ticket vending machines offering the full range of tickets available from each station, with the same range of fares available from these, from the ticket office or online.
- Toilets: station toilet facilities should be clean, physically accessible for all age groups, those with disabilities, carers and those pregnant or travelling with babies or very young children, regularly inspected, well-lit and, critically, open for the duration of passenger services.
- Waiting facilities: every station should have a place to wait that is comfortable, warm and safe. Waiting facilities should be well lit, with good all-round visibility to assure travellers that they are safe.

First & Last Mile Study

- 8.6 Network Rail and Southeastern have been working with KCC on a 'First & Last Mile' modular study, looking at the opportunities for better integration between rail and other modes. This will support further work being undertaken by TfSE and is concerned with improving sustainable access to stations by bus, walking and cycling, as well as providing better parking capacity at stations where this encourages travel by rail.

Mobility as a Service (MaaS)

- 8.7 In partnership with Southeastern and other transport providers, KCC is working towards a Mobility as a Service (MaaS) pilot for Ebbsfleet which is due to start in 2021. The MaaS platform will enable users to plan and purchase any journey that starts or finishes in Ebbsfleet via a single platform. MaaS will combine a multitude of different modes, including rail, bus, cycle hire, car clubs and walking routes. Through a single journey product, users will achieve better value for money, and they will also be rewarded with other incentives for making sustainable journey choices over private car use. If successful, MaaS will be rolled out across the whole of Kent by 2025.

9. Community Rail Partnerships in Kent

9.1 KCC has been committed to the two Community Rail Partnerships (CRP) which have been operating in Kent for several years and will continue to support both the Kent and Sussex CRPs. These CRPs continue to promote and support the more lightly used routes in Kent, and also those which cross the county borders into East Sussex and Surrey. Following Southeastern's recently confirmed increase in funding of an additional £400,000 over two years for CRPs, which should be continued in future years by the new South Eastern operator, there are now 9 lines wholly or partly in Kent, managed through 5 separate partnerships:

- i Medway Valley Line (Kent CRP)
- ii SwaleRail (Kent CRP)
- iii NEW: Maidstone East line (Kent CRP)
- iv Sevenoaks to Swanley (Darent Valley CRP)
- v Redhill to Tonbridge (Sussex CRP)
- vi Marshlink (Sussex CRP)
- vii NEW: Tonbridge to Hastings (Sussex CRP)
- viii NEW: All stations in Thanet (Thanet CRP)
- ix NEW: Westenhanger to Sandwich (White Cliffs CRP)

Kent Community Rail Partnership

9.2 There are two lines in Kent which continue to be supported by the Kent CRP:

- Medway Valley Line (Strood – Maidstone West - Tonbridge)
- Swale Rail (Sittingbourne – Sheerness-on-Sea)

Medway Valley Line

9.3 The new South Eastern agreement operator would be expected to continue the current high level of support for both routes associated with the Kent CRP, including the provision of an all-day extension of the Medway Valley service to and from Tonbridge. KCC and the Kent CRP strongly supported the proposal by the DfT, in the TSR for the cancelled South Eastern franchise in 2017, which proposed a doubling of the off-peak frequency between Maidstone West and Tonbridge. In this scenario, one train would operate non-stop between the county town and Paddock Wood and then Tonbridge, substantially improving connectivity between Maidstone and Tonbridge.

9.4 There is also a need to improve connectivity at Strood for passengers travelling between Maidstone and Medway. There is at present a high incidence of trains just missing each other for passengers needing this link in both directions. The new South Eastern agreement timetable must adjust timings to ensure these connections are maintained.

Swale Rail

- 9.5 The Swale Rail service has recently benefitted from the introduction of Class 375/3 rolling-stock, which, as with a recent similar improvement on the Medway Valley line, has improved passenger comfort and accessibility on this route. The existing connections at Sittingbourne should be maintained and improved wherever possible, and the existing through peak services between Sheerness and London Victoria should continue.
- 9.6 This rail strategy also proposes that the through service to London is operated hourly throughout the day by extending the current Gillingham starters to/from Sheerness. This would greatly improve connectivity to and from the Isle of Sheppey and thereby reduce the sense of isolation that is sometimes prevalent for residents of the island. At the request of the Kent CRP, there should also be a later service between Sittingbourne and Sheerness to enable passengers to travel home to the Isle of Sheppey after leisure or work activities.

Sussex Community Rail Partnership

- 9.7 There are two cross-county lines which continue to be supported by KCC through the Sussex Community Rail Partnership Ltd: Marshlink, which operates between Ashford and Hastings via Rye; and Tonbridge to Redhill, which operates via Edenbridge.

Marshlink Line

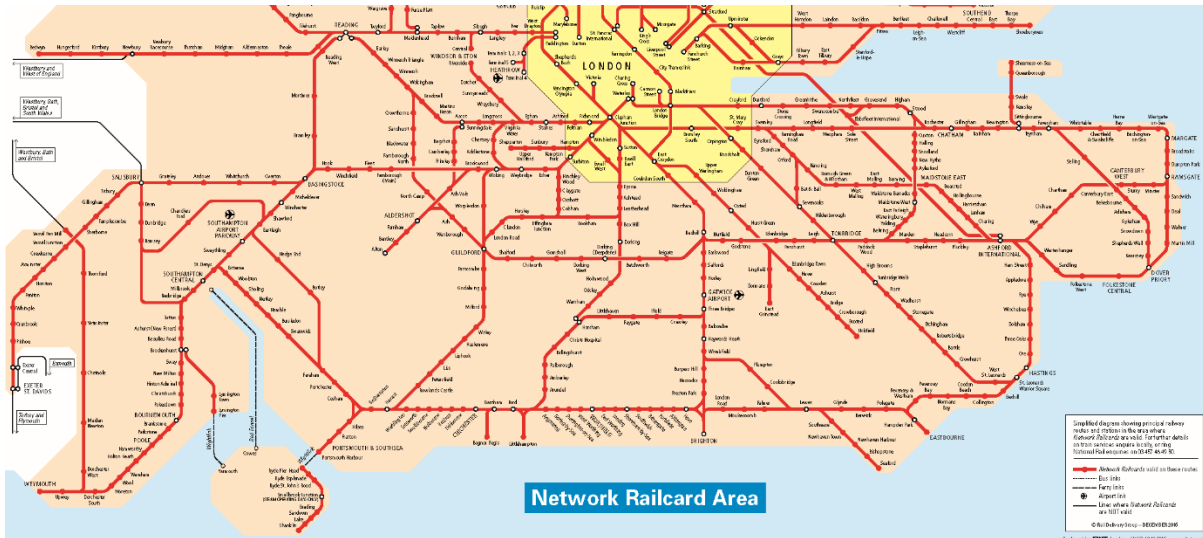
- 9.8 The Marshlink CRP between Ashford and Hastings, although not included in the scope of the South Eastern agreement, is managed by the Sussex CRP Ltd. This CRP route will need to support the smaller stations such as Ham Street and Appledore, which would continue to be served by a local stopping service when and if High Speed trains are introduced between Ashford, Hastings and Eastbourne. There is also scope for increased leisure travel on the Marshlink route, with Rye and Hastings both attractive destinations for passengers from London via High Speed services and well timed connections with Marshlink at Ashford.

Tonbridge-Redhill Line

- 9.9 The Tonbridge to Redhill CRP, which is also outside the scope of the South Eastern agreement, links Kent with Surrey and is also managed by Sussex CRP Ltd. At present there is just a shuttle service on this route between Tonbridge and Redhill, but the route does provide an innovative opportunity for the development of the south-east regional rail network.
- 9.10 Both KCC, and the shadow authority Transport for the South East, have identified the need for a new regional rail service that would link together the counties of south-east England outside Greater London with each other and with Gatwick Airport. Such a service could be introduced by

extending the existing GWR Reading – Guildford – Dorking - Redhill – Gatwick service via Redhill – Edenbridge – Tonbridge - Ashford to Canterbury West, and this CRP route would play a key role in its operation.

9.11 The introduction of bi-mode rolling stock now being deployed across the railway network would resolve the problem of gaps in the electric power system on sections of this route. The map below includes the potential route of this proposed regional railway service.



Map of Network Railcard Area which includes route of potential regional rail service linking Reading with Canterbury West via Guildford, Dorking, Redhill, Gatwick, Redhill, Edenbridge, Tonbridge and Ashford

New Community Rail Partnerships and Lines

Following the additional funding provided by Southeastern for CRPs, a number of new partnerships and lines have now been established in Kent [see paragraph 9.1]:

Darent Valley CRP

- 9.12 A recent innovation has been the creation of the Darent Valley CRP. This CRP is not part of the Kent CRP but is led by Sevenoaks Town Council and Sevenoaks District Council, in partnership with Southeastern and Govia Thameslink Railway. It serves stations between Swanley and Sevenoaks via Eynsford, Shoreham, Otford and Bat & Ball, and provides a focus for local supporters of the Thameslink and Southeastern services on this short section of route.

Thanet CRP

- 9.13 Another newly formed CRP is the Thanet CRP, managed by the Turner Contemporary in partnership with Thanet District Council. This partnership comprises all existing seven stations in Thanet and could also include Thanet Parkway once this station is completed.

White Cliffs CRP

- 9.14 The East Kent coast route from Sandwich to Westenhanger inclusive has also become a CRP, managed by Dover District Council in partnership with Folkestone & Hythe District Council.

Maidstone East Line

- 9.15 Kent CRP has also expanded its portfolio to include a new community rail line between Kemsing and Ashford International, as well as the continuation and enhancement of activity on the Medway Valley line and 'Swale Rail' branch between Sittingbourne and Sheerness-on-Sea.

Tonbridge to Hastings Line

- 9.16 Sussex CRP has also added another line to its portfolio, between Tonbridge and Hastings. This route links at Tonbridge with the CRP line to Redhill and with the Medway Valley CRP line to Strood, and also at Hastings with the Marshlink CRP line to Ashford.

10. Rail Freight Services in Kent

10.1 The provision of rail freight paths through Kent is a complex issue, as there are no easy solutions to the constant demand for modal shift of freight from road to rail. Essentially there are three principal issues which mitigate any significant further modal shift without either considerable expenditure on re-building railway infrastructure, or a substantial increase in the use of HS1 by rail freight trains:

- there is overwhelming demand for paths on Mainline routes in Kent to be prioritised for passenger services, especially during peak periods but increasingly during off-peak periods as well;
- there is only a limited number of routes in Kent currently cleared to WR8 gauge for freight operation on Mainline routes, with some combination of alternative routes available;
- the higher Continental gauge container wagons, demand for the use of which is increasing, require clearance to WR12 gauge and paths for this gauge of train can only be allocated on HS1.

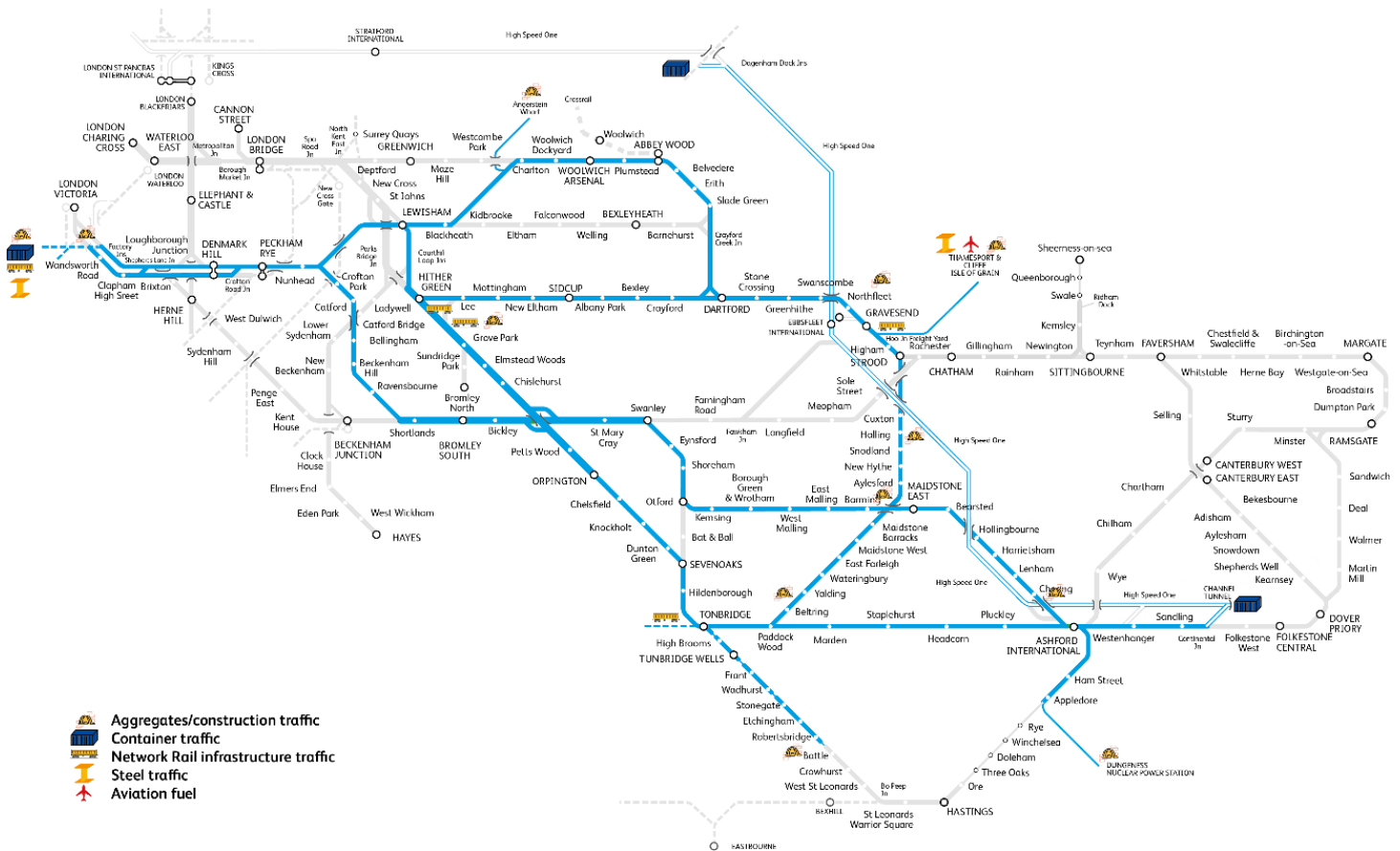
10.2 Rail freight policy is by its nature a very specialised subject, and therefore the narrative and commentary for this section is drawn substantially from Network Rail's own policy for rail freight published in its Kent Area Route Study in 2018. Network Rail supports opportunities to increase rail freight on the network and is undertaking a strategic study to look at current and future demand and the capacity constraints that prevent additional freight operating. This study also supports the aspiration of the decarbonisation agenda to deliver modal shift of freight from road to rail.

Rail Freight Paths

[source: 'South East Route: Kent Area Route Study', Network Rail, System Operator, May 2018]

10.3 The Kent Area Route Study clearly sets out the existing series of freight routes and terminals serving Kent. Rail freight operators using these facilities include DB Cargo, GB Railfreight, Freightliner, Direct Rail Services and Colas Rail. There is a small number of approved rail freight routes in the county, providing a guaranteed number of freight paths each operating day. These are indicated in blue on the route map below.

Map Showing Rail Freight Routes and Terminals in Kent



[source: Network Rail, Kent Area Route Study, May 2018, figure 3.4]

10.4 The majority of rail freight paths in Kent are utilised by construction and international traffic routed via the Channel Tunnel, with marshalling and locomotive power exchanges at Dollands Moor freight terminal which is adjacent to the UK Channel Tunnel portal. This type of freight includes raw materials for concrete such as sand and aggregates, with other heavy duty material associated with construction sites. Network Rail is also a significant rail freight user, with their facilities at Hither Green, Hoo and Tonbridge used for the acceptance, maintenance and distribution of on-track machines, rail treatment trains and engineering equipment. All these are essential to ensure the safe and efficient maintenance of the railway network in Kent.

10.5 One other quite distinct service supplied by freight operators is the provision of steam and diesel locomotives and crews for the regular charter trains which operate between London Victoria and the Kent coast. The most famous is the Belmond (formerly Venice-Simplon) Orient Express, and others include day excursions operated by Steam Dreams to Canterbury and the East Kent coast.

Rail Freight Gauge Clearance

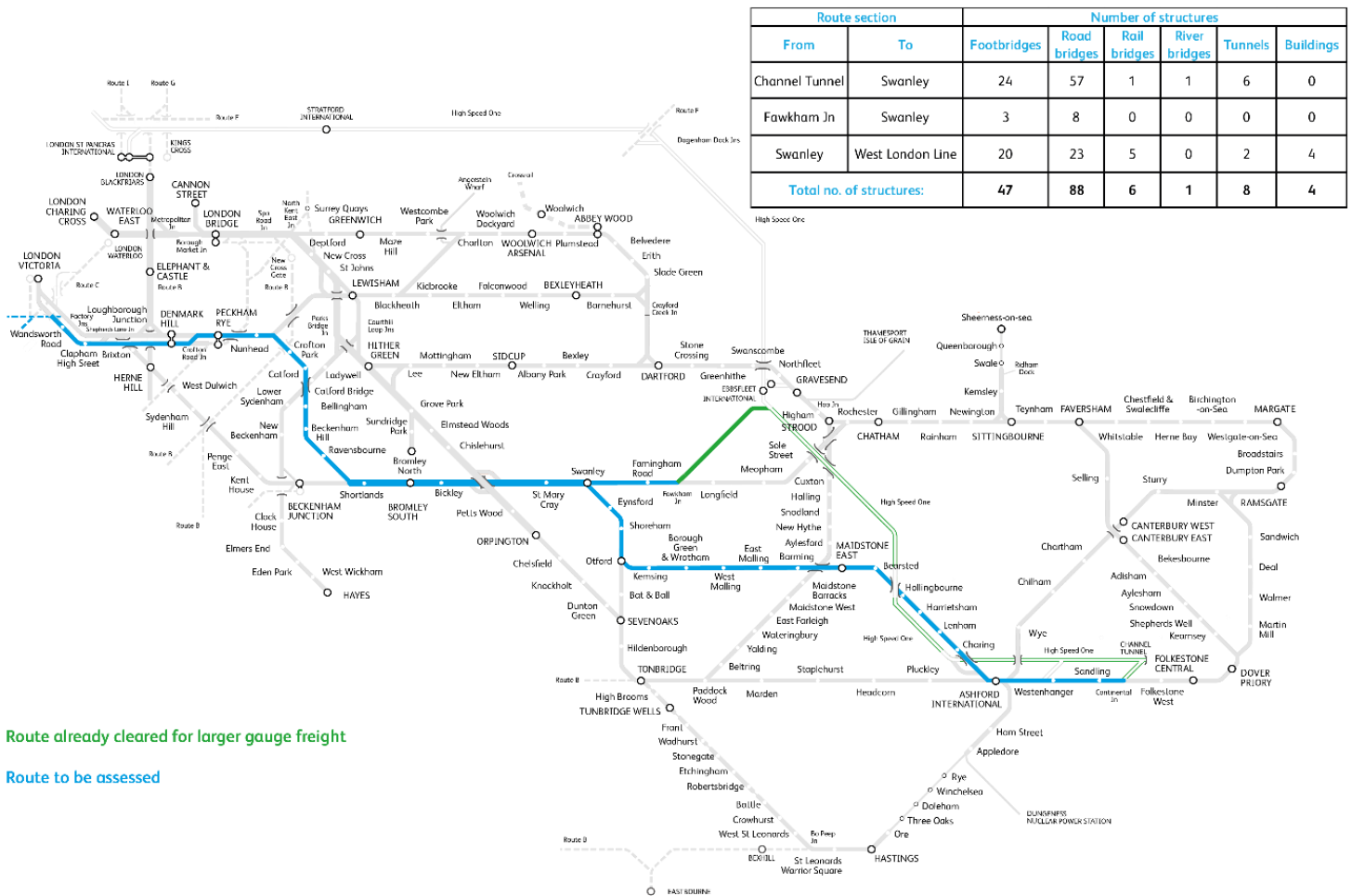
[source: 'South East Route: Kent Area Route Study', Network Rail, System Operator, May 2018]

10.6 The Kent Area Route Study also considers the issue of gauge clearance on different rail freight routes through Kent. The main routes currently identified and cleared for freight operation are:

- Channel Tunnel via Maidstone East to Swanley
- Channel Tunnel via HS1 to Southfleet, HS1 link to Fawkham Junction, Mainline to Swanley
(and then for both via Catford Loop and Atlantic Lines to West London Line)
- Channel Tunnel via Tonbridge to Redhill (and then via Clapham Junction to West London Line)
- Channel Tunnel via HS1 to Barking freight terminal

10.7 With the exception of the last route listed which is entirely on HS1 and so can accommodate up to WR12 gauge clearance, at present all the other routes can only accommodate freight traffic up to WR8 gauge clearance. Network Rail has now completed work to GRIP 2 on freight train clearances to W12 on these routes, while the business case is still being considered. In recent years there has been significant growth in 'high cube' container traffic, but only the HS1 route through Kent can accommodate these larger units. These require specialist pocket wagons which hold the containers between the bogies of the wagon, but the clearance of Mainline routes in Kent to accommodate these would require wholesale rebuilding of tunnels, bridges and other structures and would be prohibitively expensive. The map below indicates these freight gauge assessments.

Map Showing Rail Freight Route Gauge Assessments in Kent



[source: Network Rail, Kent Area Route Study, May 2018, figure 6.17]

10.8 The TfSE transport strategy recognises the fact that rail freight’s modal share is relatively low, and that freight distribution is disrupted by congestion on many strategic road corridors in the south-east. The key question for this rail strategy is also posed by TfSE: what rail freight schemes are required to increase modal share of freight by rail, and how can these be afforded? As has been demonstrated by Network Rail’s own Kent Route Study above, the required gauge clearance works on Mainline routes through Kent should be considered for the longer term and retained as future options to facilitate increased modal share for rail freight in Kent.

10.9 The most feasible short-term policy therefore is to ensure the full utilisation of the existing rail freight paths, including a real and substantive increase in the use of HS1 between the Channel Tunnel and Barking freight terminal by WR12 gauge containers between Continental Europe and the UK. This would deliver at least some of the modal shift required by using existing spare capacity on HS1, which at present carries only a very small proportion of rail freight traffic through Kent.

11. International Rail Services in Kent

- 11.1 The commencement of international rail services in Kent since 1996 has transformed the economic and leisure opportunities for residents, businesses and visitors in the county. Eurostar International Limited (EIL) initially served only Ashford International in Kent on its routes to Paris Gare du Nord, and to Calais Frethun, Lille Europe and Brussels Midi, but when HS1 was completed in November 2017 and the new Ebbsfleet International station opened shortly afterwards, service levels at Ashford International were drastically reduced.
- 11.2 At the same time, KCC, working in partnership with Ashford Borough Council (ABC), Network Rail, HS1 Ltd, EIL and the Office of Rail and Road (ORR), identified a critical gap in the signalling / train protection infrastructure required at Ashford to serve the new fleet of Siemens built Class 374 (e320) trains which EIL had started to deliver at pace in 2014/15. With the provision of the majority of the funding from the South East Local Enterprise Partnership (SELEP), and with over eight years of strong partnership collaboration in which several complex technical issues were successfully overcome, the required infrastructure was delivered and commissioned in December 2019. Despite all the challenges throughout that period EIL maintained their faith in the partnership that a result would be delivered, evidenced by the continuous provision of international services at Ashford during this time.
- 11.3 EIL had planned to restore its previous level of service to Paris (three daily), while retaining the existing daily services to Brussels and to Disneyland Paris, as well as the seasonal services to the French ski resorts and to Marseilles, with effect from the May 2020 timetable. The COVID-19 pandemic has stalled those plans, but once normal international services resume it is EIL's intention to restore this level of service at Ashford as previously agreed with all the project partners. At present EIL understands that juxtaposed border controls will continue as previously once the UK ends the transition period after 31 December 2020, whereby passengers are checked through passport and customs controls for both the UK and EU (Schengen Area) at the start of their journeys in both directions.
- 11.4 Prior to the COVID-19 pandemic, EIL and Thalys (the operator of international services between Paris, Brussels, Cologne and Amsterdam) agreed a merger with the working title "Green Speed". The objective is to unify the operations of these two international rail providers, delivering simpler through ticketing, improved loyalty schemes and an eco-friendly approach through use of renewable energy and sustainable purchasing.



Eurostar Class e320 at Ashford International, *en route* from Paris Gare du Nord to London St Pancras International, following completion of the Ashford Spurs project, 12 December 2019 [source: Mark Ellerby]

11.5 KCC, together with partners ABC, will continue to present the case for further enhancements to the level of service provided at Ashford International. Once the restrictive measures required by the present emergency are over, KCC and ABC will again make the case to EIL for the provision of a second daily service between Ashford, Lille and Brussels, complementing the single existing daily service and thereby facilitating more flexible journeys between Kent, the Hauts-de-France region and the Belgian capital. Such an improvement would further support an increase in the number of jobs which have been created since 1996 in Ashford, entirely due to the location of international rail services in the town, as well as supporting the wider tourism and leisure sector in Kent with benefits for residents, businesses and visitors to the county.

- 11.6 Both authorities also support the aspiration of a future stop at Ashford on the new London – Amsterdam service operated by Eurostar. Once the normal service level resumes there will be four daily journeys which at present run non-stop between London and Brussels, but Eurostar also intends to operate a fifth daily service when commercial conditions make this a viable option. It is this service which could serve Ashford and Lille on its route to Brussels and Amsterdam, and KCC and ABC will continue to present the case for this enhancement to the range of international services available in Kent.
- 11.7 There was also a proposal in 2014 from Deutsche Bahn (DB) for a new through service between London and Frankfurt via Brussels and Cologne, and KCC did at that time propose a stop at Ashford if this service were to have been introduced. However, since then DB has not advanced this idea as there does not appear to be a commercial case for the service, but if the proposal were ever to be resurrected KCC and ABC would again make the case for a stop at Ashford.

12. Conclusion

12.1 The principal purpose of this Kent Rail Strategy 2021 was set out in the first introductory paragraph: to influence the service and fleet specifications which will inform the next South Eastern agreement, whether that is a concession, contract or other arrangement, for the operation of Kent's rail passenger network for at least the next decade.

12.2 Specifically, to ensure the delivery of this outcome, this rail strategy has set out these ambitions for that next South Eastern agreement:

- To set out the requirements for rail infrastructure enhancements to facilitate these levels of service
- To establish the requirements for new fleets of rolling-stock in each sector to enable these service levels to be realised
- To determine the required passenger service levels in each sector of the network: High Speed, Mainline and Metro
- To improve the provision of passenger station facilities and communications.

12.3 In proposing a clear series of outputs to ensure the fulfilment of these outcomes, this rail strategy has set out its key objectives. The essential next step is to successfully influence the new Train Service Requirement for the next South Eastern agreement. This will need political as well as technical support, and the greater the extent to which Kent's political voice is united, the greater will be the success in achieving this goal.

12.4 While the publication of the Williams Rail Review is still awaited, the pre-publication headlines were very clear: to move away from the franchise model for train operators, and to develop greater integration between track and train. This close working partnership has been successfully developed by Southeastern and Network Rail's Kent Route over several years. It should be deepened further, with a clear commitment from both parties to develop a unified railway operation of the Kent rail network.

12.5 Finally, in the introduction to the 'Rail Action Plan for Kent 2011' which was published to inform the then expected new franchise award in 2014, this was the concluding narrative:

"KCC does not pretend to know all the answers, but the County Council does value highly its dual role: to develop a strategic rail network which will help to deliver the economic growth we need during the next 30 years; and to represent the genuine aspirations of Kent's travelling public, standing up for the people of Kent. It is these twin goals that this Rail Action Plan for Kent seeks to deliver".

Ten years later, with a new South Eastern agreement award now expected in the early 2020s, and with national rail policy on the cusp of further major change, those same objectives remain. And it is to meet those objectives that KCC presents this 'Kent Rail Strategy 2021'.

Stephen Gasche
Rail Project Manager
Kent County Council
September 2020



SUMMARY OF RECOMMENDED ACTIONS

Rail Policy

Deliver modal shift across passenger and freight sectors to ensure that rail contributes to a reduction in pollutants and a consequent improvement in air quality

New operator to continue work by Visit Kent coordinating and promoting 2-for-1 ticket offers at attractions for those who travel by rail

DfT to continue funding commitment for further investment in 'Access for All' facilities at stations, working towards an accessible rail network in Kent

Unified approach to passenger communications to be one of the key requirements in the next South Eastern agreement

Station design to encourage easy interchange with other sustainable modes, such as bus, riverboat, walking and cycling, supported by through ticketing initiatives

Fares Policy

Rail fares should rise by no more than CPI, and not RPI, so that CPI becomes the new measure of annual regulated fares, i.e. CPI + 0%.

More flexible fare options such as part-week season tickets could also be facilitated using Smart ticketing technology

There should be a new option of 'shoulder-peak' fares, offering those who travel just outside the core peak hours are offered a 'shoulder-peak' fare

The level of High Speed premium fare should be reviewed as part of the new financial agreement between the DfT and the operator of the new agreement

Expand the current 'super off-peak' offer, promoting these fares for travel later on weekdays and all day at weekends and public holidays

Develop Smart and Mobile forms of ticketing with a 'best price' promise, extending the existing "Key" smart ticketing initiative to individual journeys

When technology and operator agreement enables it, a new 'Kent Smartcard' scheme should be delivered to incorporate bus and rail travel across the county

London Zonal fares should be extended to Dunton Green and equivalent North Kent stations, with Sevenoaks having a special fare integrated with London Zonal fares

Rail Infrastructure Enhancements

To seek funding for delivery of these options in Network Rail's Kent Area Route Study [references are to paragraphs in the Route Study]

- Marshlink (6.13.2)
- Ebbsfleet Southern link (6.13.26)
- North Kent to South Kent (6.13.29)
- Canterbury Chord – Resilience (6.13.32)
- Thanet Parkway Station (6.15.8)
- Westenhanger Station (6.15.22)
- Maidstone West – platform extensions (6.7.4)
- Maidstone East and Swanley – station improvements
- Power Upgrades
- Signalling Upgrade: Sevenoaks to Orpington
- Canterbury West Station: additional platform
- Dollands Moor: new connection between High Speed & Mainline routes

KCC to participate in new Continuous Modular Strategic Planning method which presents an opportunity to participate in the formation of policy for the rail network

Rolling-Stock Improvements

Support the DfT in the approval of the procurement of a new fleet of Class 800/801 or similar HS rolling-stock

Complete refurbishment programme for cascaded Electrostar fleet for Mainline services

Procure a replacement Metro fleet for the remainder of the Networker trains for the Metro services

Passenger Services

Increase capacity of HS services at Ebbsfleet, Ashford, Maidstone West, North Kent and East Kent stations with additional fleet of HS rolling-stock

Support the C2E project to ensure delivery of the additional capacity required by planned growth at Ebbsfleet, Gravesham and Dartford

Enhance Sevenoaks Metro service frequency if the signalling upgrade identified in the strategy is funded and delivered

All peak and shoulder-peak workings on Tonbridge and Chatham mainlines should be diagrammed as 11 or 12-cars wherever the power supply capability permits this

Rail Minister to approve the operation of Maidstone East section of the Thameslink service programme, with all-day service between the county town and Blackfriars

Faster service from Ramsgate route via Herne Bay, which would benefit from cross-platform interchange at Faversham with service from Dover via Canterbury East

Dover via Canterbury East to London to become a stopping service, doubling the frequency at minor stations between Faversham and Dover

New operator to provide 4tph on Tonbridge – Ashford corridor in standard off-peak hour, with 2tph fast then to Ramsgate, and 2tph slow serving intermediate stations

Route south of Tunbridge Wells towards Hastings also requires an uplift to the power supply on this section, so that 11-car or 12-car trains can be pathed in succession

Extend HS service to operate between St Pancras and Eastbourne via Hastings and Bexhill provided funding is secured for infrastructure required at Ashford

Thanet Parkway to have requirement in new TSR for all trains which pass the new station to stop there, both Mainline and High Speed services

Westenhanger to have requirement in new TSR for station stop on all HS services which pass to serve Otterpool Park Garden Town

Obtain support from TfSE for new inter-regional service by extending existing GWR Reading – Gatwick service via Redhill to Tonbridge - Ashford - Canterbury West

Community Rail Partnerships

Commit to financial support for, and engagement with, the Kent Community Rail Partnership (CRP) and, for cross-county routes, the Sussex CRP

Improve connectivity at Strood for passengers travelling between Maidstone and Medway.

Maintain existing connections at Sittingbourne with Swale branch, and the existing through peak services between Sheerness and London Victoria to operate all day

Marshlink CRP route to support smaller stations at Ham Street and Appledore, which will need to be served by a local stopping service if HS trains are introduced

Rail Freight Provision

Long-term policy would require gauge clearance works on Mainline routes through Kent as a future option to facilitate increased modal share for rail freight in Kent

Most feasible short-term policy for rail freight is to ensure full utilisation of existing rail freight paths, including increase in use of HS1 by continental gauge containers

International Rail Services

KCC and ABC to present case for further enhancements to level of service provided at Ashford International, inc 2nd daily service between Ashford, Lille and Brussels

KCC and ABC also to support aspiration of a future stop at Ashford on additional daily London – Amsterdam service when operated by Eurostar

KCC and ABC also to support case for Ashford stop if the proposal for a new DB service between Frankfurt and London were to be resurrected

Glossary of Railway Terminology

Agreement	Generic term used in rail strategy for next contract or concession between DfT and new train operator
CMSP	Continuous Modular Strategic Planning, a strategy to meet the capacity and connectivity requirements for rail for the medium to long term
Community Rail Partnership	Line based partnership to support rail services and stations on routes with community involvement
Concession	Option for next agreement between DfT and new train operator for agreed period of operation
Contract	Management contract between DfT and train operator in which DfT retains revenue and risk
Franchise	Existing model of agreement between DfT and train operator
HS	High Speed rail services operating between London St Pancras and Kent
HS1 Ltd	High Speed 1 Ltd, the operator of the High Speed route between London and the Channel Tunnel
Mobile Ticketing	Use of mobile phones to book, pay for and download rail tickets
Smart Ticketing	Use of new technology to book, pay for and download tickets for multi-modal journeys
South Eastern	Name of operating area for new agreement for rail service in Kent, East Sussex and SE London
Southeastern	Trading name of existing operator, London & South Eastern Railway Limited
TfSE	Transport for the South-East, the new shadow sub-national transport body
TSR	Train Service Requirement in the Invitation to Tender for the new South Eastern agreement
VDUs	Visual Display Units
Williams Rail Review	Review led by Keith Williams into structure and financing of rail franchises and wider rail industry

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Map of electrification capacity, Kent Route (Network Rail, Kent Area Route Study, May 2018)

Map of Kent Rail Network (John Luckcock, April 2011)

Map of Network Railcard Area (Network Railcard application form, Jan 2017)

Map of rail freight routes and terminals in Kent (Network Rail, Kent Area Route Study, May 2018)

Map of rail freight route gauge assessments in Kent (Network Rail, Kent Area Route Study, May 2018)

Photograph of Class e320 train (Mark Ellerby, Dec 2019)

Photograph of Class 707 train (Modern Railways, Jan 2020)

Photographs of Class 800 test trains (Hitachi Ltd, 2015)

Rail Action Plan for Kent (KCC, April 2011)

Response to the DfT's South Eastern Rail Franchise public consultation (KCC, May 2017)

Response to Network Rail's South East Route: Kent Area Route Study public consultation (KCC, June 2017)

Response to the Williams Rail Review public consultation (KCC, Jan 2019)

South East Route: Kent Area Route Study – Advice for Funders (Network Rail, System Operator, May 2018)

Transport Strategy for the South East: Executive Summary (Transport for the South East, Oct 2019)

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Appendix A - Proposed Service Specifications

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Scope of service specifications

New South Eastern agreement services planned to serve Kent on High Speed, Mainline and Metro networks

Includes seven stations located in Medway Council area

Services operated by GTR Thameslink and GTR Southern are included as part of the full passenger network in Kent, and are shown only where these serve Kent stations

High Speed via Ashford

Trains per hour (tph)	Peak Periods (Peak direction)		Off-Peak periods		
	Terminus / Via:	St Pancras	Stratford	St Pancras	Stratford
Departure Station					
Ebbsfleet ~	8	8	7	7	
Ashford \$	5	5	4	4	
Canterbury West \$	3	3	2	2	
<i>Westenhanger X</i>	2	2	1	1	
Folkestone West	2	2	2	2	
Folkestone Central	2	2	2	2	
Dover Priory	2	2	2	2	
Martin Mill	1	1	1	1	
Walmer	1	1	1	1	
Deal	1	1	1	1	
Sandwich	1	1	1	1	
Thanet Parkway ^	3	3	2	2	
Ramsgate	3	3	2	2	
Broadstairs	2	2	1	1	
Margate	2	2	1	1	
<i>Rye #</i>	1	1	1	1	
<i>Hastings #</i>	1	1	1	1	

Trains per hour (tph)	Peak Periods (Peak direction)		Off-Peak periods		
	Terminus / Via:	St Pancras	Stratford	St Pancras	Stratford
Departure Station					
<i>St Leonards WS #</i>	1	1	1	1	
<i>Bexhill #</i>	1	1	1	1	

~ includes service via Medway

^ planned to open in 2022

service level to East Sussex stations to commence when infrastructure works at Ashford and Marshlink upgrade completed

X service level to commence when re-built station completed, and dwelling occupation threshold reached at Otterpool Park Garden Town

\$ increased service level here dependent on additional platform installed at Canterbury West

High Speed via Medway

Trains per hour (tph)	Peak Periods (Peak direction)		Off-Peak periods		
	Terminus / Via:	St Pancras	Stratford	St Pancras	Stratford
Departure Station					
Ebbsfleet ~	8	8	7	7	
Gravesend	2	2	2	2	
Strood	2	2	2	2	
Snodland	2	2	1	1	
Maidstone West	2	2	1	1	
Rochester	2	2	2	2	
Chatham	2	2	2	2	
Gillingham	2	2	2	2	
Rainham	2	2	2	2	
Sittingbourne	2	2	2	2	
Faversham	2	2	2	2	
Whitstable	2	2	1	1	
Herne Bay	2	2	1	1	
Birchington	2	2	1	1	
Margate	2	2	1	1	
Broadstairs	2	2	1	1	
Ramsgate	2	2	1	1	

~ includes service via Ashford

East Kent via Ashford

Trains per hour (tph)	Peak Periods (Peak direction)				
	Terminus / Via:	Charing X	Waterloo E	Cannon St	London B
Departure Station					
Sevenoaks (via Ashford)	3	3	2	5	
Hildenborough (via Ashford)			2	2	
Tonbridge (via Ashford)	3	3	2	5	
Paddock Wood	3	3	2	5	
Marden	3	3	2	5	
Staplehurst	3	3	2	5	
Headcorn	3	3	2	5	
Pluckley	3	3	2	5	
Ashford	3	3	2	5	
Wye	2	2	1	3	
Chilham	2	2	1	3	
Chartham	2	2	1	3	
Canterbury West	2	2	1	3	
Sturry	2	2	1	3	
Minster	2	2	1	3	
Minster (via Sandwich) #	1	1	0	1	
Westenhanger ~	2	2	1	3	

Off-Peak periods				
Charing X	Waterloo E	Cannon St	London B	Victoria
4	4		4	
4	4		4	
4	4		4	
2	2		2	
2	2		2	
2	2		2	
2	2		2	
4	4		4	1
2	2		2	1
2	2		2	1
2	2		2	1
1	1		1	
1	1		1	
2	2		2	

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Trains per hour (tph)	Peak Periods (Peak direction)				
	Charing X	Waterloo E	Cannon St	London B	Victoria
Terminus / Via:					
Departure Station					
Sandling	2	2	1	3	
Folkestone West	2	2	1	3	
Folkestone Central	2	2	1	3	
Dover Priory	2	2	1	3	
Martin Mill	2	2	1	3	
Walmer	2	2	1	3	
Deal	2	2	1	3	
Sandwich	2	2	1	3	
Thanet Parkway ^	2	2	1	3	
Ramsgate (via Ashford)	2	2	1	3	
Dumpton Park (via Ashford)					
Broadstairs (via Ashford)					
Margate (via Ashford)					

Off-Peak periods				
Charing X	Waterloo E	Cannon St	London B	Victoria
2	2		2	
2	2		2	
2	2		2	
2	2		2	
1	1		1	
1	1		1	
1	1		1	
1	1		1	
3	3		3	
3	3		3	

^ planned to open in 2022
 ~ to serve new Otterpool Park Garden Town
 # to serve schools traffic

East Kent via Medway

Trains per hour (tph)	Peak Periods (Peak direction)			
	Victoria	Cannon St	Bromley S	Blackfriars
Terminus / Via:				
Departure Station				
Swanley (via Chatham)	3		4	1
Farningham Road	2		3	1
Longfield	3		4	1
Meopham	3		4	1
Sole Street	2		3	1
Rochester (via Swanley)	3	3	4	1
Chatham (via Swanley)	3	3	3	
Gillingham (via Swanley)	3	3	3	
Rainham	3	3	3	
Newington	3	2	3	
Swale (direct)				
Kemsley (direct)	1		1	
Queenborough (direct)	1		1	
Sheerness (direct)	1		1	
Sittingbourne	2	3	2	
Teynham	2	1	2	
Faversham	2	3	2	
Whitstable	2	3	2	

Off-Peak periods			
Victoria	Cannon St	Bromley S	Blackfriars
3		3	
2		2	
3		3	
3		3	
2		2	
4		4	
4		4	
4		4	
4		4	
3		3	
1		1	
1		1	
1		1	
3		3	
2		2	
3		3	
1		1	

Trains per hour (tph)	Peak Periods (Peak direction)				
	Terminus / Via:	Victoria	Cannon St	Bromley S	Blackfriars
Departure Station					
Chestfield	2	2	2		
Herne Bay	2	3	2		
Birchington	2	3	2		
Westgate	2	2	2		
Margate (via Chatham)	2	3	2		
Broadstairs (via Chatham)	2	3	2		
Dumpton Park (via Chatham)	2	2	2		
Ramsgate (via Chatham)	2	3	2		
Selling	2		2		
Canterbury East	2		2		
Bekesbourne	2		2		
Adisham	2		2		
Aylesham	2		2		
Snowdown	2		2		
Shepherds Well	2		2		
Kearsney	2		2		
Dover Priory (via Chatham)	2		2		

Off-Peak periods			
Victoria	Cannon St	Bromley S	Blackfriars
1		1	
1		1	
1		1	
1		1	
1		1	
1		1	
1		1	
2		2	
2		2	
2		2	
2		2	
2		2	
2		2	
2		2	
2		2	

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Maidstone East Line

Trains per hour (tph)	Peak Periods (Peak direction)			Off-Peak periods		
	Terminus / Via:	Victoria	Blackfriars	Bromley S	Victoria	Blackfriars
Departure Station		<i>TH</i>			<i>TH</i>	
Swanley (via Maid E)	2		2	2		2
Otford (via Maid E)	2		2	2		2
Kemsing	2		2	1		1
Borough Green & Wrotham	2		2	2		2
West Malling	2		2	2		2
East Malling	2		2	1		1
Barming	2		2	1		1
Maidstone East	2		2	2		2
Bearsted	2		2	2		2
Hollingbourne	2		2	1		1
Harrietsham	2		2	1		1
Lenham	2		2	1		1
Charing	2		2	1		1
Ashford (via Maid E)	2		2	2		2
Canterbury West (via Maid E)				1		1

TH - The former services to/from Blackfriars are presumed to be subsumed into the new Thameslink service between Ashford/Maidstone and Blackfriars

West Kent and Hastings Lines

Trains per hour (tph)	Peak Periods (Peak direction)			
	Terminus / Via:	Charing X	Cannon St	London B
Departure Station				
Dunton Green (stopper)	2	1	3	
Sevenoaks (stopper)	2	1	3	
Sevenoaks (via Tun Wells)	3	2	5	
Hildenborough (via Tun Wells)	2	2	4	
Tonbridge (via Tun Wells)	3	2	5	
High Brooms	4	2	6	
Tunbridge Wells	4	2	6	
Hastings (via Tun Wells)	2	2	4	

Off-Peak periods		
Charing X	Cannon St	London B
3		3
3		3
4		4
2		2
4		4
4		4
4		4
2		2

Note - lower tph for Hastings - CX trains at Sevenoaks & Tonbridge in peaks because they run fast to/from High Brooms

North Kent Line

Trains per hour (tph)	Peak Periods (Peak direction)				Off-Peak periods				
	Terminus / Via:	Victoria	Charing X	Cannon St	London B	Victoria	Charing X	Cannon St	London B
Departure Station									
Dartford	3	6	4	10	2	6	2	8	
Stone Crossing		2	2	4		2		2	
Greenhithe		3	3	6	2	4		4	
Swanscombe		2	2	4		2		2	
Northfleet		2	2	4		2		2	
Gravesend		3	3	6	2	4		4	
Higham									
Strood (via Gravesend)									
Rochester (via Gravesend)	Stations east of Gravesend are now served by Thameslink service to/from Rainham								
Chatham (via Gravesend)									
Gillingham (via Gravesend)									
Rainham (via Gravesend)									

Community Rail Partnership Lines (Kent CRP)

Medway Valley Line

Trains per hour (tph)	Peak Periods (Peak direction)				
	Terminus / Via:	St Pancras	Stratford	Strood	Tonbridge
Departure Station					
Strood		2	2		2
Cuxton				2	2
Halling				2	2
Snodland		2	2	2	2
New Hythe				2	2
Aylesford				2	2
Maidstone Barracks				2	2
Maidstone West		2	2	2	2
East Farleigh				2	2
Wateringbury				2	2
Yalding				2	2
Beltring				2	2
Paddock Wood				2	2

Off-Peak periods			
St Pancras	Stratford	Strood	Tonbridge
		#	#
1	1		2
		2	2
		2	2
1	1	2	2
		2	2
		2	2
		2	2
1	1	2	2
		1	1
		1	1
		1	1
		2	2

New off-peak service would operate 1tph all stations Strood to Tonbridge, and 1tph all stations Strood to Maidstone West then fast to Paddock Wood & Tonbridge

Sittingbourne – Sheerness Line

Trains per hour (tph)	Peak Periods (Peak direction)		Off-Peak periods		
	Terminus / Via:	Victoria	Sittingbourne	Victoria	Sittingbourne
Departure Station					
Kemsley		1	2	1	2
Swale			2		2
Queenborough		1	2	1	2
Sheerness-on-Sea		1	2	1	2

*Note: Kent CRP supports Sunday / Public Holiday service at 2tph, as on Mon-Sat off-peak
Additional service requested by Kent CRP at 22:55 Sittingbourne to Sheerness*

GTR Thameslink in Kent

These services are not part of the South Eastern network but are included here to show the complete set of rail services in Kent

Sevenoaks (via Bat & Ball) to Blackfriars / City Thameslink / Farringdon / St Pancras / Welwyn GC*

Trains per hour (tph)	Peak Periods (Peak direction)			Off-Peak periods		
	Terminus / Via:	Bromley S	Blackfriars	Welwyn GC	Bromley S	Blackfriars
Departure Station						
Swanley (via Bat & Ball)	2	2	2	2	2	
Eynsford	2	2	2	2	2	
Shoreham	2	2	2	2	2	
Otford (via Bat & Ball)	2	2	2	2	2	
Bat & Ball	2	2	2	2	2	
Sevenoaks (via Bat & Ball)	2	2	2	2	2	

* This Thameslink service currently terminates at Blackfriars, but it is planned to be extended north to Welwyn Garden City from December 2020

Ashford / Maidstone East to Blackfriars / City Thameslink / Farringdon / St Pancras / Cambridge

Trains per hour (tph)	Peak Periods (Peak direction)				Off-Peak periods				
	Terminus / Via:	Ashford	Maid East	Blackfriars	Cambridge	Ashford	Maid East	Blackfriars	Cambridge
Departure Station									
Ashford International	2	2	2	2					
Bearsted	2	2	2	2					
Maidstone East	2	2	2	2		2	2	2	
West Malling (for Kings Hill)	2	2	2	2		2	2	2	
Borough Green & Wrotham	2	2	2	2		2	2	2	
Otford	2	2	2	2		2	2	2	
Swanley	2	2	2	2		2	2	2	
Blackfriars	2	2	2	2		2	2	2	
City Thameslink	2	2	2	2		2	2	2	
Farringdon	2	2	2	2		2	2	2	
St Pancras International	2	2	2	2		2	2	2	
Cambridge	2	2	2	2		2	2	2	

The introduction of this new Thameslink service has already been delayed on four occasions. As there is considerable uncertainty about its operation through the central core between Blackfriars and St Pancras due to doubts about operational resilience of the planned 24tph level of service on this section, it is likely that when introduced the service will terminate at Blackfriars (bay platforms) and so will need to be routed via the Catford Loop rather than via London Bridge.

Note: Early and late journeys will operate to/from Ashford daily for operational reasons

GTR Southern in Kent

These services are not part of the South Eastern network but are included here to show the complete set of rail services in Kent

Ashford - Hastings Line

Marshlink - part of Sussex CRP

Trains per hour (tph)	Peak Periods (Peak direction)			
Terminus / Via:	Ashford	Rye	Hastings	Eastbourne
Departure Station				
Ham Street	2	2	1	1
Appledore	2	2	1	1

Off-Peak periods			
Ashford	Rye	Hastings	Eastbourne
1	1	1	1
1	1	1	1

*Note: see High Speed (via Ashford) for details of proposed HS service to Rye, Hastings, Bexhill and Eastbourne via Ashford
When HS service is introduced, current stopping service will reduce in peaks from 2tph to 1tph*

Oxted - Uckfield Line

Part of Sussex CRP

Trains per hour (tph)	Peak Periods (Peak direction)			
Terminus / Via:	London B	E Croydon	Oxted	Uckfield
Departure Station				
Edenbridge Town	2	2	2	2
Hever	2	2	2	2
Cowden	2	2	2	2

Off-Peak periods			
London B	E Croydon	Oxted	Uckfield
1	1	1	1
1	1	1	1
1	1	1	1

Tonbridge - Redhill Line

Part of Sussex CRP

Trains per hour (tph)	Peak Periods (Peak direction)	Off-Peak periods
Terminus / Via:	Redhill	Redhill
Departure Station		
Tonbridge	2	1
Leigh	2	1
Penshurst	2	1
Edenbridge	2	1

Note: there is an aspiration for a new through regional rail service linking Gatwick with Kent via this CRP route, as detailed in the main rail strategy document

From: Roger Gough, Leader of the County Council
 Michael Payne, Cabinet Member, Highways & Transport
 Barbara Cooper- Corporate Director - Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 15 September 2020

Decision No: N/A – For information only

Subject: **Decisions taken between Cabinet Committee Meetings**

Classification: **Unrestricted**

Past Pathway of Paper: Cabinet Member Decision

Future Pathway of Paper: N/A

Electoral Division: County-wide

Summary: The attached decisions were taken between meetings of the Environment and Transport Cabinet Committee as they could not be reasonably deferred to the next programmed meeting of the Cabinet Committee for the reasons set out in paragraphs 2.2, 3.2 and 4.3 below.

Recommendation:

The Environment and Transport Cabinet Committee is asked to note that the following decisions have been taken between meetings of the Cabinet Committee in accordance with the process set out in the Council’s constitution:

20/00085 – Investment of Getting Building Funding in KCC-delivered projects

20/00074 - Grant for Kent’s road network needs to support Transition

20/00092 – Highways Term Maintenance Contract Extension

1. Introduction

1.1 The following decisions have been taken between meetings of the Environment and Transport Cabinet Committee, as they could not reasonably be deferred.

2. 20/00085 – Investment of Getting Building Funding in KCC-delivered projects

2.1 The Leader of the Council has taken a decision to accept the Getting Building Funding (GBF) under SELEP terms and conditions to support already approved KCC projects that the SELEP Partnership’s Strategic Board prioritised to

receive GBF at its Board meeting on 16 July 2020. SELEP confirmed seven projects within Kent, including three that are being directly delivered by KCC; Digitally Connecting Rural Kent & Medway, Thanet Parkway Railway Station and Javelin Way Development.

- 2.2 Since the publication of the Forthcoming Executive Decision plan, KCC has been informed by Building Digital UK (BDUK) that the extended broadband top-up voucher scheme needed to be announced on 7 September as this was the last date that changes could be made to the scheme to allow sufficient time to build the required broadband connections.
- 2.3 The Covid-19 pandemic has highlighted the importance of broadband to Kent's residents and businesses to access services and home-working. To not jeopardise the project, the Leader has taken the decision to enable KCC to meet the BDUK announcement date.

3. 20/00074 – Grant for Kent's road network needs to support Transition

- 3.1 The Cabinet Member for Highways and Transport has taken a decision to approve the acceptance of Section 31 monies from the Department of Transport (DfT) to procure and manage works to deliver customs checking and freight holding areas and associated infrastructure at sites secured by DfT to support the Government's Transition arrangements.
- 3.2 The site identified by Government is adjacent to J10A, M20. The site has to be delivered in advance of 30 December 2020 to allow time for multi-agency training and testing. Confirmation of the site and offer was only received from Government in Mid-July, however, to meet the deadline, some enabling works needed to start immediately.

4. Decision 20/00092 – Highways Term Maintenance Contact Extension

- 4.1 The Cabinet Member for Highways and Transport has taken the decision to award a 20-month contract extension with AMEY to 30 April 2023.
- 4.2 As a Highways Authority, Kent County Council has a legal duty under the 1980 Highways Act to maintain its sections of the highway network.
- 4.3 The current contract with AMEY was due to terminate on 31 August 2021. Work to procure a new contract had started but due to the impact of the Covid-19 pandemic, it was not possible to proceed to a successful procurement and therefore the contract with AMEY was extended to ensure that KCC could meet its legal obligations and secure stability for the forthcoming year including delivery of the winter service.

5. Recommendation(s)

The Environment and Transport Cabinet Committee is asked to note that the following decisions have been taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution:

20/00085 - Investment of Getting Building Funding in KCC-delivered projects

20/00074 - Grant for Kent's road network needs to support Transition

20/00092 – Highways Term Maintenance Contract Extension

5. Background Documents

20/00085 – Record of Decision -

<https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=2393>

20/00074 - Record of Decision -

<https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=2383>

20/00092 – Record of Decision

<https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=2384>

6. Contact details

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From: Michael Payne, Cabinet Member for Highways and Transportation
Susan Carey, Cabinet Member for Environment
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 15 September 2020

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Environment and Transport Cabinet Committee Performance Dashboard shows progress made against targets set for Key Performance Indicators (KPIs). The latest Dashboard includes data up to June 2020.

Twelve of the eighteen KPIs achieved target and are RAG rated Green. Five KPIs were below target but did achieve the floor standard and are RAG rated Amber. One KPI was below target and RAG rated Red.

Recommendation(s):

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

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the first report for the 2020/21 financial year.

2. Performance Dashboard

- 2.1. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2020/21. These KPIs, activity indicators and targets came before the Cabinet Committee for comment in July 2020. The current Environment and Transport Cabinet Committee Performance Dashboard is attached at Appendix 1.
- 2.2. The current Dashboard provides results up to the end of June 2020, except EPE14 which is reported a quarter in arrears and WM04 which is an annual indicator.
- 2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

- 2.4. All five KPIs in Highways & Transportation exceeded target and were RAG rated Green. Due to reduced traffic during Coronavirus lockdown, enquiries were low which resulted in reduced demand. This has now started to increase as residents use of the transport network begins to return to more normal levels.

Three of the five Waste Management indicators met or exceeded target. However, Municipal waste recycled and composted did not meet the floor standard, with reductions at Household Waste Recycling Centres due to their closure between April and mid-May due to Coronavirus restrictions. Since 13 July 2013, a new booking system has been implemented offering 32,300 appointments per week across all HWRCs. On average 69% of slots have been booked since the system went live, equivalent to 103,000 per month.

North Farm, Tovil and Folkestone are still the most booked sites (93%, 92%, and 90% respectively). Weekends are the busiest days of the week, with Wednesdays generally the least busy day. Residents are anecdotally satisfied with the booking system with the Service seeking to canvass views via a customer survey in the coming months. Mystery shoppers have reported that the booking results were very good with most people finding the system easy to use and speedy. The booking experience using the KCC system was easier, quicker and generally smoother than the Medway system, an average booking is taking just under 3 ½ minutes.

- 2.5. For digital take-up, four indicators achieved target and were RAG rated Green, the other three achieved the floor standard and were RAG rated Amber. The KCC Travel Saver bus pass has been affected by the withdrawal of half-year applications, and Highway licence applications failed to meet its new more challenging target of 90% - work is underway to convert all licence applications to "Apply&Pay" online.
- 2.6. For Environment, Planning and Enforcement, the Greenhouse Gas emissions decreased but not enough to meet target. The impact of recently completed energy efficiency and solar projects, will start to be reflected in this year's figures and there is a strong pipeline of new projects.

3. Recommendation(s):

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

4. Contact details

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Environment and Transport Performance Dashboard

Financial Year 2020/21

Results up to June 2020

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Produced by Strategic Commissioning – Performance & Analytics

Publication Date: August 2020



Guidance Notes

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

RAG RATINGS

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

*Floor Standards are the minimum performance expected and if not achieved must result in management action

Activity Indicators

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

Key Performance Indicators Summary

Highways and Transportation	Monthly RAG	YTD RAG
HT01 : Potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
HT02 : Faults reported by the public completed in 28 calendar days	GREEN	GREEN
HT04 : Customer satisfaction with service delivery (100 Call Back)	GREEN	GREEN
HT08 : Emergency incidents attended to within 2 hours	GREEN	GREEN
HT12 : Streetlights, illuminated signs and bollards repaired in 28 calendar days	GREEN	GREEN

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

Digital Take up	YTD RAG
DT01 : Percentage of public enquiries for Highways Maintenance completed online	GREEN
DT03 : Percentage of concessionary bus pass applications completed online	GREEN
DT04 : Percentage of speed awareness courses booking completed online	GREEN
DT05 : Percentage of HWRC voucher applications completed online	GREEN
DT06 : Percentage of Highway Licence applications completed online	AMBER
DT15 : Percentage of KCC travel Saver applications completed online	AMBER
DT16 : Percentage of 16+ Travel Saver applications completed online	AMBER

Environment, Planning and Enforcement	RAG
EPE14 : Greenhouse Gas emissions from KCC estate (excluding schools)	AMBER

Service Area	Director	Cabinet Member
Highways & Transportation	Simon Jones	Michael Payne

Key Performance Indicators

Ref	Indicator description	Feb	Mar	Apr	May	June	Month RAG	YTD	YTD RAG	Target	Floor
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	97%	97%	97%	98%	99%	GREEN	98%	GREEN	90%	80%
HT02	Faults reported by the public completed in 28 calendar days	93%	91%	95%	96%	96%	GREEN	95%	GREEN	90%	80%
HT04	Customer satisfaction with service delivery (100 Call Back)	91%	*	*	*	93%	GREEN	93%	GREEN	85%	70%
HT08	Emergency incidents attended to within 2 hours	98%	99%	100%	100%	99%	GREEN	100%	GREEN	98%	95%
HT12	Streetlights, illuminated signs and bollards repaired in 28 calendar days	90%	94%	95%	94%	93%	GREEN	94%	GREEN	90%	80%

* No surveys due to Coronavirus

Service Area	Director	Cabinet Member
Highways & Transportation	Simon Jones	Michael Payne

Activity Indicators

Ref	Indicator description	Feb	Mar	Apr	May	June	YTD	In expected range?	Expected Range	
									Upper	Lower
HT01b	Potholes repaired (as routine works and not programmed)	1,585	1,472	1,853	1,176	946	3,975	Yes	4,300	3,100
HT02b	Routine faults reported by the public completed	6,812	8,293	5,117	2,004	2,772	9,893	Below	13,700	10,700
HT06	Number of new enquiries requiring further action (total new faults)	11,765	8,954	2,940	4,201	5,816	12,957	Below	25,900	21,100
HT07	Work in Progress (enquiries waiting for action) - end of month snapshot	8,750	7,261	5,125	4,903	5,249	n/a	Below	7,300	6,300

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HT02b – There was a reduction in customer demand for routine 28-day response faults during the early stage of Coronavirus, but this is increasing as more residents are using the network

HT06 – Similarly the overall number of enquiries raised for action also saw a reduction during the early stage of Coronavirus. This is also beginning to increase..

HT07 – As a result of lower demand, staff have been working to reduce the overall number of open enquiries which reduced as a result. As can be seen from the June figure as enquiry demand increases then so does overall work in progress but this remains below normal season levels.

Service Area	Director	Cabinet Members
Waste Management	Simon Jones	Susan Carey

Key Performance Indicators (Rolling 12 months)

Ref	Indicator description	Jun 19	Sep 19	Dec 19	Mar 20	Jun 20	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	48%	47%	47%	46%	44%	RED	50%	45%
WM02	Municipal waste* converted to energy	50%	51%	51%	52%	54%	GREEN	49%	44%
01+02	Municipal waste diverted from landfill	98%	98%	98%	99%	99%	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres HWRCs	68.3%	67.0%	65.6%	64.8%	60.8%	AMBER	65%	60%
WM04	Percentage of customers satisfied with HWRC services (Annual Indicator)	n/a	n/a	98%	n/a	n/a	GREEN	96%	85%

* This is waste collected by Districts, and by KCC via HWRCs.

WM01 – No materials were recycled at the HWRCs between April and 15th May, due to Government restrictions of Regulation 6 of the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020. District Collection Authorities maintained levels of recycling with the assistance of KCC provided collection resources to support garden waste and bulky waste collections.

WM02 – Due to the closure of HWRCs, there were less recycled materials in the whole waste system; this accounts for a higher percentage of materials converted to energy. Notwithstanding this, volumes of all kerbside waste have increased as people continue to spend more time at home.

WM03 – Following re-opening of HWRCs, residents have brought greater volumes of non-recyclable waste although all sites are able to receive all material types.

Service Area	Director	Cabinet Members
Waste Management	Simon Jones	Susan Carey

Activity Indicators (Rolling 12 months)

Ref	Indicator description	Jun 19	Sep 19	Dec 19	Mar 20	Jun 20	In expected range?	Expected Range	
								Upper	Lower
WM05	Waste tonnage collected by District Councils	533,281	537,064	538,758	541,645	556,874	Above	550,000	530,000
WM06	Waste tonnage collected at HWRCs	168,262	159,725	151,409	142,931	102,517	Below	160,000	140,000
05+06	Total waste tonnage collected	701,543	696,789	690,167	684,576	659,391	Below	710,000	670,000
WM07	Waste tonnage converted to energy at Allington Waste to Energy Plant	315,021	316,221	315,839	324,626	327,955	Yes	340,000	280,000

WM05 – Volumes of all kerbside waste have increased as people continue to spend more time at home and will include some diverted from HWRCs during the period they were closed.

WM06 – Reductions in the volume of non-household waste collected at HWRCs are largely due to the shutdown of sites between April and mid-May due to Coronavirus. After reopening, volumes returned to around 60% of normal levels. It is expected that even with social distancing arrangements, comparable levels of waste will be collected through the summer if residents elect to make fewer journeys but with larger loads.

Service Area	Director	Cabinet Member
Highways, Transportation and Waste	Simon Jones	Michael Payne

Digital Take-up indicators

Ref	Indicator description	Feb	Mar	Apr	May	June	Year to Date	YTD RAG	Target	Floor
DT01	Percentage of public enquiries for Highways Maintenance completed online	55%	55%	58%	57%	52%	55%	GREEN	55%	45%
DT03	Percentage of concessionary bus pass applications completed online	43%	40%	68%	69%	75%	71%	GREEN	45%	30%
DT04	Percentage of speed awareness courses bookings completed online	76%	79%	*	81%	87%	85%	GREEN	80%	65%
DT05	Percentage of HWRC voucher applications completed online	97%	97%	100%	100%	100%	100%	GREEN	95%	85%
DT06	Percentage of Highway Licence applications completed online	87%	83%	97%	75%	87%	84%	AMBER	90%	75%
DT15	Percentage of KCC Travel Saver applications completed online (Rolling 12 months)	73%	73%	73%	73%	70%	n/a	AMBER	80%	60%
DT16	Percentage of 16+ Travel Saver applications completed online (Rolling 12 months)	80%	80%	80%	80%	79%	n/a	AMBER	80%	60%

*The course was suspended during this period due to Coronavirus

DT06 – Work is taking place with Digital Services to convert the different types of licenses to ‘Apply&Pay’ online with Scaffold licences now in place and others to follow this year.

DT15 – There are no half year applications now and historically the vast majority of these were purchased online in December/January and this has impacted on the overall percentage applying online. The new applications process has now opened but there is currently lower than normal demand.

DT16 - The new applications process has now opened but there is currently lower than normal demand.

For all three above there is less overall demand due to Coronavirus meaning fewer straight-forward applications which tend to be dealt with online and this has negatively affected the overall percentage.

Division	Director	Cabinet Member
Environment, Planning and Enforcement	Stephanie Holt-Castle	Susan Carey

Key Performance Indicator (reported quarterly in arrears)

Ref	Indicator description	Mar 19	Jun 19	Sep 19	Dec 19	Mar 20	RAG	Target	Floor
EPE14	Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	30,462	30,052	30,658	30,267	29,926	AMBER	29,300	30,800

EPE14: The overall trend continues downwards, and since 2015 emissions have reduced by almost 15,500 tonnes, equivalent to the current emissions from energy and fuel used by KCC corporate buildings and all business travel. The impact of recently completed energy efficiency and solar projects, will start to be reflected in this year's figures and there is a strong pipeline of new projects.

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From: Susan Carey, Cabinet Member for Environment
Michael Payne, Cabinet Member for Highways and Transport
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment & Transport Cabinet Committee - 15 September 2020

Subject: 2019/20 Equality and Diversity Review of Growth, Environment and Transport Directorate

Classification: Unrestricted

Past Pathway of Paper: n/a

Future Pathway of Paper: Growth, Economic Development and Communities Cabinet Committee - 25 September 2020

Electoral Division: All

Summary: This report sets out a position statement for the Growth, Environment and Transport (GET) Directorate for 2019/2020 regarding equality and diversity within work programmes.

Recommendation(s):

The Cabinet Committee is asked to note current performance, provide any comment and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010

1. Introduction

- 1.1 Publication of equality and diversity information is compulsory in England for all public authorities, as stipulated in the Public Sector Equality Duty 2010. Proactive publication of equality and diversity information ensures not only compliance with the legal requirements, but also transparency for the public in how this Directorate ensures equality and diversity considerations are part of every stage of our programmes and projects.
- 1.2 GET firmly places our approach to equality and diversity within our customer focus. The Duty for GET is about understanding and responding to our customers and non-customers' needs, data-led across all ten protected characteristics. Everybody has protected characteristics.
- 1.3 The Equality and Human Rights Commission (EHRC) has identified six domains which reflect the capabilities or areas of life that are important to people and that enable them to flourish. The six domains are work, living standards, education, justice and personal security, participation and health.

1.4 KCC corporately has moved to measure all services' progress against the Equality Duty 2010 by utilising these EHRC domains. This report therefore looks to do the same, as we have done in the previous two years' reports, .

2. Financial Implications

2.1 There are no financial implications in producing an annual review of progress against the Equality Duty 2010

3. Policy Framework

3.1 This report relates to the KCC Equality and Human Rights Policy 2016 – 2020.

4. GET progress against KCC Equality and Diversity Objectives

4.1 GET Directorate has lead responsibility for five of the KCC Human Rights and Equality Policy Objectives: and further detail is given for each from paragraph 4.2 onwards

4.1.1 Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4, as well as the schemes' potential to advance equality of opportunity

4.1.2 The Equality Duty will inform all services' efforts to maximise businesses' potential.

4.1.3 The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework, and delivered to meet the needs of Kent's population changes

4.1.4 Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county's high-quality landscapes and environment

4.1.5 The Libraries, Registration and Archives Service in Kent will continue to understand its local communities' needs, and tailor its services accordingly

4.2 Further details of GET's performance against these objectives are given in appendix 1.

5. Conclusions

5.1 GET continues to improve its compliance with the Equality Duty by improving year on year the volume, depth and underpinning data of completed equality impact assessments. However, neither Directorate Management Team nor the GET Equality and Diversity Group can become complacent that the Equality Duty is always fully considered.

- 5.2 From preparing this 19/20 review, it is apparent that the GET Equalities and Diversity Group is more systematically utilising the online portal of completed EqlAs as a 'temperature check' and 'tool' for driving forward the agenda
- 5.3 Throughout 19/20 and as is evident from the above sample of Equality Impact Assessments, a great deal of consideration was given to digital accessibility from an equality perspective by GET officers in 19/20, which was a focused piece of work ahead of imminent Government digital accessibility legislation coming into force September 2020. The Government Digital Service (GDS) will monitor public sector websites and apps on their accessibility from September 2020 onwards. GET has been working proactively with KCC Infrastructure on this for over two years.
- 5.4 GET has a Joint Organisational Development/Equality and Diversity Group that works to ensure as a directorate we have a clear focus on how we support diversity and inclusion across our staffing. That group's work falls outside of the remit of this report, but as per previous years, continues to use national peer reviews, KCC and GET organisational data and the KCC and GET staff survey reflective data to inform its focus, and its work.

6. Recommendation

Recommendation: The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010

7. Background Documents

- 7.1 KCC Human Rights and Equality Strategy 2016 – 2020:

https://www.kent.gov.uk/_data/assets/pdf_file/0007/67075/Executive-summary-of-our-annual-equality-and-diversity-report-2016-2020.pdf

Appendix 1: GET's performance against KCC Equality and Diversity Objectives and EHRC domains – examples from Equality Impact Assessments

8. Contact details

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Appendix 1: GET's performance against KCC Equality and Diversity Objectives and EHRC domains – examples from Equality Impact Assessments

Objective:

Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4, as well as the schemes' potential to advance equality of opportunity.

EHRC Domain	Protected Characteristics
<ul style="list-style-type: none"> Health Following a review of the HTW Active Travel Strategy EqIA, two further two mitigating actions were identified for those with a disability. Firstly, the adoption of the new Department for Transport cycle design standards which will include information provided by the Wheels to Wellbeing group. This has been deferred as the updated guidance has not yet been produced. Secondly to more strongly promote active travel infrastructure for adapted cycle users and visually impaired users. 	Disability and Carers
<ul style="list-style-type: none"> Participation A specific EqIA was undertaken with respect to transport as part of the planning for the open Golf event and although the event has been deferred due to Covid-19, several mitigating actions were planned such as: communication targeted at those with additional needs prior to the event; clear signposting; alternative mini bus provision from the station to mitigate the walking route for those unable to use steps and encouragement of event visitors to use the park & ride facility 	Age, Disability, Pregnancy & Maternity; and Carers
<ul style="list-style-type: none"> Work HTW's Live labs - Issues found in the screening for users using assistive technology led to mitigating actions to ensure the operational and strategic platforms developed will conform to government standards for digital accessibility leading to all users of the systems being able to have full access and gain from the benefits offered by the systems. 	Disability and Carers
<ul style="list-style-type: none"> Living Standards HTW's OLEV Taxi Charging Infrastructure - Mitigating project actions were identified to ensure instructions are easy to read and accessible for those who may struggle with the introduction of new technological systems. Other identified mitigations included ensuring installations are well-lit and well-positioned near other public infrastructure to enable safe access by anyone and at all hours for new users who may feel vulnerable at public charge points. Additionally, installations have been designed to allow at least 1.2m behind the charging points to enable wheelchair manoeuvrability and pedestrian flows 	Age, Disability, Sex, Pregnancy & Maternity, and Carers
HTW's Tunbridge Wells Public Realm Phase II - The updated EqIA identified a concern with no central island	Age, Disability, Carers and

EHRC Domain	Protected Characteristics
<p>protection and speed of traffic for those within several protected characteristics. It was proposed that a road safety audit stage 3 was undertaken in March 2020 to make sure that all crossing points are safe for all users and to make sure the scheme is fit for purpose which includes enough indication to drivers that they are in a heavily used pedestrian area.</p> <ul style="list-style-type: none"> Justice & Personal Security HTW's Lorry Control Scheme - Minor negative impacts were identified whereby certain users may struggle to understand which roads have a TRO or struggle to use appropriate routing software to avoid such roads. Mitigating actions were identified in the form of clear information on the KCC website regarding which roads are suitable/ not suitable for lorry drivers to use; signposting to useful tools drivers can use to avoid penalty charge notices (PCNs) and to establish a mandate that allows for genuine mistakes if KCC do not wish to issue PCNs. 	<p>Maternity</p> <p>Age, Disability, Race</p>

Objective: The Equality Duty will inform all services' efforts to maximise businesses' potential

EHRC Domain	Protected Characteristics
<ul style="list-style-type: none"> Work KCC's Kent Ambassadors new website – This has undergone a digital accessibility audit to ensure compliance with internet publishing legislation. A phone number is included on the website so that anyone who may have difficulty in effectively accessing online information is able to speak to an officer if help is required. Translation of information / webpages into other languages and a glossary of terms is available on request. Education EPE's Dover Urban Archaeological Database Project - Through EqIA screening, potential negative impacts were identified for those who might have been unable to access the project's online outputs. This would prevent them from learning about Dover's heritage and contributing their knowledge. This impact is mitigated through making information available in alternative formats on request and clearly communicating this fact in the project materials. All online materials have been tested to ensure they comply with assistive software systems as identified by the Government Digital Service Standards. In addition, and subject to COVID-19 limitations, a talk on the project will be arranged at its conclusion so that people can receive its information in summary form via a face-to-face event. Living Standards EPE's Archaeological Notification Areas Project - An EqIA revealed that certain people may be unable to access the project's online outputs. As with the above EqIA, this might prevent them from learning about possible heritage constraints on development and deny them access to the accompanying advice, however the EqIA Action Plan determined that documents would be made available in alternative formats on request and 	<p>Age, Disability, Race and Carers</p> <p>Age; Disability, and Carers</p> <p>Age, Disability, Race, and Carers</p>

EHRC Domain	Protected Characteristics
<p>clearly advertised in the project materials. All online materials were tested to ensure they comply with assistive software systems as identified by the Government Digital Service Standards. A talk on the Palaeolithic part of the project will again (subject to COVID-19) be arranged at its conclusion so that people can learn about it via a face-to-face event. This will be advertised through both digital and non-digital media. For race, Non-English speakers would be unable to read the attributes in the Geographical Information System (GIS) layer or read the accompanying advice however it was to be clearly advertised that documents could be made available in alternative languages on request and this offer will be clearly advertised.</p>	

Objective:

The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework, and delivered to meet the needs of Kent's population changes

EHRC Domain	Protected Characteristics
<p>• Living Standards EPE's Essella Road Bridge Repair/Replacement - A low negative impact was identified and the potential to provide a more accessible structure was considered as an option when bidding for capital funding for the bridge repairs. This was ruled out principally based on cost, but it is likely that site constraints would prevent the construction of a more accessible structure even were the funding available.</p> <p>KCC's response to TfSE Proposal to Government led by EPE to Transport for the South East (TfSE) Proposal to Government - KCC responded to this consultation and an EqlA screening was completed alongside the response. For the draft TfSE Transport Strategy, TfSE completed an Integrated Sustainability Appraisal, including an Equalities Impact Assessment on the draft Strategy. Whilst no negative impacts were identified within the comprehensive screening, a positive equality outcome was outlined: 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, also supporting access to jobs and education services. With respect to disability, those who fall under this characteristic, who may rely on public transport, will also benefit.</p> <p>ED's Otterpool Park - the focus of an EqlA was to screen Kent County Council's service requirements arising from the application. No negative impacts were identified at this stage as more detailed EqlAs will be undertaken for each project deriving from the outcome of the application. However, annotated within the action plan, potential projects were identified, for issues to be determined as the new community develops. Amongst many for example, for age, a potential action identified that ten per cent of homes in each substantial phase shall be built to meet the needs of the elderly, from active retired people to those requiring intensive nursing care, including specialist provision. All such homes shall be built to meet Wheelchair User Dwellings standards</p>	<p>Age, Disability, Maternity and Carers</p> <p>Age, Disability, Carers, and Maternity</p> <p>Age, Disability, Carers, and Sex</p>

EHRC Domain	Protected Characteristics
<p>as set out in Building Regulations and, for sex, a street lighting project may help to ensure vulnerable groups, for example lone women, feel safe in the new community during darker hours.</p> <p>ED's Kent Design Guide - Evidence from the National Audit Office confirmed assumptions that a percentage of those who are older or who have a disability have never used the internet, so accessibility was key in its development. Mitigating actions determined in the EqIA action plan from a digital interface perspective have ensured that translation of information / webpages into other languages is also available on request along with a glossary of terms. The content itself is being considered from an equality perspective by each contributor.</p>	<p>Race, Age, Disability and Carers</p>

Objective: KCC Human Rights and Equality Policy Objective: "Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county's high-quality landscapes and environment.

EHRC Domain	Protected Characteristics
<ul style="list-style-type: none"> Living Standards <p>EPE's Flood alleviation scheme at George Park, Margate - through EqIA screening, negative impacts were identified for whilst the works were taking place. Works were expected to last three months (12 weeks) whereby the park was fenced off and the path through the park would be inaccessible. Therefore, people had to use alternative paths on the surrounding roads to get to the same point the path provided and then post works where there are several depressions to be made within the ground to serve as drainage functions that may prevent people from moving around the park as before therefore mitigating actions were identified through the scheme design including providing better connectivity to the surrounding area through additional paths.</p>	<p>Age; Disability, Maternity and Carers</p>
<ul style="list-style-type: none"> Participation <p>EPE's Fifth Continent - Low negative impacts were identified, with amongst others, mitigating actions identified such as strict protocols put in place to ensure no women who are pregnant or who have recently given birth are put at risk of chlamydia, toxoplasmosis, listeriosis or Q fever from livestock when activities are carried out on farms with livestock. Additionally, those who felt they were unable to be involved due to the physical nature of archaeological excavation could be involved in less physical activities such as finds processing.</p> <p>EPE's Chilmington Green Community Archaeological Project – potential positive impacts for older residents were written into the project to complement the project's physical activities with a mitigating action for older people who were invited to contribute their memories via the WW2 project. Forming a group of volunteers for this project generated cross-generational inclusion benefits. The educational projects brought/bring opportunities for activities for young people together with older. With respect to those who may be less able to take advantage of the project's information, reports etc which are likely to be delivered primarily digitally, documents were made available in alternative formats on request and clearly advertised in the project materials. All online materials were tested to ensure they comply with assistive software systems as identified</p>	<p>Age, Disability, Carers and Pregnancy</p> <p>Age, Disability, Race and Carers</p>

EHRC Domain	Protected Characteristics
by the Government Digital Service Standards. Project events ensured that people also have an opportunity to engage in face-to-face events that will be advertised in both digital and non-digital media.	

Objective: KCC Human Rights and Equality Policy Objective: “The Libraries, Registration and Archives Service in Kent will continue to understand its local communities’ needs, and tailor its services accordingly.

EHRC Domain	Protected Characteristics
<ul style="list-style-type: none"> Living Standards <p>LRA’s Libraries Extra (technology assisted opening) - The existing EqIA was revised as part of the pilot review, using customer and staff feedback and observations. Potential equality improvements were identified such as extending opening hours at one of the sites on a Sunday for carers allowing more opportunity to take advantage of the library at less conventional times. An unexpected equality outcome for this pilot, was the use of the library during the non-staffed hours for an autistic child and his parent. The environment was much quieter than usual, and the family have rediscovered their love of the library.</p> <p>LRA’s Newsguard for public access PCs (helping library users become more confident in the news information they find on the web as the News Guard browser filters information from credible sources only) - an Equality Impact Assessment identified a mitigating action that LRA would make IT buddies and LRA staff aware of this addition to the Public PC build so that they could offer IT buddy support to show how to search the web for news and to learn how to interpret the NewsGuard system for those who may be reluctant to search the web for news.</p>	<p>Disability and Carers</p> <p>Age, Disability and Carers</p>
<ul style="list-style-type: none"> Justice and Personal Security <p>LRA’s Safeguarding policy - an impact screening identified that staff with visual impairments may find the flowchart difficult to read due to the layout and colours used and so, a monochrome version was also made available.</p>	<p>Disability</p>
<ul style="list-style-type: none"> Participation <p>LRA’s Core & Exempt Offers for customers - A full Equality Impact Assessment was undertaken with issues and mitigations identified such as: a three week loan period can be too short for some exempt card holders, and can be a barrier to access the service, therefore the loan period for exempt card holders has been extended to six weeks; and ensuring that all staff are aware of the information sheets (designed to provide information on services we provide for particular groups, e.g. dementia patients and families; visually impaired customers) and that they are reviewed regularly.</p> <p>Sandwich Library - Relocation of Local Studies and Large Print Stock - The EqIA screening proved a very useful tool in the planning of the project to ensure optimal layouts from an equality perspective – for example, the local studies area is now an accessible area for study use (Delivery of Book Start in Kent - BookTrust is a</p>	<p>Disability and Carers</p> <p>Disability, Maternity, and Carers</p>

EHRC Domain	Protected Characteristics
<p data-bbox="107 140 1671 284">national organisation which works with local authorities across England and Wales to ensure every child receives a free book and information to support the importance of reading and sharing stories with very young children. There are two universal packs but BookTrust also offers other more targeted additional needs packs, mainly via early years settings:</p> <ul data-bbox="152 325 1671 517" style="list-style-type: none"> <li data-bbox="152 325 1592 360">• Bookshine – books and resources supporting children with a hearing impairment and their families <li data-bbox="152 363 1570 399">• Booktouch – books and resources supporting children with a visual impairment and their families <li data-bbox="152 402 958 437">• Dual Language books – offered in over 30 languages <li data-bbox="152 440 1671 517">• Bookstart Star – books and resources supporting children with motor function delays or disabilities and their families. Kent Libraries work with our partner Portage, to deliver these packs to the target audience <p data-bbox="107 555 1644 628">The screening for this scheme highlighted the need to work with specialist groups to identify where specialist bookstart packs are needed.</p>	

From: Michael Payne, Cabinet Member for Highways and Transport
 Susan Carey, Cabinet Member for Environment
 Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 15 September 2020

Subject: **Risk Management: Growth, Environment and Transport Directorate**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Environment and Transport Cabinet Committee, comprising of three risks featuring on the Corporate Risk Register for which the Corporate Director is the designated ‘Risk Owner’ on behalf of the Corporate Management Team; plus a summary of key risks from within the directorate.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented in this report.

1. Introduction

- 1.1 Risk management is a key element of the Council’s internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled.
- 1.2 Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.
- 1.3 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.

- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at the relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.
- 1.5 The assessment scores given to individual risks help to prioritise risks in order to make clear which risks are most important to the Directorate and requires an understanding by senior managers of:
- The likelihood of each threat occurring.
 - The impact of each threat if it did occur.

The process adopted by KCC follows guidance provided to practitioners in the Management of Risk.

2. Growth, Environment and Transport led Corporate Risks

- 2.1 Given the unprecedented nature of the Coronavirus pandemic, it is unsurprising that there is increased risk exposure across the directorate. Many of the impacts are still to be fully understood and could have both short and longer-term effects.
- 2.2 The Corporate Director for the Growth, Environment and Transport directorate is the lead Director for three of the council's corporate risks. A brief summary of changes over the past year are outlined below, with full details contained in the risk register attached at appendix 1. Due to the fluid nature of the Coronavirus situation, the risks will require regular review throughout the coming months.

Risk Reference	Risk Description	Current Score	Target
CRR0004	Simultaneous Emergency Response, Resilience and Recovery	25 (High)	15 (Medium)
While there are robust controls in place for this risk, the level of risk was raised from 20 (High) to 25 (High) in July. This is to acknowledge the expected continued strain on council capacity and resources in the coming months, as we continue to run aspects of Covid-19 response and recovery in parallel, as well as standing up arrangements to prepare for the end of the UK/EU transition period in December 2020. This is in addition to any continuing work on the early 2020 flooding recovery and preparations for severe weather this winter.			

CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (20)	High (16)
The risk centres around three concerns, namely an inability to secure sufficient contributions from development to support growth; funders not recognising Kent priorities for investment; and / or a lack of resources to continuously shape and determine bids. The risk is being significantly revised as work takes place to fully understand both short and longer term Covid-19 impacts, as well as how the Authority can bid for and secure			

important funding in a timely fashion. KCC has led on work with the Kent and Medway Economic Partnership to produce a local Economic Renewal and Resilience Plan, setting out a framework for action for the next 18 months.

Responses are being prepared to the 'Planning for the Future' consultations on proposals for reform of the planning system in England.

CRR0042	Post UK/EU Transition border systems, infrastructure and regulatory arrangements	High (20)	Medium (12)
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KCC and its partners have been planning both to mitigate the challenges and exploit the opportunities of Brexit as we now move toward 'transition'. There is still much uncertainty, which inevitably means that planning continues for various scenarios. Partners are meeting regularly with HM Government representatives to discuss issues relating to border controls, traffic management, compliance and enforcement, passenger traffic etc. and are awaiting further information to aid traffic management planning.

This work is currently being done within existing resources and representations have been made to the Ministry for Housing, Communities and Local Government (MHCLG) regarding what funding will be available for local Resilience Forums and impacted local authorities going forward.

It is anticipated that the Government's *Smart Freight Service* will serve to improve border readiness, but it is necessary to plan for worse-case scenarios.

3. Growth, Environment and Transport Directorate risk profile

3.1 The current risks in the GET Directorate risk register are shown below. Risks are presented in order of significance (highest first).

Risk Reference	Risk Description	Current Score	Target
GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	High (25)	Low (4)

The directorate is required to make its contribution to the challenging savings targets required by the council over the medium term. There is a reduced ability for the directorate to mitigate year-on-year, but the Directorate participates fully in financial monitoring processes and has developed savings and income proposals that have been fed into the MTFP. Key projects are overseen by the GET portfolio board where they are monitored. The risk rating has been increased to a maximum score of 25 (High) due to the impacts of Covid-19 on costs, income and savings targets, and uncertainty regarding Government funding, which will lead to challenging additional savings to be made from 2021-22 onwards.

GT0021	Internal services provided to the Directorate do not meet an acceptable standard	High (16)	Medium (9)
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The Directorate Management Team is continually liaising with KCC commissioners on any

issues that arise regarding performance of service providers (e.g. KCC Local Authority Trading Companies or outsourced services). This is in addition to liaising with corporate services to ensure they are able to provide expert advice at the right time.

GT0003	Directorate preparedness for, and management of, severe weather incidents	High (16)	Medium (9)
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This is a directorate-focused version of the corporate civil contingencies risk. The number of severe weather events affecting the county has increased in the past few years, which can have a significant impact on all GET services, businesses and the Kent community. Services within the directorate must continue to play an important role in planning for, responding to, and recovering from these events. Although the Directorate is satisfied that it has tried and tested mitigating actions in place to manage these events, the risk was raised earlier in the year to reflect the strain on resources, particularly financial, of increased severe weather events.

GT0008	Ash Dieback. Destruction of the Ash species and associated costs to KCC.	Medium (12)	Medium (9)
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Monitoring has shown that Ash Dieback has resurfaced and spread to parts of the County that had previously been unaffected. The degree of spread has caused concerns over the future of Ash trees in the County as well as cost implications regarding the management of the disease. Mitigations involve multi-agency monitoring and subsequent action as appropriate, as well as the publication of information to the general public.

GT0024	Information Governance. Management of personal data.	Medium (12)	Low (6)
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This risk replaced a previous Directorate risk relating to the implementation of the General Data Protection Regulations and relates to the management of increasing amounts of personal data within the Directorate. Mitigation primarily relates to training and learning of staff across the Directorate. More recently, the Coronavirus pandemic has meant that services have had to swiftly adapt to new operating models and new ways of working for staff, which introduces new risks that require careful management.

GT0019	Delivery of in-year budget targets.	Medium (12)	Low (4)
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At the time of most recent reporting to Cabinet, the GET directorate was forecasting a revenue variance excluding Covid-19 of +£0.9m, with forecast pressures of +£1.5m being partially offset by underspends of -£0.6m. This excluded Covid-19 related additional expenditure, lost income, unrealised savings and payments to support market sustainability, which are being considered as part of a budget discussion at County Council in September.

GT0001	Health, Safety and wellbeing considerations for public, contractors and staff	Medium (10)	Medium (10)
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During this year a greater focus has been on the welfare of our own staff, and a Health and Safety plan has been developed and is being implemented across the directorate.

The Coronavirus pandemic has introduced significant additional risk considerations in relation to the safe operation of the directorate’s services, many of which are ‘frontline’ in nature. This is in addition to potential impacts on workforce health, safety and wellbeing. These are being mitigated by regular risk assessments, taking specialist advice where necessary, and analysing directorate results of the recent KCC staff survey to look for learning points and development of actions.

GT0004	Skills shortage and capacity issues to apply for funding and manage contracts and projects	Medium (9)	Low (6)
<p>The GET Directorate needs to submit suitable business cases in order to bid successfully for funds and requires staff with the appropriate skill set to manage contracts, projects and for planning applications. It is possible that the Directorate would be unable to attract or retain suitably trained project managers as the private sector remains competitive in this area.</p> <p>A workforce strategy and action plan has been developed and is regularly reviewed, aiming to address key skills gaps. Emphasis has been placed on raising the standards of project management, while succession planning is another mitigation.</p>			

4. Key Divisional Risks

4.1 The Corporate and Directorate risks are underpinned by risks at a divisional level that are typically more operational in nature. The Directorate Management Team has regular oversight of significant divisional risks, which currently includes those relating to:

- Ensuring services continue to comply with significant policy changes at national level and meet service delivery standards in challenging financial context;
- Sufficiency of capital funding for highway asset management;
- Successful delivery of major projects and service transformation;
- Operational risks such as unplanned highway collapses, health and safety concerns in household waste recycling centres and making them ‘covid-secure’;
- Operational issues impacting on services after UK / EU transition period. (import notifications, planning, new legislation, disruption to Kent).

5. Recommendation

The Cabinet Committee is asked to **consider** and **comment** on the risks presented in this report.

6. Background Documents

6.1 KCC Risk Management Policy and associated risk management toolkit on KNet intranet site. <http://knet/ourcouncil/Management-guides/Pages/MG2-managing-risk.aspx>

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APPENDIX 1

KCC Corporate Risk Register: GET-led Corporate Risks

**AUGUST 2020 – FOR PRESENTATION TO ENVIRONMENT & TRANSPORT CABINET
COMMITTEE – 15th SEPTEMBER 2020**

Corporate Risk Register - Summary Risk Profile

Low = 1-6	Medium = 8-15	High =16-25
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Risk No.	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel since Jan 2020
CRR0004	Simultaneous emergency response, recovery and resilience	High (25)	Medium (15)	↑
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	High (20)	High (16)	↑
CRR0042	Post-Transition UK/EU border systems, infrastructure and regulatory arrangements	High (20)	Medium (12)	Revised Risk

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	CRR0004	Risk Title	Simultaneous Emergency Response, Recovery and Resilience			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Council, along with other Category 1 Responders in the County, has a legal duty to establish and deliver containment actions and contingency plans to reduce the likelihood and impact of major incidents and emergencies.	Failure to deliver suitable planning measures, respond to and manage these events when they occur.	Potential increased harm or loss of life if response is not effective.	On behalf of CMT: Barbara Cooper, Corporate Director Growth, Environment & Transport (GET)	V. Likely (5)	Major (5)	
This includes responses associated with the Government's Counter-terrorism Strategy (CONTEST) 2018.	Critical services are unprepared or have ineffective emergency and business continuity plans and associated activities.	Serious threat to delivery of critical services.		Target Residual Likelihood	Target Residual Impact	
Ensuring that the Council works effectively with partners to respond to, and recover from, emergencies and service interruption is becoming increasingly important in light of recent national and international security threats, severe weather incidents, threats of 'cyber attacks' and uncertainties around implications of the future UK/EU relationship.	Lack of resilience in the supply chain hampers effective response to incidents.	Increased financial cost in terms of damage control and insurance costs.	Responsible Cabinet Member(s): On behalf of Cabinet:	Possible (3)	Major (5)	
The response to, and recovery from the Coronavirus pandemic is	Focus on Coronavirus response and recovery and post UK/EU transition contingency planning means less opportunity to progress other aspects of emergencies and resilience agenda.	Adverse effect on local businesses and the Kent economy.	Mike Hill, Community & Regulatory Services			
	Future wave(s) of pandemic put further strain on capacity and resource.	Possible public unrest and significant reputational damage.				
		Legal actions and intervention for failure to fulfill KCC's obligations under the Civil Contingencies Act or other associated legislation.	Susan Carey,			

putting significant strain on organisational capacity and resources.	Environment
Control Title	Control Owner
Legally required multi-agency Kent Resilience Forum in place, with work driven by risk and impact based on Kent's Community Risk Register. Includes sub-groups relating to Health and Severe Weather	Mike Overbeke, Head of Public Protection (for Kent Resilience Team Activity)
The Director of Public Health works through local resilience Forumsforums to ensure effective and tested plans are in place for the wider health sector to protect the local population from risks to public health	Andrew Scott-Clark, Director of Public Health
Management of financial impact to include Bellwin scheme	Cath Head, Head of Finance (Operations)
Implementation of Kent's Climate Adaptation Action Plan	Christine Wissink, Interim Head of Sustainable Business and Communities
Local multi-agency flood response plans in place for each district / borough in Kent, in addition to overarching flood response plan for Kent	Lisa Guthrie, KCC Manager, Kent Resilience Team
On-going programme of review relating to ICT Disaster Recovery and Business Continuity arrangements. ICT resilience improvements are embedded as part of the ICT Transformation Programme	Andrew Cole, Head of ICT Strategy and Commissioning
Kent Resilience Team in place bringing together personnel from KCC, Kent Police and Kent Fire and Rescue Service in an integrated and co-located team to deliver enhanced emergency planning and business continuity in Kent	Mike Overbeke, Head of Public Protection
Multi-Agency recovery structures are in place at the Strategic and Tactical levels & working effectively over the short term	Stephanie Holt-Castle, Interim Director Environment Planning

	& Enforcement (EPE)
KCC and local Kent Resilience Forum partners have tested preparedness for chemical, biological, radiological, nuclear and explosives (CBRNE) incidents and communicable disease outbreaks in line with national requirements	Andrew Scott-Clark, Director Public Health / Stephanie Holt-Castle, Interim Director EPE
Emergency planning training rolled out at strategic, tactical and operational levels. KCC Resilience Programme in place to deliver further training opportunities and exercises regularly conducted to test different elements of KCC emergency and business continuity arrangements with partners	Stephanie Holt-Castle, Interim Director EPE
Updated and expanded Duty and Recovery Director rota introduced	Stephanie Holt-Castle, Interim Director EPE
KCC Business Continuity Management Policy and overarching Business Continuity Plan in place, underpinned by business continuity plans at service level	Stephanie Holt-Castle, Interim Director EPE
Prevent Duty Delivery Board established to oversee the activity of the Kent Channel Panel, co-ordinate Prevent activity across the County and report to other relevant strategic bodies in the county	Richard Smith, Interim Corporate Director ASCH
KCC Strategic Prevent Lead is a member of the Covid-19 District Recovery Cell and disseminates appropriate protective security advice and online tension monitoring reports	Nick Wilkinson, Prevent and Channel Strategic Manager
Kent Channel panel (early intervention mechanism providing tailored support to people who have been identified as at risk of being drawn into terrorism) established at district and borough level	Nick Wilkinson, Prevent and Channel Strategic Manager
Ongoing development of a PREVENT counter-terrorism risk assessment	Nick Wilkinson, Prevent and Channel Strategic Manager
Quality Assurance approach introduced for business continuity plans to emphasise service accountability. This includes the testing of interdependencies between KCC business continuity plans and those of 3 rd parties	Stephanie Holt-Castle, Interim Director EPE
Fire Safety Guidance provided by KCC reviewed and updated	Flavio Walker, Head of Health & Safety
Local procedures have been and are being continually reviewed and refined for occasions the national threat level increases to critical. This includes an update of the Corporate Business Continuity Plan	Stephanie Holt-Castle, Interim Director EPE

New approach to Business Continuity Governance arrangements implemented, to enable increased focus on directorate issues and complement KCC's cross-directorate Resilience group	Stephanie Holt-Castle, Interim Director EPE	
Review of Kent Resilience Forum Local Authorities Emergency Planning group's mutual aid arrangements with District Councils and other councils across the region undertaken	Lisa Guthrie, KCC Manager, Kent Resilience Team	
KCC has a Major Emergency Plan that is refreshed regularly	Tony Harwood, Resilience and Emergencies Manager	
Action Title	Action Owner	Planned Completion Date
Response to, and recovery from, Coronavirus pandemic being managed, both at KCC level and with partners	Andrew Scott-Clark, Director Public Health / Barbara Cooper, Corporate Director GET / David Whittle, Director SPRCA	Ongoing
Continued preparations for implications of future UK/EU relationship in relation to border friction, regulatory change etc. (cross reference to CRR0042)	Barbara Cooper, Corporate Director GET	Ongoing
Implement a work programme to deliver Kent County Council compliance with the Radiation (Emergency Preparedness and Public Information) Regulations 2019, including amendments to the Dungeness Offsite Emergency Plan	Tony Harwood, Resilience and Emergencies Manager	September 2020
Ensure KRF and KCC Command and Control structures planned and in place to deal with simultaneous events	Barbara Cooper, Corporate Director GET / Stephanie Holt-Castle, Interim Director EPE	October 2020

Risk ID	CRR0003	Risk Title	Securing resources to aid economic recovery and enabling infrastructure			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
<p>The Coronavirus pandemic is impacting on the economy in Kent & Medway. This is likely to become more severe in the latter part of 2020, particularly as the Govt furlough scheme ends, and the impacts, such as on employment levels, could be disproportionate across the county (e.g. in coastal areas).</p> <p>To gain an understanding of the implications, an impact assessment has been conducted, which has led to the preparation and launch of an 18-month local economic renewal and resilience plan, which aims to act as a stimulus for improvement.</p> <p>The Council actively seeks to secure the resources/funding necessary to provide the infrastructure required to support growth, which often need to be bid for in very tight timescales and are increasingly subject to the drive to deliver economic impact, housing</p>	<p>The inability to secure sufficient funding, including contributions from development, to deliver the infrastructure necessary to support growth may require gap funding in order for KCC to fulfil its statutory duties.</p>	<p>Key opportunities for growth missed.</p>	<p>Barbara Cooper,</p>	<p>V. Likely (5)</p>	<p>Serious (4)</p>	
	<p>Deferral of developer contributions and / or elongated planning consents leads to delayed or compromised infrastructure.</p>	<p>The Council finds it increasingly difficult to fund services across Kent and fully mitigate the overall impact of housing growth on KCC services and, therefore communities.</p> <p>Kent becomes a less attractive location for inward investment and business.</p> <p>Our ability to deliver an enabling infrastructure becomes constrained.</p> <p>Reputational risk associated with delayed delivery of infrastructure required</p> <p>Additional revenue costs incurred due to</p>	<p>Corporate Director Growth, Environment and Transport (GET)</p>	<p>Responsible Cabinet Member(s): On behalf of Cabinet</p> <p>Mike Whiting, Economic Development</p>	<p>Target Residual Likelihood Likely (4)</p>	<p>Target Residual Impact Serious (4)</p>

<p>and employment outputs.</p> <p>EU structural funds are set to be replaced by UK funds, with further detail awaited.</p> <p>At a local level there is often a significant gap between the overall costs of the infrastructure required and the Council's ability to secure sufficient funds through the current funding systems, including S106 contributions, Community Infrastructure Levy and other growth levers.</p>	<p>infrastructure delays e.g. Home to school transport costs</p>
Control Title	Control Owner
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith, Director Economic Development
Strong engagement with South East LEP and its Local Industrial Strategy with central Government to ensure that KCC is in a strong position to secure resources from future funding rounds	David Smith, Director Economic Development
Teams across the Growth, Environment and Transport directorate work with each individual District on composition of local infrastructure plans including priorities for the CIL and Section 106 contributions, to articulate needs for the demands on services	Nigel Smith, Head of Development / Stephanie Holt-Castle, Interim Director EPE
Growth and Infrastructure Framework for Kent and Medway sets out the infrastructure needed to deliver planned growth	Stephanie Holt-Castle, Interim Director Environment Planning & Enforcement (EPE)
Single Monitoring System (SMS) is used to track individual s106 planning obligations from the Council's initial request for developer contributions through to the issue of invoice for payment.	Economic Development / EPE

Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning & Policy	
Officers are working on bids to secure funding as appropriate, including Local Growth Fund, Housing Infrastructure Fund, Major Roads Network	Lee Burchill, Local Growth Fund Manager / Joe Ratcliffe, Transport Strategy Manager	
Kent and Medway Renewal and Resilience Plan Economic Impacts Evidence Base sets out a high-level assessment of the impacts of the Covid-19 crisis on the Kent and Medway economy to inform the Renewal and Resilience Plan for the next 12-18 months.	Rachel Kennard, Chief Analyst, KCC	
Action Title	Action Owner	Planned Completion / Review Date
Set up of a multi-agency Kent and Medway Employment Task Force	David Smith, Director Economic Development (KCC lead)	September 2020
Re-launch of Kent & Medway Business Fund and launch of the KMBF Recovery Fund and the KMBF Capital Growth Fund, with full applications for loans due in September 2020. A second round of funding is dependent on availability of funding.	David Smith, Director Economic Development (KCC lead)	October 2020
<p>Contribute to implementation of the Kent and Medway Economic Partnership's local Economic Renewal and Resilience Plan, key delivery principles of which are:</p> <ul style="list-style-type: none"> • Greener Futures (building a sustainable, lower carbon economy) • Open and Productive (supporting long term productivity growth in an economy that welcomes investment and trade) • Better Opportunities, Fairer Chances (ensuring that people are supported through recession and stand to gain from a more resilient 	David Smith, Director Economic Development (KCC lead)	December 2021

economy in the return to growth).		
Assess potential implications and respond to Government consultations on proposals for reform of the planning system in England.	Tom Marchant, Head of Strategic Planning and Policy	October 2020
Identification of a pipeline of projects for potential funding announcements	David Smith, Director Economic Development	November 2020
Establishment of Infrastructure First Group, covering areas such as local plans, s106/ CIL and overview of larger planning applications etc.	Tom Marchant, Head of Strategic Planning & Policy	October 2020

Risk ID	CRR0042	Risk Title	Post Transition period border systems, infrastructure and regulatory arrangements			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
On 1 January 2021 the transition period with the European Union will end, and the United Kingdom will operate a full, external border as a sovereign nation. This means that controls will be placed on the movement of goods between Great Britain and the EU.	That agreement on the future relationship between the UK and the EU is not reached by the end of the 'transition period' leading to immediate third country status for the UK after 31 st December 2020	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Barbara Cooper, Corporate Director Growth, Environment & Transport	Likely (4)	Major (5)	
To afford industry extra time to make necessary arrangements, the UK Government has taken the decision to introduce the new border controls in three stages up until 1 July 2021.	That the implementation period agreed between the UK and EU is insufficient to develop the personnel, procedures, systems and physical infrastructure in time to support post-transition border arrangements.	Impacts on major traffic routes to support Operation Brock and other mitigations for port delays and the consequential increase in local and pan-Kent road journey times, impacting on local residents and businesses.	Responsible Cabinet Member(s): Michael Payne, Highways & Transport Mike Hill, Community & Regulatory Services	Target Residual Likelihood	Target Residual Impact	
KCC is working with partners at a local and national level to assess potential implications for the county and prepare for various scenarios.	That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the personnel,	Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent		Possible (3)	Serious (4)	
KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements.						

	procedures and physical infrastructure to support post-Brexit border arrangements.	residents.
Control Title	Control Owner	
Regular engagement with senior colleagues in relevant Government Departments on the impacts and implications of transition on KCC's regulatory responsibilities relating to Trading Standards and the resilience of Kent highways	Barbara Cooper, Corporate Director GET	
KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure etc.	Steve Rock, Head of Trading Standards	
KCC membership and support to the Kent Resilience Forum	Mike Overbeke, Head of Public Protection	
Operation Fennel strategic plan in place	Barbara Cooper, Corporate Director GET (KCC lead)	
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for potential disruption at Port of Dover and Eurotunnel). KCC to chair Strategic Group as arrangements revert back to planning phase.	Barbara Cooper, Corporate Director GET (KCC lead)	
KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases	Christina Starte, Head of Communications	
KCC cross-directorate Resilience Forum reviews latest situation regarding transition preparedness	Stephanie Holt-Castle, Interim Director EPE	
KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR004), with coordination via Directorate Resilience Groups.	Service Managers / Directorate Resilience Group Chairs	

Action Title	Action Owner	Planned Completion Date
KCC continues to make a case for further funding from the Ministry of Housing, Communities and Local Government (MHCLG) and Department for Transport (DfT) for direct impact costs of Transition preparedness in the county.	Barbara Cooper, Corporate Director GET	Ongoing
Continued preparations for Transition focusing on refining the traffic management plans in light of new planning scenarios.	Barbara Cooper, Corporate Director GET	Ongoing
Training Exercise(s) to prepare for various scenarios	Barbara Cooper, Corporate Director GET	September 2020

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From: Susan Carey, Cabinet Member for Environment
 Barbara Cooper, Corporate Director for Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 15 September 2020

Subject: KCC Environment Policy revision

Decision No: 20/00080

Date: 15 September 2020

Classification: Unrestricted

Past pathway of paper: N/A

Future pathway of paper: For Decision by Cabinet Member

Electoral Division: **County-wide**

Summary: This report presents the revision of the Council's Environment Policy to be formally approved and adopted by the Cabinet Member for Environment.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment as shown as Appendix A to:

1. Approve the revised Policy for adoption and implementation through the ISO14001 Environmental Management Standard framework; and
2. Delegate authority to the Corporate Director for Growth, Environment & Transport to take relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement this decision.

1. Introduction

1.1 The purpose of the Council's Environment Policy is to make a clear public commitment to implement a programme of environmental improvement. This includes reducing the environmental impacts of the Council's operations and services, taking account of future climate risk when planning services and taking decisions and working with partners, businesses and communities to address Kent's environmental issues and priorities.

- 1.2 The current Policy was issued in March 2017. Since that time several environmental priorities have become more significant due to new evidence and heightened public awareness. These include the Climate and Ecological Emergency, the health impacts of air pollution and the need to reduce single-use plastics and other environmentally damaging waste materials.

2. Revised Policy and governance

- 2.1 The Policy is a key document required to meet the criteria of the ISO14001 International Standard for Environmental Management. All services within the Council have been assessed against and certified to this Standard since April 2009, demonstrating that our environmental management, compliance and improvement plans stand up to external scrutiny and reflect good management practice. The policy is supplemented by environmental targets and an action plan.
- 2.2 Key revisions to the Policy include: increased emphasis on the Climate and Ecological Emergency, the health impacts of air pollution and the need to reduce single-use plastics and other environmentally damaging waste materials.
- 2.3 The implementation of the Policy commitments is overseen by the KCC Environment Board, chaired by the Corporate Director for Growth, Environment & Transport. All Directorates are represented at Director level on this board and it reports to the Corporate Management Team. The revision of the Policy was informed by key officers and this Board.
- 2.4 The Sustainable Business & Communities team within Environment, Planning & Enforcement co-ordinate the implementation of the Policy through the Council's environmental programme, engaging with all services to deliver actions to achieve environmental targets. The team provides six-monthly progress reports to each Directorate Management Team as well as to the KCC Environment Board.

3. Financial Implications

- 3.1 The financial implications of delivering the revised Policy will be tested and sought through existing financial mechanisms, namely the Medium-Term Financial Plan and the Capital Programme. Additional scrutiny will be delivered by the KCC Climate Change Fund protocol which has several officer and Member sign off points.
- 3.2 The commitment of staff resources to deliver the Policy will principally be through the Council's established environmental programme. The core staff resources sit within Growth, Environment & Transport Directorate.

4. Policy Framework

- 4.1 The revised Policy aligns with the Kent Environment Strategy and supporting strategies and plans, such as the Kent and Medway Energy and Low Emissions

Strategy, the Kent Nature Partnership Biodiversity Strategy and Kent's Plan Bee. It also includes a commitment to achieve net-zero emissions, for which an accelerated target is also due to be considered by the Environment and Transport Cabinet Committee on 15th September 2020.

- 4.2 The environmental programme provides assurance that environmental risks and compliance with relevant legislation is appropriately managed and addressed across all Council services.

5. Equalities Impact Assessment

- 5.1 An Equalities Impact Assessment has been undertaken and is attached. There are no significant negative impacts. As this Policy is aimed at improving environmental performance and is aligned with the Kent and Medway Energy and Low Emissions Strategy there are likely to be more positive equality impacts than negative, particularly for Age, Maternity, Carers and Disability.

6. General Data Protection Regulation Considerations

- 6.1 A Data Protection Impact Assessment is not needed as this Policy does not require the processing of personal data.

7. Conclusion

- 7.1 The intention of the Policy is to continue to make a clear and updated public commitment for Kent County Council to implement a programme of environmental improvements. This includes reducing the environmental impacts of the Council's operations and services, taking account of future climate risk when planning services and taking decisions and working with partners, businesses and communities to address Kent's environmental issues and priorities.
- 7.2 Under the framework of the Kent Environment Strategy and the Energy and Low Emissions Strategy, the KCC Sustainable Business and Communities Team co-ordinates the implementation of this Policy through an environmental improvement programme compliant with the Environmental Management Standard ISO14001. It is important the Policy is kept up to date and aligned with new strategies and plans reflecting the Council's commitment to taking action in line with current environmental priorities for Kent.

8. Next Steps and Timescales

- 8.1 Subject to comments from Environment and Transport Cabinet Committee, the Policy will proceed to decision to adopt by the Cabinet Member for Environment and it will then replace the current policy published on the Council's website.

9. Recommendation(s)

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Environment as shown as Appendix A to:

1. Approve the revised Policy for adoption and implementation through the ISO14001 Environmental Management Standard framework; and
2. Delegate authority to the Corporate Director for Growth, Environment and Transport to take relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement this decision.

10. Appendices and Background Documents

- Appendix A – Proposed Record of Decision
- Appendix B – Revised Environment Policy
- Appendix C – Equality Impact Assessment
- Current Environment Policy published here: <https://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/council-environmental-targets-and-performance/council-policy-and-targets>

11. Contact details

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Relevant Director: Stephanie Holt-Castle, Interim Director Environment, Planning and Enforcement 03000 412064

Appendix A Proposed Record of Decision

Appendix B Revised Policy

Appendix C Equality Impact Assessment

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KENT COUNTY COUNCIL

ENVIRONMENT POLICY



Kent County Council has an important role in ensuring Kent's residents and businesses benefit from clean growth and a competitive, innovative and resilient economy. This must be balanced with protecting and improving our natural and historic assets, for their unique value and positive impact on our society, economy, health and wellbeing.

This policy applies to Kent County Council services, assets and staff.

This policy supports the priorities set out in the Kent Environment Strategy – a strategy for environment, health and economy 2016, the Kent & Medway Energy & Low Emissions Strategy 2020 and the Kent Nature Partnership Biodiversity Strategy 2020.
<https://www.kentnature.org.uk/biodiversity-strategy.html>

WE WANT TO:

- Deliver positive change for Kent's environment, health and economy by working with our Kent partners to deliver the Kent Environment Strategy priorities;
- Achieve our net-zero emissions target, by significantly reducing our use of natural resources and generating more renewable energy, contributing to clean growth and increased energy security;
- Ensure our knowledge of severe weather risks and climate change is used to improve resilience when making decisions, maintaining essential services, and keeping Kent moving;
- Protect, enhance and positively manage our natural and historic assets, including land managed in partnership, to tackle a declining biodiversity and in particular, support pollinating insects, improve public health and manage and mitigate the impacts of climate change;
- Plan our activities and services to minimise environmental impacts, avoid pollution of land and water and unnecessary waste, and prevent community concerns arising;
- Minimise air pollution arising from our activities and work with partners and communities to target actions that improve local air quality and promotes healthier choices to protect health;





TO DELIVER THIS WE WILL:

- Engage with Kent's communities, businesses and partners to understand their expectations, minimise risks and maximise opportunities for innovation and shared resources, and provide guidance on the actions needed to address Kent's environmental priorities;
- Make sure Kent's environmental priorities and the risks and opportunities of climate change are considered when setting strategy and policy, taking key decisions and when commissioning and delivering services;
- Set environmental targets and provide public information about our performance;
- Effectively plan for and adapt to climate change, including how we manage the impacts of severe weather on our services, estate and roads;
- Seek and invest in new technologies and whole-life approaches that reduce our use of energy, fuel, water and other materials, and aim to meet most of our energy needs from low carbon or renewable sources;
- Work towards a circular economy by minimising waste from our own activities and promoting the waste hierarchy, to avoid waste, reduce single-use items and re-use, re-purpose or recycle before choosing other disposal routes;
- Support KCC's active travel strategy by reducing our members' and staffs need to travel. This includes promoting healthier options such as walking, cycling and public transport and providing the technologies, workspaces and opportunities to work in new ways;
- Inform and encourage our staff to take positive action and contribute ideas, to improve our environmental performance and reduce our costs;
- Work with our supply chain partners and support Kent businesses to deliver innovation and social value in order to plan for climate change, reduce their environmental impacts and provide low carbon, sustainable goods and services;
- Work with partners to support Kent businesses and communities to adapt and become more resilient to climate change, including how to protect health and wellbeing;
- Maintain and continually improve an Environmental Management System certified to ISO 14001:2015, comply with relevant environmental legislation and prevent pollution.

This policy will be implemented and monitored through the council's environmental management system. This system is a structured approach to making environmental improvements, which is assessed against the ISO14001:2015 Standard by the British Standards Institute.

A progress report on the implementation of the policy will be reviewed annually by the Council's corporate management team.

Susan Carey
Cabinet Member for Environment

Barbara Cooper
Corporate Director for Growth,
Environment & Transport

Photographs

Front cover left to right:

Two bees on a sunflower head, Wind turbine rotor head, Plug in electric car.

Page 2:

Cyclist admiring the view of a heritage building from a riverside towpath.

Page 3 left to right:

Sedum green roof with view of Kent countryside and oast houses behind, Fallen tree and damaged footpath sign due to a storm, Ground mounted solar panels at the Swattenden outdoor education centre in Cranbrook.

Issued September 2020

This leaflet is available in alternative formats and can be explained in a range of languages. Please call 03000 421 553 or email alternativeformats@kent.gov.uk for details.

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Miss Susan Carey, Cabinet Member for the Environment

DECISION NO:

20/00080

For publication**Key decision: YES**

- *Decision is a change to Council Policy and includes the commitment to deliver the proposed net-zero emissions target which will require expenditure in excess of £1million (a separate key decision being proposed at this time)*

Subject Matter / Title of Decision: KCC Environment Policy revision

Decision:

As Cabinet Member for the Environment, I agree to: Approve the revised Policy for adoption and implementation through the ISO14001 Environmental Management Standard framework; and Delegate authority to the Corporate Director for Growth, Environment & Transport to take relevant actions, including but not limited to entering into contracts or other legal agreements, as necessary to implement this decision.

Reason(s) for decision:

Formal adoption of a new Policy to be implemented by the Council formalising specific commitments to addressing environmental priorities and as a key criterion to continue to meet the International Standard for Environmental management ISO14001:2015.

Cabinet Committee recommendations and other consultation:

To approve the revised Policy to bring it in line with current environmental concerns.

In revising the Policy, key officers within KCC who lead on the environmental topics detailed within the policy have been consulted and provided the revised text proposed.

Any alternatives considered and rejected:

1. Do nothing and continue environmental programme under the current Policy issued in March 2017. - the last iteration of this Policy was prior to several environmental topics coming to the fore globally ie the global threats due a Climate and Ecological Emergency, evidence of the significant health impacts associated with poor air quality, pollution of the natural environment and impacts on wildlife due to the prolific use of single-use plastics.
2. Withdraw the Environment Policy – this would put at risk the Council's long-standing certification to ISO14001:2015 .

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

.....
signed

.....
date

KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service: KCC Environment Policy

Brief description of policy, procedure, project or service

This policy is the organisation's commitment to environmental management and improvement aligned with environmental priorities for Kent as outlined in current strategies i.e. Kent Environment Strategy, Kent & Medway Energy & Low Emissions strategy, Kent Plan Bee etc.

Aims and Objectives

Revise the Policy in line with current environmental priorities and new strategies and plans issued since the Policy was last updated in March 2017.

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected Groups. If any negative impacts can be justified, please clearly explain why.

I have found the Adverse Equality Impact Rating to be **Low**

This Equality Impact Assessment draws upon the evidence used when assessing the Equality Impacts of the Kent & Medway Energy & Low Emissions Strategy. Although this Policy covers a broader range of environmental activities, no additional equality impacts have been identified.

Date Document Updated 07/09/2020

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This document is available in other formats. Please contact diversityinfo@Kent.gov.uk or telephone on 03000 415 762

Following initial screening no negative impacts have been identified. The positive impacts identified relate to environmental improvements, which in turn have beneficial health effects for certain protected characteristics such as age, disability, maternity and carers.

When implementing the policy, new projects or initiatives will also be equality impact assessed.

In conclusion the findings are: **No major change** - no potential for discrimination and all opportunities to promote equality have been taken

GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	14/08/2020	Deborah Kapaj	Initial screening for management review/comments
V1	01/09/2020	Deborah Kapaj	Director and Head of Service sign off

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
Christine Wissink	<i>Christine Wissink</i>	Head of Service	01/09/2020
Stephanie Holt-Castle	<i>Stephanie Holt-Castle</i>	Director	01/09/2020

Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

Protected Group	You MUST provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age	N/A	N/A	N/A	Access to an improved natural environment, increased facilities to use active travel and reduced emissions from energy/fuel use all lead to reduced air pollution. This reduces the likelihood of a range of acute and chronic health conditions. This will benefit all ages, in

				<p>particular children and all people with existing medical conditions and obesity.</p> <p>Reducing fuel poverty will also benefit health and wellbeing of adults, including mental health from living in a warmer and drier home with reduced fuel bills. For children there is a positive link between educational attainment and home environment/living conditions.</p> <p>Promotion of remote/flexible working and active travel opportunities may provide more employment opportunities for young people who cannot drive or afford their own transport.</p>
Disability	N/A	N/A	N/A	As for age – disabled people benefit from reduced air pollution

				<p>minimising the likelihood of ill health or exacerbating existing conditions/disabilities. Reducing fuel poverty will also benefit health and wellbeing, including mental health from living in a warmer and drier home with reduced fuel bills. Promotion of remote technologies and more flexible working practices may provide more employment opportunities for disabled people who have impaired mobility or cannot drive/use public transport.</p>
Sex	N/A	N/A	N/A	N/A
Gender identity/ Transgender	N/A	N/A	N/A	N/A
Race	N/A	N/A	N/A	N/A

Religion and Belief	N/A	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A	N/A
Pregnancy and Maternity	N/A	N/A	N/A	As for age – children including the unborn foetus can be harmed by poor air quality. By reducing emissions with have a positive effect on improving poor air quality. Promotion of remote and flexible working practices may enable pregnant mothers to continue working at home to avoid ill health or travel risks..
Marriage and Civil Partnerships	N/A	N/A	N/A	N/A
Carer's Responsibilities	N/A	N/A	N/A	As for age and disability – reduction in emissions should have a positive impact on minimising instances of poor health and hence reduce the demand on carers due to a reduced likelihood

				that those being cared for will become unwell/ existing symptoms may be minimised. Promotion of remote and flexible working may enable carers to fulfil caring responsibilities more easily, avoiding stress and poor mental health
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From: Susan Carey, Cabinet Member for Environment
Barbara Cooper, Corporate Director for Growth, Environment
and Transport

To: Environment and Transport Cabinet Committee – 15 September
2020

Subject: Kent County Council Approach to Net Zero

Decision No: 20/00078

Classification: Unrestricted

Past Pathway of Paper: County Council – July 2020

Future Pathway of Paper: For Decision by Cabinet Member

Electoral Division: All

Summary: In May 2019, Kent County Council approved a motion to acknowledge a Climate Emergency and support a net-zero emissions target of 2050 for the county. The motion also included that by May 2020 Kent County Council would set an accelerated net-zero target for its own estate and operations and those of its traded companies.

This paper presents and outlines the approach for Kent County Council to reach net-zero carbon emissions by 2030 for its own Kent County Council estate and operations (excluding schools) and those of its traded companies, based on scenario modelling, for achieving net-zero. This paper also sets out funding opportunities.

A target of 2030 is achievable and can be delivered by the proposed strategy.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to:

1. Consider and endorse or make recommendations to the Cabinet Member for Environment to approve the proposed accelerated net-zero emissions target to be achieved by Kent County Council by 2030 for its own estate and operations (excluding schools) and those of its traded companies. as shown at Appendix A and
2. Note the indicative level of funding that will need to be secured to achieve this target.

1. Introduction

- 1.1 In response to the Climate Emergency, the UK Government revised the Climate Change Act 2008 in 2019. This introduced into law the UK target of net-zero

carbon emissions by 2050. This Act requires local authorities to act to reduce emissions both from their own operations and their geographical area. In addition to setting an organisational target to deliver net-zero emissions, Kent County Council has led on the development of the Kent and Medway Energy and Low Emissions Strategy, which was approved by the Cabinet Member for Environment on 30 July 2020.

- 1.2 Under the framework of the Kent Environment Strategy (KES) and the Energy and Low Emissions Strategy (ELES), the Kent County Council Sustainable Business and Communities Team has been taking forward the Kent County Council response to the County Council Climate Emergency motion presented in May 2019. The Kent County Council approach to Net Zero by the 2030 target is derived from the high-level action plan that will deliver ELES.
- 1.3 This report describes the proposed approach, utilising an innovative scenario model developed by Laser Energy (Commercial Services Kent Ltd), which analyses the best current delivery mechanisms available for Kent County Council to achieve Net Zero by 2030 and was presented to Kent County Council on 16 July 2020 where members noted the progress made and funding that will need to be secured to achieve the Net Zero target.
- 1.4 Kent County Council is a frontrunner nationally in developing an evidence-based, data driven, adaptable approach to Net Zero. We are relying on many existing technologies and energy programmes already in place in Kent County Council to reach our target. These include projects which have proven and ongoing carbon savings for the authority already, including LED street lighting and solar energy schemes. However, innovation and new technology will undoubtedly offer opportunities not available today. We should be actively seeking such opportunities and be open to new ways to achieve emissions reduction.
- 1.5 This report identifies how Kent County Council's own estate and operations (excluding schools) and those of its traded companies can be carbon neutral by 2030. This report does not seek to cover how Kent and Medway as a county will achieve Net Zero by 2050. That programme of work is being developed by Anthesis, the specialist company which also developed the Government's Scatter Tool (emission reduction pathway tool). Anthesis will report back in September to the multi-agency Kent and Medway Environment Group, which is facilitated by Kent County Council, and chaired by a District Chief Executive. The Anthesis work will be reported to the Cabinet Member for Environment, the Environment and Transport Cabinet Committee and the KCC Kent Environment Strategy Cross Party Member Group.

2. Kent County Council Net Zero by 2030

- 2.1 In 2010/11 when the baseline was set, Kent County Council's carbon emissions were 58,210 tonnes per year. By 2014/15, this had reduced to 49,461 tonnes per year. The completion of the highways LED streetlight programme and estate-wide energy projects have been major contributors to reducing this considerably further. It must be emphasised that significant

progress has therefore already been made. In order to be carbon neutral, Kent County Council needs to invest to reduce emissions by 17,500 tonnes per annum.

- 2.2 Laser Energy is a business unit within Commercial Services Kent Ltd, a company wholly owned by Kent County Council. Commissioned by the Sustainable Business and Communities team, and with advice from officers from Finance and Infrastructure, Laser has developed a pioneering methodology to model scenarios to achieve Net Zero. Using the method, Laser has identified an approach to enable Kent County Council to be Net Zero by 2030 that balances three primary ways of reducing emissions: investing in renewable energy generation, shifting to electric vehicles and energy rationalisation across the estate.
- 2.3 The approach has been developed using national, regional and local data to best inform the carbon impact as well as the costings but is reliant on a suite of assumptions that will be refined continually as understanding and emissions reduction programmes are tested and delivered, nationally and locally. The methodology uses emissions factors published in the UK Treasury Green Book, which is the only source that provides future emissions factors and is the recommended approach for assessing financial investments.
- 2.4 The approach is based on a balanced and flexible blending of the three primary ways highlighted in 2.2 above that Kent County Council can reduce emissions. Depending on the specifics of schemes taken forward, this approach will require investment of the order of an estimated £27m between now and 2030 (from sources to be identified) and will deliver returns in the region of £96m (to sources to be identified) between now and 2050 (breakeven year 2030 for financial investment). The carbon savings could be 15,639 tonnes per annum leaving in the region of 1,861 tonnes requiring carbon offsetting. As part of this programme, officers will look to ensure as much carbon offsetting as possible is achieved within Kent, informed additionally by value for money considerations. Where possible Kent County Council would avoid carbon offsetting as it provides no financial return and will prefer to use appropriate emerging technologies such as green hydrogen instead of conventional gas. New technologies may also develop that will allow even more progress.
- 2.5 The approach identifies strategic actions, many of which are already underway but will need to be accelerated. Such strategic actions include reduction of staff business miles, conversion of remaining business miles to electric miles, reduction of staff fleet miles, conversion of remaining fleet miles to electric miles, reduction of Kent County Council energy use through estate review, establishing the district heat network in Maidstone, and solar park investment. There are then a further set of secondary actions which again are already in play but require acceleration, including solar on Kent County Council buildings, moving from gas heating to heat pumps with associated improved insulation to the Kent County Council buildings, and further roll out of LED office lighting.

- 2.6 Laser's methodology to model scenarios to achieve Net Zero has been and remains a useful mechanism to explore financial and carbon policy options for the authority as it provides a flexible, reactive and iterative way to assess solutions and outcomes.

3. Governance of selected projects and programmes

- 3.1 Kent County Council Member leadership and oversight will be with the Cabinet Member for Environment advised by the Environment and Transport Cabinet Committee, and the Kent Environment Strategy Cross Party Member Group.

4. Financial Implications

- 4.1 The financial figures identified above are indicative, but nonetheless are underpinned by some considerable national, regional and local datasets, and provide a quantum at this early stage.
- 4.2 Funding for agreed measures will be identified from several sources. These include MHCLG, DfT, BEIS, SELEP, and Greater South East Energy Hub grant streams (often for one-off projects and activities). These may require elements of match funding which Kent County Council may therefore meet via prudential borrowing, Salix - Government interest free loans, Kent County Council Public Works Loans Board, or use of reserves. Additionally, developer contributions, business rates, and charitable donations are all possible sources of match funding particularly for the smaller schemes. In the short term we are currently awaiting approval of £500k European funding through LOCASE. These are in addition to the £1m Climate Change Fund committed by Kent County Council as an annual reserve contribution, which will go some way to funding measures especially in relation to the smaller scale projects, as well as feasibility studies to leverage in the larger monies that will be required.
- 4.3 A net-zero evidence-based investment plan will be produced yearly in line with annual budget-setting by the Sustainable Business and Communities team in consultation with finance and relevant services, outlining broad areas of spend and specific projects as appropriate, together with resulting savings in carbon emissions. The investment plan will capture anticipated costs and all sources of funding internal and external to Kent County Council. This will then be agreed by the Kent County Council Environment Board and informed by debate at the Kent Environment Strategy Cross Party Member Group and Environment and Transport Cabinet Committee before being agreed annually by the Cabinet Members for Environment, and for Finance.

5. Policy Framework

- 5.1 This paper and the activity within it are directly linked to the Kent County Council's commitment to "A Cleaner and Greener Kent" and directly supports the COVID-19 Economic Recovery Plan.

5.2 The Kent and Medway Energy and Low Emissions Strategy forms part of the Kent Environment Strategy and its Implementation Plan; and informs the Economic Recovery Plan. Its ten priority actions directly support the achievement of Net Zero by Kent County Council. The Kent and Medway Energy and Low Emissions Strategy is also relevant to the Kent and Medway Growth and Infrastructure Framework, Local Transport Plan 4 (and will inform LTP5), the extended Health and Wellbeing Strategy and Kent's Public Health Outcomes.

5.3 The Climate Change Risk and Impact Assessment for Kent and Medway was published on Kent.gov.uk and disseminated to partner organisations in August 2020. The resulting Adaptation Programme and Implementation Plan will be developed over the Autumn of 2020 for agreement in early 2021.

6. Equalities Impact Assessment

6.1 An Equalities Impact Assessment has been undertaken on the Energy and Low Emissions Strategy, which Net Zero underpins. Individual projects and programmes agreed as part of the net-zero approach will receive their own Equalities Impact Assessment.

7. General Data Protection Regulation Considerations

7.1 A Data Protection Impact Assessment is not needed as the net-zero approach does not require the processing of personal data.

8. Conclusion

8.1 Innovative work by Laser Energy has enabled Kent County Council to understand both how and at what cost Net Zero can be achieved for its own estate and operations.

8.2 An approach has been identified which would enable Kent County Council to reach NetZero by 2030. Indicative costs and returns have also been identified.

9. Next Steps and Timescales

9.1 Subject to comments from Environment and Transport Cabinet Committee, the approach and accelerated Net Zero target will proceed to decision to adopt by the Cabinet Member for the Environment.

10. Recommendation(s)

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to:

1. Consider and endorse or make recommendations to the Cabinet Member for Environment to approve the proposed accelerated net-zero emissions target to be

achieved by Kent County Council by 2030 for its own estate and operations (excluding schools) and those of its traded companies. as shown at Appendix A and

2 Note the indicative level of funding that will need to be secured to achieve this target

Background Documents

Kent Environment Strategy – www.kent.gov.uk/environmentstrategy

Appendix A - Kent County Council – PROPOSED RECORD OF DECISION

Appendix B - EQiA

Contact details

Christine Wissink, Steve Baggs
03000 413482, 03000 413319

Relevant Director: Stephanie Holt-Castle, Interim Director Environment, Planning and Enforcement 03000 412064

Appendix A

Kent County Council – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

**Miss Susan Carey,
Cabinet Member, Environment**

DECISION NO:

20/00078

For publication

Key decision: YES

Subject Matter / Title of Decision

Kent County Council adoption of a net-zero emissions target for its own estate and operations (excluding schools) and those of its traded companies

Decision:

As Cabinet Member for Environment I agree to approve the proposed accelerated net-zero emissions target to be achieved by Kent County Council by 2030 for its own estate and operations (excluding schools) and those of its traded companies.

The target will be delivered by investment in line with the supporting action plan.

Reason(s) for decision:

In response to the Climate Emergency, the UK government revised the Climate Change Act 2008 in 2019. This introduced into law the UK target of net-zero emissions by 2050. This Act requires local authorities to act to reduce emissions both from their own operations and their geographical area.

In May 2019, Kent County Council approved a motion to acknowledge a Climate Emergency and support a net-zero emissions target of 2050 for the county. The motion also included that by May 2020, KCC would set an accelerated Net Zero target for its own estate and operations and those of its traded companies.

The KCC net-zero approach and action plan supporting the target is derived from the high-level action plan included within this new multi-agency and cross-county Strategy.

Cabinet Committee recommendations and other consultation:

The approach was presented to Members at the County Council meeting on 16 July 2020.

The proposed decision will be considered by Members of Environment and Transport Cabinet Committee at their meeting on 15 September 2020.

Any alternatives considered and rejected:

- Seek to achieve 80% reduction by 2030 and Net Zero by 2050 – this aligns closely with the science-based evidence, however this would not be considered as accelerated action as per the motion agreed in May 2019. This would not be aligned with other local authorities in Kent and Medway who have almost all declared a target of Net Zero by 2030 or earlier.
- Seek to achieve Net Zero by 2050 – this would not be considered accelerated action as it is the same as the UK target

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

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signed

.....
date

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Appendix B

KCC - Growth, Environment and Transport Directorate (GET). Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service: **KCC Net-Zero Target**

Brief description of policy, procedure, project or service

This target makes a clear commitment by the Council to accelerate action to address the Climate Emergency by becoming Net Zero. It follows a debate at County Council in May 2019 where Councillors requested an evaluation of the actions and investment needed to deliver an accelerated target for the Council's estate and operations, to be brought back to full Council by May 2020.

This target also supports action to deliver the Kent & Medway Energy & Low Emission Strategy Kent, a new Strategy approved by the Environment & Transport Cabinet Committee in July 2020 and adopted by the County Council in July.

Aims and Objectives

To commit to accelerated action to reduce greenhouse gas emissions to net-zero by 2030.

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant Protected Groups. If any negative impacts can be justified, please clearly explain why.

I have found the Adverse Equality Impact Rating to be **Low**

This Equality Impact Assessment draws upon the evidence used when assessing the Equality Impacts of the Kent & Medway Energy & Low Emissions Strategy (KMELES). This target requires twofold action across the Council estate and operations:

- to reduce to a minimum the amount of energy, fuel water and materials used in its buildings, transport and other assets.**
- To enhance land owned or maintained by the Council, such as planting more trees or improving the status of natural habitats (to contribute to offsetting residual greenhouse gas emissions and other air pollutants).**

These actions are a sub-set of the strategic actions needed across the whole County as reflected in the KMELES. No additional equality impacts have been identified beyond those already assessed when developing the Strategy.

Following initial screening no negative impacts have been identified. The positive impacts identified relate to environmental improvements, which in turn have beneficial health effects for certain protected characteristics such as age, disability, maternity and carers. It is recognised that providing access to quality green space and connection to nature, close to your home or work can lead to enhanced well-being and mental health for everyone, by providing a space for physical exercise or a space to retreat from the busy urban environment.

When implementing the target, new projects or initiatives will also be equality impact assessed.

In conclusion the findings are: No major change - no potential for discrimination and all opportunities to promote equality have been taken

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GET Document Control
Revision History

Version	Date	Authors	Comment
V0.1	21/08/2020	Deborah Kapaj	Initial screening for management review/comments
V1	24/08/2020	Deborah Kapaj	Head of SBC and Director of EPE approved.

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
Christine Wissink	<i>C Wissink</i>	Head of Service	21/08/2020
Stephanie Holt- Castle	<i>S Holt-Castle</i>	Director	24/08/2020

Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is **no justification for direct discrimination**; and indirect discrimination will need to be justified according to the legal requirements

Protected Group	You <i>MUST</i> provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned			High/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
Age	N/A	N/A	N/A	<p>Access to an improved natural environment (e.g. KCC Country Parks), increased infrastructure and facilities to enable active travel and reduced emissions from energy/fuel use all lead to reduced air pollution. This reduces the likelihood of a range of acute and chronic health conditions. This will benefit all ages, particularly children, and all people with existing medical conditions and obesity.</p> <p>Promotion of remote/flexible working and active travel opportunities may provide more employment opportunities for young people at the Council who cannot drive or afford their own transport.</p>

Disability	N/A	N/A	N/A	As age – disabled people benefit from access to improved natural environment and reduced air pollution minimising the likelihood of ill health or exacerbating existing conditions/disabilities. Promotion of remote technologies and more flexible working practices may provide more employment opportunities for those disabled people who have impaired mobility or cannot drive/use public transport.
Sex	N/A	N/A	N/A	Access to an improved natural environment (e.g. KCC Country Parks) can benefit overall wellbeing and mental health.
Gender identity/ Transgender	N/A	N/A	N/A	Access to an improved natural environment (e.g. KCC Country Parks) can benefit overall wellbeing and mental health.
Race	N/A	N/A	N/A	N/A Access to an improved natural environment (e.g. KCC Country Parks) can benefit overall wellbeing and mental health.
Religion and Belief	N/A	N/A	N/A	N/A Access to an improved natural environment (e.g. KCC Country Parks) can benefit overall wellbeing and mental health.
Sexual Orientation	N/A	N/A	N/A	Access to an improved natural environment (e.g. KCC Country Parks) can benefit overall wellbeing and mental health.
Pregnancy and Maternity	N/A	N/A	N/A	As for age – children including the foetus can be harmed by poor air quality. By

				reducing emissions will have a positive effect on improving poor air quality. Promotion of remote and flexible working practices may enable pregnant mothers to continue working at home to avoid ill health or travel risks and may support parents and carers with young infants to achieve better work/life balance.
Marriage and Civil Partnerships	N/A	N/A	N/A	Access to an improved natural environment (e.g. KCC Country Parks) can benefit overall wellbeing and mental health.
Carer's Responsibilities	N/A	N/A	N/A	As for age and disability – access to improved natural environment and reduction in emissions should have a positive impact on minimising instances of poor health and hence reduce the demand on carers due to a reduced likelihood that those being cared for will become unwell/ existing symptoms may be minimised. Promotion of remote and flexible working may enable carers to fulfil caring responsibilities more easily, avoiding stress and poor mental health.

From: Susan Carey, Cabinet Member for Environment
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee – 15 September**

Decision No: 20/00088

Subject: Waste performance payments for Dover District Council & Folkestone and Hythe District Council

Classification: **Unrestricted**

Past Pathway of Paper:

Future Pathway of Paper: For Cabinet Member Decision

Electoral Division: Expenditure exceeds £1m across two Electoral Divisions

Summary: To provide continued financial support for the kerbside collection systems, through Inter Authority Agreements which detail a performance-based payment scheme. Dover District Council (DDC) and Folkestone & Hythe District Council (F&HDC) have commissioned a new kerbside model of waste collection to sustain increased recycling and composting levels. Payments will be based upon waste disposal cost reduction, with savings shared equally between the County Council and both District Authorities.

Recommendation(s): The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for the Environment on the proposed decision to approve KCC entering into an Inter Authority Agreement (IAA) with DDC and F&HDC to make performance payments to increase levels of recycling and reduce disposal costs for KCC as shown at Appendix A.

1. Introduction

- 1.1 There are existing agreements through the East Kent Waste Partnership which end in January 2021 between KCC and Dover District Council and Folkestone and Hythe District Council. Within the agreements are the payments to support the delivery of a comprehensive kerbside collection service. These were fixed enabling payments, that did not recognise the actual performance or success of recycling levels achieved by the District Waste Collection Authorities.
- 1.2 These proposed IAA agreements accord with the policy approach agreed by the Cabinet Committee on the 31st May 2018, that new Waste Partnership Agreements with Collection Authorities should include financial rewards based upon performance. This exists within the South Waste Kent Waste Partnership.

2. Financial Implications

- 2.1 Overall revenue costs total £9.6m for an 8-year contracted term for these two Districts, based on current levels of recycling performance. There is no capital expenditure. This term is equal to the term of the kerbside collection contract, that has been awarded by both District Waste Collection Authorities.
- 2.2 The new agreement represents a cost saving against existing budgets and these are already included within the 20/21 budget and the MTFP for the part-year effect. The proposed 21/22 budget reflects the new payment mechanism for the full year effect.

3. Policy Framework

- 3.1 The proposed decision meets the objectives of
 1. **Kent Joint Municipal Waste Management Strategy (KJMWMS) 2018/19 to 2020/21**, specifically noting the following outcomes:
 - By 2020/21, the KRP will recycle and compost at least 50% of household waste tonnage
 - By 2020/21, the KRP will ensure no more than 2% of Kent's municipal waste ends up at landfill.
 2. **The Kent Waste Disposal Strategy 2017 – 2035**, regarding the following Priorities:
 - Priority 1 The Environment: We will deliver services which mitigate impacts on or from the environment and climate change.
 - Objective B: Maximise reuse and recycling and eliminate waste to landfill in accordance with the Waste Hierarchy

4.0 The Report

- 4.1 The existing East Kent Waste Partnership ends in January 2021. The proposed agreements will replace the fixed enabling payments that were in place, originally negotiated in 2009. Revised payments will be lower than the current fixed payments which are reflected in the MTFP for 2021/22, however, the opportunity to increase payments exists should Districts deliver improved levels of recycling, which in turn , saves KCC disposal costs.
- 4.2 Partnership agreements and shared savings have proved to be a very successful method to share the benefits and rewards of reducing residual waste. They are an active incentive and have driven higher levels of recycling and therefore positive environmental outcomes. They have already been implemented in West Kent at Gravesham, Tonbridge & Malling and Tunbridge Wells Borough Council, with recycling increasing by up to 8%.
- 4.3 The fixed enabling payments have not always proved to incentivise Collection Authorities to achieve the targeted levels of recycle. KCC has borne this commercial risk over the last 10 years. These new Inter Authority Agreements

share the risk and reward equally between the County Council and District Authorities

- 4.4 Both Collection Authorities have made good levels of improvements to their kerbside recycling performance over recent years with DDC achieving 47.1% and F&HDC achieving 44.2% - the average achieved by all Kent Districts was 43.4%.
- 4.5 For information, work with Canterbury City Council & Thanet District Council is continuing to secure similar arrangements, both have differing waste collection arrangements.

5.0 Options considered and dismissed

- 5.1 Over three years, KCC has worked extensively with all East Kent Districts through a Project Board and Steering Group to determine the collection and disposal methods that would be commercially and environmentally advantageous to both collection and disposal authorities. This has been a comprehensive process to determine the optimum collection services and has considered transfer contracts, final disposal contracts and disposal infrastructure.

6.0 Equalities Impact Assessment and Risk Assessment

- 6.1 The Equality Impact Assessment undertaken concluded that no Protected Characteristics will be impacted upon either positively or negatively as a result of this contract award. This is due to the contract delivering a non-customer facing service.
- 6.2 There are no implications for the council's property portfolio of the suggested action.

7. Conclusions

- 7.1 This is a second edition of partnership agreements that have been carefully developed considering the requirements of both Collection and Disposal Authorities. This agreement provides incentives to increase recycling further, with an appropriate share of rewards that are sustainable and appropriate.

8. Recommendation(s)

Recommendation(s): The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for the Environment on the proposed decision to approve KCC entering into an Inter Authority Agreement (IAA) with DDC and F&HDC to make performance payments to increase levels of recycling and reduce disposal costs for KCC as shown at Appendix A.

8. Background Documents

- 8.1 Equality Impact Assessment

9. Contact details

Report Author

- David Beaver – Head of Waste & Business Services
- 03000 411620
- david.beaver@kent.gov.uk

Relevant Director:

- Simon Jones, Highways, Transportation and Waste
- 03000 411683
- simon.jones@kent.gov.uk

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TAKEN BY

Susan Carey

Cabinet Member for Environment

DECISION NO:

20/00088

For publication

Key decision*

Yes –

Subject: Waste performance payments for Dover District Council & Folkestone and Hythe District Council

Decision:

As Cabinet Member for Environment, I approve KCC entering into an Inter Authority Agreement (IAA) with DDC and F&HDC to make performance payments to increase levels of recycling and reduce disposal costs for KCC

Reason(s) for decision:

The existing East Kent Waste Partnership ends in January 2021. The proposed agreements will replace the fixed enabling payments that were in place, originally negotiated in 2009. Revised payments will be lower than the current fixed payments which are reflected in the MTFP for 2021/22, however, the opportunity to increase payments exists should Districts improve levels of recycling, which as a result, saves KCC disposal costs.

Partnership agreements and shared savings, have proved to be a very successful method to share the benefits and rewards of reducing residual waste. They are an active incentive and have driven higher levels of recycling and therefore positive environmental outcomes. They have already been implemented in West Kent at Gravesham, Tonbridge & Malling and Tunbridge Wells Borough Council, with recycling increasing by up to 8%.

Cabinet Committee recommendations and other consultation:

The proposal is being considered by Members of the Environment and Transport Cabinet Committee at their meeting on 15 September 2020.

Any alternatives considered:

Continue with the existing fixed payments but these have not proved to incentivise Collection Authorities to achieve the targeted levels of recycling for which KCC has borne the commercial risk.

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

.....
signed

.....
date

Name:

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EQUALITY IMPACT ASSESSMENT

WASTE MANAGEMENT

**Waste performance payments for Dover District
Council & Folkestone and Hythe District Council**

24th August 2020



KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Directorate: Growth, Environment and Transport

Name of policy, procedure, project or service

Performance payments to be introduced through an Inter Authority Agreement between KCC, DDC and F&HDC

Type

This EQIA focuses on the implementation of an Inter Authority Agreement making performance payments for Dover District Council & Folkestone and Hythe District Council.

Responsible Owner/ Senior Officer

Nichola Hood, Waste Partnership Manager

Date of Screenings:

A: Initial screening: 24th August Pages 2 - 7

B: Interim screening:

C: Final screening:

Version	Author	Date	Comment
1	Nichola Hood	24.08.20	
2	David Beaver	26.08.20	reviewer
3			

EIA screening conducted due to Waste performance payments for Dover District Council & Folkestone and Hythe District Council

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No	No	None	None	This is a business to business commercial agreement between KCC, Dover District Council and Folkestone & Hythe District Council. As such there will be no impact upon any protected characteristics as the waste collection service is conducted by the District Councils directly.
Disability	No	No	None	None	As above.
Gender	No	No	None	None	As above.
Gender identity	No	No	None	None	As above.
Race	No	No	None	None	As above.
Religion or belief	No	No	None	None	As above.
Sexual orientation	No	No	None	None	As above.
Pregnancy and maternity	No	No	None	None	As above.
Marriage and civil partnership	No	No	None	None	As above.

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Part 1: INITIAL SCREENING (August 2020)

Context

Kent County Council will reward Dover District Council & Folkestone and Hythe District Council by incentivising increased levels of recycling. This is a policy agreement that was introduced to sustain high levels of recycling and reduce the collection of residual waste.

This service is the statutory function of District / Borough Council in their capacity as Waste Collection Authorities.

The provision of waste disposal services is a statutory obligation for the Waste Disposal Authority under the Environmental Protection Act 1990.

Aims and Objectives

From January 2021, Kent County Council will:

- Agree a new Inter Authority Agreement to reward improved levels of recycling., this will deliver waste disposal savings and yield environmental benefit.

Beneficiaries

Environmental benefits through higher levels of recycling and creating less residual waste. Commercial benefits for both tiers of local government.

Data

This contract has a minimal customer facing element with no data collected direct from customers. The only data collected will comprise of information relating to the collection of various waste streams. There will be no personal data collected from any group.

As the Waste Disposal Authority, Kent County Council is responsible for ensuring that all household waste disposed of at throughout Kent is disposed of correctly in the most financially efficient way. The processing of payments is a 'back office' procedure, with all 'customer facing' elements of this process the responsibility of the District Councils.

Potential Impact

This Equality Impact Assessment is a screening to indicate potential areas of impact, both positive and negative, to the diverse population of Kent, which could result from the development of the Inter Authority Agreement.

There are no Protected Characteristics that will be impacted upon either positively or negatively. Therefore, the impact is regarded as Low/None.

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

JUDGEMENT

Option 1 – Screening Sufficient YES

Option 2 – Internal Action Required NO

Option 3 – Full Impact Assessment NO

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

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:



Name: Nichola Hood

Job Title: Waste Partnership Manager

Date: 24/08/20

DMT Member

Signed:



Name: David Beaver

Job Title: Head of Waste & Business Services

Date: 26/08/20

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From: Susan Carey, Cabinet Member for Environment
 Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 15 September 2020

Decision No: 20/00090

Subject: Approval to commission and award a new contractual arrangement for the Collection and Processing of Textiles and Shoes – (SS19066)

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member decision

Electoral Division: Affects more than two Electoral Divisions: East, Mid and West Kent areas.

Summary: To seek approval to award a new contractual arrangement for the collection and processing of textiles and shoes disposed of at the Household Waste Recycling Centres (HWRCs).

Recommendation(s): The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for the Environment on the proposed decision to provide delegated authority to the Director of Highways, Transportation and Waste to award a new four year contractual arrangement (with one year extension) for the collection and processing of textiles and shoes collected at the Household Waste Recycling Centres across the County to cover KCC's requirement as the Waste Disposal Authority as attached at Appendix A.

1. Introduction

- 1.1 This report provides information concerning the option to award a new Textile Collection and Processing contract covering all eighteen Household Waste Recycling Centres (HWRCs) across Kent.
- 1.2 The Authority's current Textile contract is split into two; twelve HWRCs are aligned to the expiry of the current waste management contract for the Mid and East Kent Waste Transfer Stations and Household Waste Recycling Centres on the 31st October 2020, where the incumbent, Biffa Municipal Limited has title of this material. For the other six West Kent HWRCs, the contract for the collection and disposal of these materials is with Cookstown; with expiry date as the other twelve.

- 1.3 It is proposed that KCC moves to commission a single overarching contract whilst continuing to meet its statutory duty as the Waste Disposal Authority.

2. Financial Implications

- 2.1 As this is an 'income only' concessions contract, there are no costs to KCC for the collection and disposal of this material, and the Provider will own 100% of the demand risk for textile waste. The current value for Textiles is £0, following the collapse of global trade as a result of COVID-19. The Textiles value tracks the market indices; therefore, the Authority will gain income when the market recovers.
- 2.2 Should the market recover to the previous rate of income prior to COVID, KCC can expect to receive in the region of £200 per tonne.
- 2.3 Key factors influencing for the income KCC might expect, include the global market demand for used textiles, the availability of used textiles, their quality, the exchange rate and the costs of sorting and processing. These factors all affect prices at various stages of the supply chain.
- 2.4 HWRC textiles tend to be of a reasonable quality which has in the past attracted good income rates for KCC; however, uncertainty remains with global economic changes, the prospect of Extended User Responsibility and 'fast fashion' influencing quality.

3. Policy Framework

- 3.1 The proposed decision meets the objectives of
1. **Kent Joint Municipal Waste Management Strategy (KJMWMS) 2018/19 to 2020/21**, specifically mentioning Textile and Shoe recycling as an employed activity to reduce waste and meets the following outcomes:
 - By 2020/21, the KRP will recycle and compost at least 50% of household waste tonnage
 - By 2020/21, the KRP will ensure no more than 2% of Kent's municipal waste ends up at landfill.
 2. **The Kent Waste Strategy 2017 – 2035**, regarding the following Priorities:
 - Priority 1 The Environment: We will deliver services which mitigate impacts on or from the environment and climate change.
 - Objective B: Maximise reuse and recycling and eliminate waste to landfill in accordance with the Waste Hierarchy
 - Objective D: Ensure materials are segregated at our HWRCs in line with legislative requirements.

- Priority 4 HWRC Service Delivery: We will provide a cost-effective service, which meets the needs of our customers.
 - Objective A: Work as part of the KRP to encourage residents to use the most cost effective and environmentally sound means of disposal for different waste materials, whether it is through kerbside collections, HWRCs or other recycling or reuse services.

4. The Report

Relevant History

- 4.1 The Authority's collected tonnage of textiles and shoes was 1,550 tonnes in 2018/19. During the pandemic, levels of textiles have been highly variable, particularly as charity shops have been closed.
- 4.2 With the current spotlight on recycling, textiles in particular, it is essential that KCC works in tandem with the Textile Recycling Association (TRA), (the UK's trade association for collectors, sorters, processors and exporters of used clothing and textiles), in any procurement process to ensure ethical and environmental standards are met.
- 4.4 KCC is proposing to commission a contract of four years (plus one-year extension) to be of sufficient length to be attractive to the market, but with break clauses to protect KCC's interests.
- 4.4 KCC Waste management is also seeking a local disposal arrangement, (where waste infrastructure allows) to reduce its carbon footprint in collecting and recycling these materials. However, where a large quantity of material is collected at HWRCs for bulking and sorting, it is usual practice (post processing) to then export for sale in Eastern Europe, Africa and the Middle East.
- 4.5 Sourcing waste infrastructure and UK end markets remains challenging, however KCC Waste Management is committed to continuing to divert textiles per year from incineration and to reuse the majority of the material it receives, whether in the UK or via global markets; where the textiles are not suitable for reuse, they can often for example, be recycled into wiping cloths or used for carpet underlay or insulation.

5.0 Options considered and dismissed

- 5.1 Option 1: Do nothing, allow the contracts to elapse and be unable to take Textiles at HWRCs. This is not an option as KCC has Statutory Obligations as the Waste Disposal Authority to ensure that there are disposal facilities to take household waste within the County.
- 5.2 Option 2: Do nothing, allow the contracts to elapse but continue to take Textiles at HWRCs. Textiles will be diverted to the residual waste stream and incinerated for energy with associated contingency disposal costs.

- 5.3 Option 3: full commissioning activity with market engagement (already commenced) to mitigate disposal costs and realise income when the market has recovered. This is the recommended option

6 Equalities Impact Assessment and Risk Assessment

- 6.1 The Equality Impact Assessment undertaken concluded that no Protected Characteristics will be impacted upon either positively or negatively as a result of this contract award. This is due to the contract delivering a non-customer facing service.
- 6.2 There are no implications for the council's property portfolio of the suggested action.
- 6.3 The Service Director will inherit the main delegations via the Officer Scheme of Delegation due to the potential financial value of this contract.

7. Conclusions

- 7.1 This new single contract will offer KCC best available market value and enable the Authority to discharge its statutory duty as Waste Disposal Authority.

8. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for the Environment on the proposed decision to provide delegated authority to the Director of Highways, Transportation and Waste to award a new four year contractual arrangement (with one year extension) for the collection and processing of textiles and shoes collected at the Household Waste Recycling Centres across the County to cover KCC's requirement as the Waste Disposal Authority as attached at Appendix A.

9. Background Documents

- 9.1 Equality Impact Assessment

Appendix A – Proposed Decision Sheet

10. Contact details

Report Author

- Kay Groves - Waste Services Manager
- 03000 411642
- kay.groves@kent.gov.uk

Relevant Director:

- Simon Jones, Highways, Transportation and Waste

- 03000 411683
- simon.jones@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY
Susan Carey
Cabinet Member for Environment

DECISION NO:
20/00090

For publication

Key decision*
Yes

Subject: Approval to award a new contractual arrangement for the Collection and Processing of Textiles and Shoes.

Decision:
The Cabinet Member for Environment is asked to approve the proposed decision and provide delegated authority to the Director of Highways, Transportation and Waste to award a new four-year contractual arrangement (plus one year extension) for the collection and processing of textiles and shoes collected at the Household Waste Recycling Centres across the County to cover KCC’s requirement as the Waste Disposal Authority.

Reason(s) for decision:
Textiles and Shoes are collected for processing at Kent’s Household Waste Recycling Centres under a dual contractual arrangement with Cookstown Recycling Ltd and Biffa Municipal Ltd which come to an end October 31st, 2020. KCC will then have title to all the material from November 1st, 2020, therefore, must ensure a contractual provision is in place to manage the disposal of this material.
Under the Environmental Protection Act 1990, as the Waste Disposal Authority, KCC has a legal obligation to provide a waste disposal service. The original commissioning solution enabled the Authority to discharge its statutory duty as Waste Disposal Authority.

Cabinet Committee recommendations and other consultation:
The proposal will be considered by Members of the Environment and Transport Cabinet Committee at their meeting on 15 September 2020.

Any alternatives considered:
Option 1. Do nothing and be unable to take Textiles at HWRCs – not an option as KCC has Statutory Obligations as the Waste Disposal Authority to ensure that there are disposal facilities to take household waste within the County.
Option 2. Do nothing and continue to take Textiles at HWRCs – Textiles will be diverted to the residual waste stream and incinerated for energy with associated contingency disposal costs.
Option 3. The recommended preferred option – full commissioning activity with market engagement

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

.....
signed

.....
date

Name:

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EQUALITY IMPACT ASSESSMENT

WASTE MANAGEMENT

Textiles & Shoes Collection & Processing Contract

4th June 2020



KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT

Directorate: Growth, Environment and Transport

Name of policy, procedure, project or service

Textiles and Shoes Collecting and Processing

Type

This EQIA focuses on the implementation of a Contract for new Provider(s) to collect and process Textiles and Shoes for 18* Kent Household Waste Recycling Centres *(One new site in the Tonbridge and Malling area to be included, once completed).

Responsible Owner/ Senior Officer

Kay Groves, Waste Services Manager

Date of Screenings:

A: Initial screening: 4th June 2020 Pages 2 - 7

B: Interim screening:

C: Final screening:

Version	Author	Date	Comment
1	Matt Feekings	04.06.20	
2	Terrie Coake	22/07/20	Minor updates/ comments
3			

EIA screening conducted at start of the procurement for a Textiles and Shoes Collection & Processing Provider

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No	No	None	None	As the appointment of a new Provider(s) to handle the Collection and Processing of the Authority's Textiles and Shoes is not a customer facing service, there will be no impact on the various Protected Characteristics. The providers operatives will be expected to adhere with the Authority's constitution as well as any site rules thus protecting the Authority's customers from any form of discrimination. It is the responsibility of the Authority's HWRC Equality Impact Assessment to cover visiting customers and appropriate action put in place to provide an equitable service for customers with Protected Characteristics
Disability	No	No	None	None	As above.
Gender	No	No	None	None	As above.
Gender identity	No	No	None	None	As above.
Race	No	No	None	None	As above.
Religion or belief	No	No	None	None	As above.

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Sexual orientation	No	No	None	None	As above.
Pregnancy and maternity	No	No	None	None	As above.
Marriage and civil partnership	No	No	None	None	As above.

Part 1: INITIAL SCREENING (January 2020)

Context

Kent County Council is procuring a new Provider to collect, and process Textiles and Shoes deposited at the 18* Household Waste Recycling Centres across Kent. *(One new site in the Tonbridge and Malling area to be included, once completed). They will also be required to make provision for future tonnages.

All 18 HWRCs in Kent		
Dartford	Ashford	Canterbury
Swanley	Faversham	Deal
Pepperhill	New Romney	Dover
Tunbridge Wells	Sheerness	Folkestone
Maidstone	Sittingbourne	Herne Bay
Sevenoaks		Margate
*Tonbridge & Malling (once completed)		Richborough

As a Waste Disposal Authority, the provision of such Waste disposal services is a statutory obligation under the Environmental Protection Act 1990.

The procurement of a new provider is needed because, as part of Kent County Council wider vision, one of our strategic outcome states that 'Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life'. Moreover, the Supporting Outcome states that "Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors"

Kent County Council's Waste management services will achieve this by managing the collection and processing of Textiles and Shoes for Kent residents in the most efficient and effective manner through using the waste hierarchy as a measure of how Kent is moving waste away from landfill and prioritising the material to use it for reuse or energy recovery where possible.

Aims and Objectives

From 1st November 2020, Kent County Council will:

- Secure Provider(s) to collect and process textiles and shoes deposited at its Household Waste Recycling Centres across Kent.

Beneficiaries

The intended beneficiaries are the residence in Kent disposing of Textiles and Shoes at their local Household Waste Recycling Centres (HWRCs).

Data

This contract has a minimal customer facing element with no data collected direct from customers. The only data collected will comprise of information relating to the collection of textiles and will include criteria such as date/time, gross/tare/nett weights, source site. There will be no personal data collected from any group.

As the Waste Disposal Authority, Kent County Council is responsible for ensuring that all waste disposed of at Kent HWRCs is disposed of correctly in the most financially efficient

way. The disposal of this waste is a 'back office' procedure, with all 'customer facing' elements of this process the responsibility of the HWRCs.

Potential Impact

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

There are no Protected Characteristics that will be impacted upon either positively or negatively. Therefore, the impact is regarded as Low/None.

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

JUDGEMENT

Option 1 – Screening Sufficient YES

Option 2 – Internal Action Required NO

Option 3 – Full Impact Assessment NO

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

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: 

Name: Kay Groves

Job Title: Waste Services Manager

Date: 12/08/20

DMT Member

Signed: 

Name: David Beaver

Job Title: Head of Waste

Date: 17/08/20

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From: Susan Carey, Cabinet Member, Environment
Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 15 September 2020

Decision No: 20/00091

Subject: Approval to commission and award a contract for the provision of Waste Compactors

Classification: Unrestricted

Past pathway of paper: N/A

Future pathway of paper: For Cabinet Member Decision

Electoral Division: Affects more than two Electoral Divisions: East Kent areas.

Summary: To seek approval to procure the renewal of waste compactors for Kent's Household Waste Recycling Centres (HWRCs) and an associated maintenance service.

Recommendation:

The Environment and Transport Cabinet Committee is asked to consider, endorse or make recommendations to the Cabinet Member for Environment to provide authority to the Corporate Director for Growth, Environment and Transport to approve the expenditure for the replacement of waste compactors, with a service and maintenance contract at Kent's Household Waste Recycling Centres (HWRCs) as shown at Appendix A

1. Introduction

- 1.1 This report outlines the commissioning activities for the replacement and installation of new compactors for Kent's Household Waste Recycling Centres (HWRCs).
- 1.2 The Compactor Replacement Programme commenced in 2018 to build, install new and remove old heavy-duty compactors used to optimise haulage for various waste streams from East Kent's HWRCs. It was not possible to repair the current assets as some are over 30 years old and it is no longer safe or economically viable to do so. In some cases, compactors had become operationally critical; failing more regularly, had failed, or had a high chance of complete failure. .
- 1.3 Safety critical works were undertaken initially, with phase one focusing on the ten compactors that had failed or were imminently failing. A second phase is

focussed on the replacement of essential compactors which are near to or at end of life.

2. Financial Implications

- 2.1 The replacement programme was initially funded by £400k revenue money for the compactors which had failed towards the end of 2018.
- 2.2 A Capital fund of £1.07m was secured in 2019 for the remaining assets which was spread over a 3-year period 2019 – 2022; the Capital fund has sufficient monies to complete the programme and is ring-fenced for this work and sits within the current Capital budget.
- 2.3 Using Tactical Procurement, KCC Waste Management undertook a competition with compactor manufacturers which could meet the high quality, bespoke specification that KCC requires.
- 2.4 The approximate values of the compactors sourced through Tactical Procurement are dependent upon their specification, with costs ranging from £25,000 for a static unit up to £57,000 for a two-tier traversing unit.

3.0 Policy Framework

- 3.1 The proposed decision meets the policy objectives of,

Strategic Delivery Plan 2020 – 2023 regarding:

- Outcome 2 - securing sustainable infrastructure & 8b. delivering the Council's Capital Programme

Kent Joint Municipal Waste Management Strategy (KJMWMS) 2018/19 to 2020/21, to reduce waste and meets the following outcomes:

- By 2020/21, the KRP will recycle and compost at least 50% of household waste tonnage
- By 2020/21, the KRP will ensure no more than 2% of Kent's municipal waste ends up at landfill.

The Kent Waste Strategy 2017 – 2035, regarding the following Priorities:

- Priority 1 The Environment: We will deliver services which mitigate impacts on or from the environment and climate change.
- Priority 4 HWRC Service Delivery: We will provide a cost-effective service, which meets the needs of our customers.

4.0 The Report

- 4.1 KCC's waste compactors are used to pack different waste streams; Household, Wood, Paper and Card etc. at Household Waste Recycling Centres to ensure the haulage of this waste is the most efficient it can be whilst being transported to its end destination.
- 4.2 Typically, the waste stream can be condensed by 70% allowing more waste to be brought into the site from householders and producing a financially efficient and cost-effective onward haulage solution.
- 4.3 The compactors which KCC use are bespoke to handle the significant amount of waste that is deposited in them. KCC use three different types of heavy-duty machines for the various waste types, built to a high standard and delivered and installed on site.
- 4.4 The Authority's waste compactors assets are now beyond repair, with some over 30 years old. Waste Management, and most recently Biffa Municipal have repaired these assets to a point where it is no longer safe to do so, nor economically viable or feasible.
- 4.5 Some of the compactors in 2019 became operationally critical and were either failing more regularly, had failed, or had a high chance of complete failure where service would be affected.
- 4.6 The replacement programme resulted in two implementation phases due to the length of time to build and install the compactors; the first phase was to address the failed or safety critical compactors with immediate activities to resolve the issue, these were revenue funded.
- 4.7 For this initial phase a competition was undertaken, through Tactical Procurement with Thetford International being commissioned to build the first tranche of compactors.
- 4.8 The second phase is to replace the remaining essential compactors which are likely to fail within the next two-three years and to introduce a repairs and maintenance service agreement following the expiry of the warranty period.
- 4.9 For phase two, Strategic Commissioning advise that a contract may realise savings using bulk buying power in addition to an appropriate repair and maintenance contract post warranty.
- 4.10 KCC Waste Management has set up a renewal reserve which will ensure that when these replaced compactors come to their end of life, there will be funding in place to cover the cost of any subsequent replacements.

5.0 Equalities Impact Assessment and Risk Assessment

- 5.1 The Equality Impact Assessment highlighted that there was a potential impact to persons with disabled or maternity/pregnant protected characteristics.
- 5.2 This is particularly relevant for residents with a disability or pregnant (or post pregnant) who may be unable to use the steps on the single tier traversing compactors. Or, where there is also the two tier and static machines due to them having a shelf and lip to the machine. Although this is a health and safety feature to prevent users falling into the machine or touching any working parts, it may preclude people who are unable to stretch over the shelf to dispose of their waste.
- 5.3 The HWRC Providers working methods and risk assessments should negate the likelihood of this happening by helping site users who may need it.

6.0 Options Considered and Dismissed

6.1 Option 1: Do nothing and be unable to compact waste at the East Kent HWRCs. This is not a viable option as:

- waste will quickly exceed the containment on site and breach permit regulations on storage of waste;
- the Environment Agency will suspend the permit if waste is not managed correctly which may lead to site closures;
- increased loads and haulage costs for any transported loose waste;
- more frequent change over of containers where site may close or stop operations leading to queues and reputational damage
- increased risk of accidents due to aged and fragile working machinery;
- Additional traffic on highways resulting in increased carbon footprint;
- Potential contractual service failure through unable to meet KPIs;
- Transference of reliance on other plant and machinery to 'tap-down' waste;
- There will be a requirement to manage the increased demand from population and housing growth over the coming years.

6.2 Option 2: a full commissioning activity is undertaken. This option should encourage economies of scale as it would allow a bulk order to be placed which would complete the Replacement Programme by 2022. This is the recommended option

7.0 Conclusion

7.1 Without effective waste compactors to process waste effectively, KCC cannot meet its Statutory Duty as the Waste Disposal Authority (WDA) to operate sustainably.

- 7.2 Not replacing compactors will result in the revenue budget being adversely affected as haulage costs will increase significantly. Contractual obligations and prices would also be adversely affected as a result of maintaining the service with failed compactors.

Recommendation

The Environment and Transport Cabinet Committee is asked to consider, endorse or make recommendations to the Cabinet Member for Environment to provide authority to the Corporate Director for Growth, Environment and Transport to approve the expenditure for the replacing of waste compactors, with a service and maintenance contract at Kent's Household Waste Recycling Centres (HWRCs) as shown at appendix A.

8 Background Documents

Appendix A – Proposed Record of Decision
Appendix B - Equalities Impact Assessment Screening Report

9 Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY
Susan Carey
Cabinet Member for Environment

DECISION NO:
20/00091

For publication

Key decision*
Yes

Subject: Contractual arrangement for Waste compactor replacement programme and associated repair and maintenance servicing agreement.

Decision:
The Cabinet Member for Environment is asked to provide authority to the Corporate Director for Growth, Environment and Transport to approve the expenditure for the replacing of waste compactors, with a service and maintenance contract at Kent’s Household Waste Recycling Centres (HWRC’s).

Reason(s) for decision:
Waste compactors are required at Household Waste Recycling Centres to maximise capacity of waste being disposed of where the Final Disposal Outlets are not within the locality of the facility. The majority of KCC waste compactors are beyond their life expectancy with some being well over 30 years old. A replacement programme has been developed which has commenced with the most critical and urgent compactors being replaced where failure was imminent. The remainder requires a commissioning exercise alongside a repairs and maintenance schedule to ensure upkeep of the compactors.

Cabinet Committee recommendations and other consultation:
The proposal is being considered by the Members of the Environment and Transport Cabinet Committee at their meeting on 15 September 2020.

Any alternatives considered:
Option 1 – Do nothing and replace compactors with containers – this is not acceptable as payloads will diminish by 70% resulting in more cost to the Authority.
Option 2 – Repair compactors – this is not viable as extensive repairs have already been undertaken in recent years and the plant is now beyond economic repair with some having critically failed; also, the new HWRC contract is being let on the proviso that compactors will be renewed.
Option 3 – Undertake a commissioning exercise to complete the replacement programme with a repairs and maintenance service agreement for all compactors – this is the preferred option to ensure that the compactors on KCC sites are operating efficiently with minimal downtime

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

.....
signed

.....
date

Name:

EQUALITY IMPACT ASSESSMENT

WASTE MANAGEMENT

Compactor Replacement Programme

04th August 2020



KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT

Directorate: Growth, Environment and Transport

Name of policy, procedure, project or service
Compactor Replacement Programme

Type

This EqlA focuses on the implementation of a Contract for replacement programme of our Household Waste Recycling Centre Compactors.

Responsible Owner/ Senior Officer
Kay Groves, Waste Services Manager

Date of Screenings:

A: Initial screening: 04th August 2020

B: Interim screening:

C: Final screening:

Version	Author	Date	Comment
1	James Maddison	04/08//2020	
2			
3			

EIA screening

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	Yes	No	NONE	SOME	<p>No additional obstacle for physically impaired customers will be added as this is predominantly a replacement of existing compactors with some enhancements provided from moving away from hand stacked materials. The single tiered machines do come with steps which some physically impaired customers may find hard to navigate. All of the machines have a lip and shelf at a height and width that may also be an issue for some physically impaired residents.</p> <p>These issues are negated by our HWRC providers' working methods in dealing with customers with a physical impairment where site staff are to offer assistance where required, thus negating a resident's inability to deposit waste easily in the compactor machines.</p>
Disability	Yes	No	NONE	SOME	As above.
Gender	No	No	NONE	NONE	The implementation of this program should only impact residents with some form of physical impairment
Gender identity	No	No	NONE	NONE	As above.

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Race	No	No	NONE	NONE	As above.
Religion or belief	No	No	NONE	NONE	As above.
Sexual orientation	No	No	NONE	NONE	As above.
Pregnancy and maternity	Yes	No	NONE	NONE	The physical nature of moving the waste off the ground into the container may be difficult for a pregnant or post pregnant woman. The individual can request assistance from the Provider managing the sites on KCC's behalf as required.
Marriage and civil partnership	No	No	NONE	NONE	As above.

Part 1: INITIAL SCREENING (November 2020)

Context

Kent County Council is procuring a contract which involves both the manufacturing, installation of new – and removal of old – HWRC waste compactors.

Aims and Objectives

As of 30th September 2020, Kent County Council will:

- Secure a Provider to provide replacements of our Household Waste Recycling Centre Compactors.

Beneficiaries

The intended beneficiaries are householders in Kent; as users of our HWRCs they will experience better availability of waste streams at our HWRCs and this will ensure better value for the Kent taxpayer in terms of optimised haulage.

Data

As the Waste Disposal Authority, Kent County Council is responsible for ensuring that all waste brought to Kent's HWRC network is disposed of correctly in the most financially efficient way. There are no front facing customer service elements to this contract other than the use of these machines by Kent's residents, as touched on prior.

Potential Impact

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

There are some Protected Characteristics that will be impacted upon either negatively though these are negated by our contractors working methods, risk assessments and contractual obligation to assist members of the public

The screening table (page 3-4) details the initial assessment.

From: Susan Carey, Cabinet Member for Environment
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 15 September 2020

Subject: Waste Management – Requests for Developer Contribution Funding

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary:

A strategic KCC waste infrastructure review has concluded that planned housing growth across the county will result in increasing demand and pressure upon the Household Waste Recycling Centres and Waste Transfer Stations facilities, requiring replacement or expansion to meet both current and future capacity requirements.

Historically, KCC Waste Management has not been included in requests for Developer Contribution funding, however, over the past year, KCC Waste has been compiling 'The Case for Waste' to provide an evidence base and methodology for collecting these contributions for waste infrastructure investment.

This report provides an update to Cabinet Committee on the actions that are being undertaken to develop the 'Case for Waste' document, in particular early engagement with the district and borough councils planning teams and waste teams, in advance of being included in the overall 'Developer Contribution Guide' consultation to be undertaken by KCC Economic Development in the coming months.

Recommendation: The Cabinet Committee is asked to note and comment upon the actions being undertaken to develop the 'Case for Waste' and the approach to engagement with the district and borough councils.

1.0 Background

1.1 KCC Waste Management operates as the Waste Disposal Authority (WDA). The WDA is responsible for arranging the recycling and final disposal of waste collected from households by the 12 Waste Collection Authorities (WCAs).

1.2 KCC currently operates under Contract, five Waste Transfer Stations (WTS) for the deposit and bulk loading of waste collected by the district/borough/city councils. A further three non-KCC mercantile WTSs are utilised under contract.

- 1.3 KCC also provides eighteen Household Waste Recycling Centres (HWRCs). These sites provide facilities for reuse, recycling and safe disposal for a range of materials brought by Kent residents.
- 1.4 KCC's Kent Waste Disposal Strategy was endorsed by Members in July 2017. This sets out our current position, identifies future pressures, and outlines how we will maintain a sustainable waste management service. It takes into consideration the following key drivers; population and housing, budget pressures, market provision, current performance, legislation and performance targets.
- 1.5 KCC Waste Management has undertaken an internal strategic infrastructure review to establish whether current HWRC and WTS capacity will suffice by 2030 and if not, where extra capacity is required. A baseline position for capacity has been established and layered with housing/ population projections in order to understand the impact on the waste infrastructure.
- 1.6 The review found that housing growth across the county is resulting in increasing demand and pressure upon these facilities of which many require replacement or expansion to meet capacity requirements. Over the past year, KCC Waste has been compiling 'The Case for Waste' – to provide an evidence base and methodology for collecting these contributions for waste infrastructure. This Case for Waste sets out:
- The strategic approach to providing Waste Transfer Stations (WTS), Household Waste Recycling Centres (HWRC) and a countywide Materials Recovery Facility (MRF¹)
 - The evidence base – which sites are at or nearing capacity and the requirements for increasing capacity in respect of existing households and expected housing growth to 2030
 - The cost of increasing capacity across the three types of facilities and the cost per new household for each facility required
- 1.7 This information will be included in the revised Developer Contributions Guide, which will be taken out to consultation by KCC Economic Development later this year.

2.0 Progress so far

- 2.1 2.1 In recent months KCC's Economic Development has used the evidence and per dwelling rates from the Case for Waste to request contributions for several developments. There has been a mixed response from local planning authorities to the principle of KCC requesting developer contribution for waste but we have been successful in obtaining from five developments thus far (two in Tonbridge & Malling, two in Thanet and one in Dover).
- 2.2 This is the start of a conversation about how waste infrastructure is planned for and we are keen to understand the views of the local planning authorities so that we can make an effective case for waste contributions as part of new developments.

¹ A MRF is a materials recycling facility where dry recycle waste is taken for sorting into the different commodities, i.e. glass, plastics, paper.

3.0 Engagement with the district/ borough councils

- 3.1 Following initial feedback from districts and boroughs and considering discussions that have been held at the Kent Planning Officers Group (KPOG), an initial 'call for views' discussion took place with districts and boroughs in July/ August 2020, in advance of inclusion in the overall developer contributions guide consultation later in the year.
- 3.2 This engagement took the form of a presentation and discussion of the Case for Waste document with numbers of districts at a time. The document was also shared subsequently for any further comment or questions. Attendees included members of the Kent Resource Partnership Officers Advisory Group (waste senior managers from all the district/ borough councils), and planning representatives from Kent Planning Policy Forum (KPPF).
- 3.3 This engagement is being used to test the evidence base; share the significant capacity issues with district and borough officers; and discuss how the Case For Waste evidence base can align with our role in responding to Local Plans and planning applications. We are also obtaining views on the level of evidence districts and boroughs would expect to see and to understand how to integrate the need for waste contributions in their own plan and strategy work, and policies. KCC Waste Management Officers are finalising this initial feedback.
- 3.4 It is hoped this early engagement will give district/ borough councils the confidence that they have helped to shape the final Case for Waste document, in advance of being included in the KCC developer contribution guide consultation and to ensure they are comfortable with its application when contributions are sought for waste infrastructure.

4.0 Recommendation

Recommendation: The Cabinet Committee is asked to note and comment upon the actions being undertaken to develop the 'Case for Waste' and the approach to engagement with the district and borough councils.

5.0 Report Authors

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From: Susan Carey, Cabinet Member for Environment
 Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee – 15 September 2020**

Decision No: **N/A**

Subject: **Review of the Kent Downs Area of Outstanding Natural Beauty (AONB) Management Plan – proposed consultation response**

Classification: **Unrestricted**

Past Pathway of Paper: Environment and Transport Cabinet Committee (23 January 2020)

Future Pathway of Paper: Environment and Transport Cabinet Committee – for Kent County Council adoption (date tbc)

Electoral Division: Countywide, with the exception of all electoral divisions within Dartford Borough, Tunbridge Wells Borough and Thanet District administrative areas.

Summary: This report sets out the context and details of the Kent Downs Area of Outstanding Natural Beauty (AONB) draft Management Plan 2020-2025 and the details of the draft KCC response to the consultation.

Recommendations: The Environment and Transport Cabinet Committee is asked to consider, endorse and make recommendations to the Cabinet Member for Environment on the proposed Kent County Council response to the Kent Downs AONB draft Management Plan consultation.

1. Background

- 1.1. The Kent Downs Area of Outstanding Natural Beauty (AONB) is a nationally designated protected landscape and covers about a quarter of the County. It stretches from the White Cliffs of Dover to the Surrey and London Borders and focuses on the North Downs and the Greensand Ridge.
- 1.2. The primary purpose of AONBs is to conserve and enhance the natural beauty of the landscape. The County Council has a statutory requirement through the Countryside and Rights of Way Act 2000 (CRoW Act) to act jointly with the eleven other Local Authorities that contain parts of the Kent Downs AONB to prepare, review and adopt a Management Plan for the landscape.

- 1.3. Under the Act, the Management Plan is required to formulate the local authorities' policies for the management of the AONB and for carrying out the associated local authorities' functions in relation to it. The Management Plan is a material consideration in planning matters and should be afforded weight in decisions.
- 1.4. The Kent Downs AONB Management Plan, adopted in 2014, is currently being reviewed – this is being undertaken by the Kent Downs AONB Unit on behalf of the AONB Partnership.
- 1.5. The preparation of the review has involved extensive consultation and has also used the 'Head for the Hills' celebrations of the Kent Downs AONB to reach a wider audience. Nearly 1,000 individuals participated and the special characteristics and qualities that formed the basis of the original designation are still those most valued by people today. The Kent Environment Strategy Public Perception Survey (2018) results are also captured, demonstrating that 97% of respondents felt that the countryside was either important or very important to them.

2. The proposed revisions in the Management Plan

- 2.1. Natural England (Government's statutory advisor on landscape) has been clear in its view that the existing Kent Downs AONB Management Plan represents exemplary best practice and therefore it is proposed that much of the existing plan remains in place. There are, however, changes to the context in which the Plan operates, including new legislation, new guidance and changes to government and other relevant agendas that the Management Plan review looks to incorporate.
- 2.2. To summarise, the key changes captured within the draft Management Plan are as follows:

Chapter 1. The Kent Downs AONB: Whilst still taking a far sighted and ambitious approach, the vision has been re-focused from a 20-year period to a 10-year period, to reflect the level of housing growth planned for Kent.

Chapter 2. The Management of the Kent Downs AONB: A natural capital and ecosystems services¹ approach is more clearly embedded.

Chapter 3. Sustainable Development: A section has been added to reflect the approach of the Government's 25-year Environment Plan and emerging Environment Bill, and to articulate the levels of planned growth in Kent and London. The section on climate change has also been updated. The consultation version pre-dated the early details of the Government's white paper 'Planning for the future'.

¹ Ecosystem services are defined as outputs, conditions, or processes of natural systems that directly or indirectly benefit humans or enhance social welfare.

Chapter 4. Landform and Landscape Character: The chapter identifies the need to develop long term plans for the Landscape Character Areas of the AONB – including where natural capital, intended net gain, or Environmental Land Management (which could bring potential investment following exit from the EU, as signalled by Government) will be pursued.

Chapter 5. Biodiversity: Two principles have been added to recognise the need to be involved in the rapidly changing national context for biodiversity conservation; the importance of connecting people with nature and ensuring sensitive sites and species are not harmed by (what is termed throughout the document as) ‘over visiting’².

Chapter 6. Farmed Landscape: The rapidly changing context for agriculture and changes to the pattern of Kent Downs farming (such as the rapid introduction of vineyards) are set out. The issues, opportunities and threats have been updated accordingly.

Chapter 7. Woodland and Trees: The important role of trees and woodlands in mitigating and adapting to climate change and the drive to increase woodland creation and tree planting are now referenced.

Chapter 8. Historic, Cultural and Scientific Heritage: A new principle has been added to promote an arts and cultural strategy for the Kent Downs and there is greater reference to more recent historic heritage.

Chapter 9. The Heritage Coasts: The vision recognises the transformative works in the management of the Heritage Coasts. New principles have been added, including to promote the sustainable management of visitors.

Chapter 10. Geology and natural resources: References to natural flood and drought management have been included. New principles have been added to focus on the conservation of soil and the benefits the Kent Downs landscape offers for clean air.

Chapter 11. Quality of Life and Vibrant communities: The vision is now framed to be more inclusive. The link between landscape and health and well-being is prioritised through a new principle. The potential of impacts from the European Union exit are also covered.

Chapter 12. Access, enjoyment and understanding: Greater emphasis is placed on understanding the barriers to access and widening access opportunities. Reference is made to the health and well-being opportunities offered by access to the Kent Downs.

3. KCC’s response

² P116 of the draft Management Plan provides more detail on the term ‘over-visiting’, which it states has rapidly become an issue, with visitor experience at risk of declining, erosion to paths, damage to habitat and loss of tranquillity.

- 3.1 Cabinet Committee views were sought on the key areas for revision at the Environment and Transport Cabinet Committee meeting on 23 January 2020, in advance of the draft Management Plan being published for consultation (minute 249).
- 3.2 The Management Plan is proposing to alter the vision to a shorter period of ten years because of the scale and pace of population and housing change in Kent. It was minuted that the County Council response should state the need for the adopted AONB Management Plan to be reviewed regularly because of the speed at which government policy changes. This has been captured in the draft KCC response to this consultation (in question 3a).
- 3.3 Overall, KCC is supportive in its draft response to the draft Management Plan consultation and provides some observations and recommendations in respect of KCC services and infrastructure. KCC's full draft response is attached at appendix 1, and key points are set out below.
- 3.4 The Management Plan focuses on the resilience of the ecology and biodiversity within the Kent Downs AONB, alongside the wider landscape and communities. The KCC response highlights where the Plan should demonstrate clear focus on restoring lost habitats and species and the 'wildness' of the protected landscape.
- 3.5 The references and commitments to tackling the UK climate and ecological emergency are welcomed, as is the focus on sustainable, low carbon development. The draft response is supportive of the Management Plan's commitment to achieving net-zero greenhouse gas emissions but does caution the feasibility of achieving this target by 2030. Through the framework of the Kent and Medway Energy and Low Emissions Strategy, KCC and its partners have agreed a vision for the county of Kent to reach Net Zero by 2050, which also reflects the UK target and the advice of the UK Committee on Climate Change.
- 3.6 The draft response welcomes the reference to superfast broadband and advises that it needs to reference superfast and gigabit capable broadband so it aligns with current government policy, as well as good mobile broadband services - key for local residents and those seeking to enjoy the landscape.
- 3.7 The vision for a well-managed and improved PRow network is supported, and the draft response highlights the challenge of funding for this work. In addition to public transport, it encourages the role of active travel as being shown in the Management Plan as a means of accessing the Kent Downs AONB.
- 3.8 The response sets out that KCC is supportive of habitat creation and highlights that there is a need for habitat creation to be in the correct location that provides the greatest benefit – e.g. an increase in woodland planting does not result in loss of chalk grassland.
- 3.9 The draft KCC response also recommends that there is a wider recognition of surface water within the natural environment, including flood control and

surface water pollution issues, with consideration within the “water environment” section of the document on areas within the river valley areas, such as the Darent, Medway and Stour catchments.

- 3.10 The vision for historic and cultural heritage is well articulated and if achieved, will deliver a well-conserved and valued heritage in an attractive landscape. It is recommended that greater emphasis is placed on using the historic environment to shape new development and contribute to a distinctive sense of place.
- 3.11 The Plan is limited in its consideration of waste and mineral matters and the KCC response puts forward recommendations in respect of how this should best be captured in the Management Plan. Waste processing and mineral supply, if sensitively developed, may offer an opportunity for the AONB by offering a diversification of the employment base, and potential benefits for small/medium enterprises.

4. Financial Implications

- 4.1. The County Council provides a contribution to the core funding of the Kent Downs AONB Partnership and hosts the AONB Unit, which is otherwise primarily supported by the Department for Environment, Food and Rural Affairs (Defra). There are no changes proposed to the level of core funding with the Management Plan review and therefore no direct financial implications.

5. Policy Framework

- 5.1. The AONB Management Plan directly supports the County Council’s strategic outcomes, and specifically the outcome that Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life.

6. Legal implications

- 6.1. The Kent Downs AONB is recognised and protected nationally and internationally for its natural beauty. A statutory requirement in the CRoW Act is placed on the council to act jointly with the other local authorities to prepare and review a management plan for the landscape.
- 6.2. The Kent Downs AONB Management Plan review is being taken forward by the Kent Downs AONB Unit and overseen by the Kent Downs AONB Joint Advisory Committee. The County Council is represented at a senior level on the Joint Advisory Committee by an elected Member and Officer.

7. Next steps

- 7.1. Following this consultation, the Partnership will finalise the Management Plan to incorporate any final local authority comments. Local authority Joint Advisory Committee Officers and Members are required by the CRoW Act to

take the Plan through a formal adoption stage at each local authority and confirm with the AONB Unit.

- 7.2. The Management Plan will then be published and deposited with the Secretary of State as required by the CRoW Act. At least four months are recommended for local authority partners to go through their individual adoption processes. At that stage, the Environment and Transport Cabinet Committee will be asked to consider and endorse the Cabinet Member for Environment formally adopting the reviewed Kent Downs AONB Management Plan 2020-25.

8. Conclusions

- 8.1. The nationally protected landscapes of the Kent Downs AONB are a great asset and vital component of the county of Kent covering around a quarter of the county and providing a green lung which is much valued by local people and visitors alike. The Downs also supports a substantial rural, agricultural and visitor economy.
- 8.2. KCC is supportive of the role of the AONB landscape in mitigating climate change, enhancing health and well-being and contributing to nature recovery in both a local and national context. This is increasingly apparent and emphasised in the draft revised Plan and KCC is supportive overall.
- 8.3. Appendix 1 sets out the full KCC response and technical comments to the consultation – which is in the form of a questionnaire.

9. Recommendation

- 9.1 The Environment and Transport Cabinet Committee is asked to consider, endorse and make recommendations to the Cabinet Member for Environment on the proposed Kent County Council response to the Kent Downs AONB draft Management Plan consultation.

10. Background Documents

Kent Downs AONB Management Plan –

[https://kccconsultations.inconsult.uk/gf2.ti/-/1092162/76010821.1/PDF/-/Draft Management Plan whole document FINAL for consultation.pdf](https://kccconsultations.inconsult.uk/gf2.ti/-/1092162/76010821.1/PDF/-/Draft%20Management%20Plan%20whole%20document%20FINAL%20for%20consultation.pdf)

Environment Report and Sustainability Appraisal –

[https://kccconsultations.inconsult.uk/gf2.ti/-/1092162/76011269.1/PDF/-/Kent Downs AONB Environment Report 2020.pdf](https://kccconsultations.inconsult.uk/gf2.ti/-/1092162/76011269.1/PDF/-/Kent%20Downs%20AONB%20Environment%20Report%202020.pdf)

Equality Impact Assessment –

https://kccconsultations.inconsult.uk/gf2.ti/-/1092162/76255941.1/PDF/-/KD_AONB_Management_Plan_EqIA_V5_27Feb2020_Signed_SHC.pdf

11. Appendices

Appendix 1: KCC questionnaire response to the consultation

12. Contact details

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Kent Downs Area of Outstanding Natural Beauty
Draft Management Plan

Consultation Questionnaire

The Kent Downs Area of Outstanding Natural Beauty (AONB) Unit are seeking your views on the Kent Downs AONB Draft Management Plan 2020 – 2025. Kent County Council (KCC) is hosting this consultation on their behalf.

What information do you need before completing the questionnaire?

We recommend that you read the **Draft Management Plan** (or sections relevant to your interests) and accompanying **Draft Landscape Character Assessment** (or sections relevant to your interests) before filling in this questionnaire. The Environment Report and Sustainability Assessment and Equality Impact Assessment are also available. All consultation material is available on KCC's website kent.gov.uk/kentdownsaonb or in hard copy on request.

We recognise that the AONB Management Plan and accompanying Landscape Character Assessment are broad in the subjects and geography they cover so please do not feel obliged to answer all of the questions. We welcome your response to any or all of the matters they cover.

The Draft Plan was prepared before the Covid-19 pandemic and it will be vital we consider how the Management Plan responds to the crisis. This questionnaire provides an opportunity for you to tell us any key considerations you feel we should take into account.

This questionnaire can be completed on our website. Alternatively, you can fill in this Word version and return it via email to mail@kentdowns.org.uk or by post to Kent Downs AONB Unit, West Barn, Penstock Hall Farm, Canterbury Road, East Brabourne, Ashford, Kent TN25 5LL.

Please ensure your response reaches us by midnight 7th September 2020.

Alternative Formats: If you need this questionnaire or any of the consultation documents in an alternative format, please email alternativeformats@kent.gov.uk or call 03000 421553 (text relay service number: 18001 03000 421553). This number goes to an answering machine which is monitored during office hours.

Privacy: Kent County Council collects and processes personal information in order to provide a range of public services. Kent County Council respects the privacy of individuals and endeavours to ensure personal information is collected fairly, lawfully, and in compliance with the General Data Protection Regulation and the Data Protection Act 2018.

Section 1 – About You

Q1. Are you responding on behalf of ...?

Please select the option from the list below that most closely represents how you will be responding to this consultation.

Select **one** option only.

<input type="checkbox"/>	Yourself as an individual
<input type="checkbox"/>	Yourself in your professional capacity
<input type="checkbox"/>	A representative of a local community group or residents' association
<input type="checkbox"/>	On behalf of a Parish / Town / Borough / District Council in an official capacity
<input type="checkbox"/>	A Parish / District / County Councillor
<input type="checkbox"/>	An educational establishment, such as a school or college
<input type="checkbox"/>	On behalf of a business
<input type="checkbox"/>	On behalf of a charity, voluntary or community sector organisation (VCS)
<input checked="" type="checkbox"/>	Other

If 'Other', please specify: On behalf of Kent County Council in an official capacity

Q1a. If you are responding in your professional capacity, please tell us what it is:

Q1b. If you are responding on behalf of an organisation (community group, resident association, council, educational establishment, business or any other organisation), please tell us the name of the organisation here:

Q2. Please tell us the first five characters of your postcode:

Please do not reveal your whole postcode. We use this to help us to analyse our data. It will not be used to identify who you are.

Section 2 – Kent Downs AONB Draft Management Plan

The Draft Management Plan is formed of 12 sections. You can provide feedback on all or as many of the sections as you like. If you would rather not provide feedback on any section, just move on to the next set of questions.

1. The Kent Downs AONB [Page 4](#)
2. The Management of the Kent Downs AONB [Page 7](#)
3. Sustainable Development [Page 9](#)
4. Landform and Landscape Character [Page 13](#)
5. Biodiversity [Page 16](#)
6. Farmed Landscape [Page 19](#)
7. Woodlands and Trees [Page 22](#)
8. Historic and Cultural Heritage [Page 25](#)
9. Heritage Coast [Page 28](#)
10. Geology and Natural Resources [Page 31](#)
11. Quality of Life and Vibrant Communities [Page 34](#)
12. Access, Enjoyment and Understanding [Page 37](#)

1. The Kent Downs AONB

A vision is a description of what an organisation would like to achieve or accomplish and is intended to serve as a guide for what action will be taken in the future.

The overarching ten-year vision for the Kent Downs AONB included in the Draft Management Plan 2020-25 is as follows:

“In 2030... the qualities and distinctive features of the Kent Downs AONB, the dramatic south-facing scarp, secluded dry valleys, network of tiny lanes, isolated farmsteads, churches and oasts, orchards, dramatic cliffs, the ancient woodlands and delicate chalk grassland along with the ancient, remote and tranquil qualities, are valued, secured and strengthened.

“The Kent Downs has become a landscape where rapid change supports the AONB’s distinctive features. Responses to development pressures and climate change have enhanced landscape character and what is valued by people about the landscape. The Kent Downs landscape is recognised and valued, enjoyed and cherished and its future conservation and enhancement is a certainty.

“Strong, assertive leadership from the AONB partnership along with positive partnerships with key organisations, local people and land managers act together with wider publics to conserve, enhance, enjoy and promote a nationally and internationally recognised and valued landscape.”

Q3. To what extent do you agree or disagree with the vision for the Kent Downs AONB in 2030

See page 3. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q3a. Please provide any comments on the vision here:

The County Council notes that the vision has been altered to a shorter period (ten years) because of the scale and pace of change in Kent, and would like to highlight the need for the adopted AONB Management Plan to be reviewed regularly, within that ten year period, particularly due to the speed at which government policy changes. An example would be the Government’s white paper ‘Planning for the future’ of which preliminary details have emerged only during the consultation period of the AONB Management Plan.

The County Council is pleased to have the opportunity to review the draft AONB Management Plan, which now provides reference, and includes commitments, to tackling the UK climate change and ecological emergency, strengthening focus on sustainable, low carbon development.

The County Council welcomed the opportunity to participate in the stakeholder workshops and the engagement throughout the development of this Management Plan. This engagement has ensured the perceptions of Kent and Medway’s residents on the countryside and landscapes

are evidenced within the proposed Management Plan.

The County Council supports the reference to the draft Kent Climate Change Risk and Impact Assessment¹, which has now been finalised. All Kent and Medway local authorities have now declared or recognised the UK climate emergency. KCC is involved in a number of new studies, such as our Natural Solutions to Climate Change Study, which will provide further evidence to support and refine the Management Plan’s climate change priorities.

Although the Management Plan’s commitment to achieving net-zero greenhouse gas emissions is welcomed; the County Council would caution the feasibility of achieving this target by 2030. Through the framework of the Kent and Medway Energy and Low Emissions Strategy², KCC and its partners have agreed a vision for the county of Kent to reach Net Zero by 2050, which also reflects the UK target and the advice of the UK Committee on Climate Change.

The County Council notes there is no explicit commitment within the vision to the opportunity afforded by forthcoming changes in agricultural payments and interventions (Environmental Land Management Scheme (ELMS)), nor the potential to restore and re-wild on a large-scale to support delivery of ecosystem services and recovery of biodiversity.

Attention is drawn to a small typographical error – ‘*the Kent Downs offer a greatly valued landscape of peace, beauty and space to breathe.*’

The Draft Management Plan identifies special components, characteristics and qualities of the Kent Downs AONB.

- Dramatic landform and views; a distinctive landscape character
- Biodiversity-rich habitats
- Farmed landscape
- Woodland and trees
- A rich legacy of historic and cultural heritage
- The Heritage Coasts
- Geology and natural resources
- Tranquillity and remoteness

Q4. To what extent do you agree or disagree that we have identified what makes the area distinctive and special to you?

Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

¹ <https://www.kent.gov.uk/about-the-council/strategies-and-policies/environment-waste-and-planning-policies/environmental-policies/kents-changing-climate>

² <https://democracy.kent.gov.uk/documents/s90435/Item%2012%20-%20Appendix%201%20-%20KM%20Energy%20and%20Low%20Emissions%20Strategy.pdf>

Q4a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council notes there is no reference to ecosystem services, including aquifer protection, soil retention, flood attenuation, air and watercourse quality, carbon sequestration and rehabilitation of marine environment.

The Draft Management Plan also identifies the social and economic components which are key to the future conservation and enhancement of the Kent Down AONB. See page 6.

- Vibrant communities
- Access, enjoyment and understanding

Q5. To what extent do you agree or disagree that we have identified the key social and economic components?

*Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
x					

Q5a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council supports a key focus of the Management Plan in ensuring socially, economically and environmentally sustainable communities and settlements.

2. The Management of the Kent Downs AONB

Our vision for the management of the Kent Downs AONB is as follows:

“In 2030... the Kent Downs AONB is widely recognised and greatly valued. It is a landscape cherished and held in the highest esteem by those who visit, live and work there and nearby and by those who influence its future. Residents and visitors know where the AONB is and they understand its character and qualities and support the purposes of its designation. The Kent Downs AONB partnership is acknowledged, supported, funded and equipped to be the main and an influential and effective advocate and champion for the AONB. A diverse range of individuals and organisations are delivering positive action on the ground and are collaboratively engaged in the partnership and management planning. The AONB partnership is engaging and open about the conservation and management of the AONB.”

Q6. To what extent do you agree or disagree with our vision for the management of the Kent Downs AONB?

See pages 9 – 18. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q6a. Please provide any comments on our vision for the management of the Kent Downs AONB here:

In respect of future management of the AONB, the Management Plan could include a focus on resilient landscapes, ecological restoration and connectivity. This should address functioning natural ecosystems, with lost habitats and wildlife restored, delivering enhanced ecosystem services for the benefit of local communities and economy, as well as biodiversity and the climate.

Q7. To what extent do you agree or disagree that we have identified the right aims for the management of the Kent Downs AONB?

See page 20. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q7a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The aims could also include enabling a resilient landscape, ecological restoration and connectivity – addressing natural ecosystems, lost habitats and wildlife restoration.

Q8. To what extent do you agree or disagree that we have identified the right principles for management of the Kent Downs AONB?

See page 20. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
x					

Q8a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

KCC is committed to working with partners to ensure that the Management Plan achieves a partnership approach to the delivery of a resilient AONB, with restored natural processes, habitats and biodiversity.

3. Sustainable Development

Our vision for sustainable development is as follows:

“In 2030 ... the principles of sustainable development are at the heart of the management of the Kent Downs. Change reinforces and enhances the characteristics, qualities and distinctiveness of the Kent Downs and benefits its communities and economy. While the surrounding urban areas have expanded considerably, innovative management techniques and policy approaches successfully address the pressure and opportunities presented by growth to the landscapes of the AONB.

“The impacts of climate change are being felt but the mitigation and adaptive responses taken are landscape led, effective and carefully chosen to enhance the characteristics, qualities and distinctiveness of the landscape rather than detracting from them. The natural capital and ecosystems service provision of the Kent Downs has been enhanced. Important areas of tranquillity have been identified, protected and expanded and provide ‘oases of calm’.”

Q9. To what extent do you agree or disagree with our vision for sustainable development?

See pages 23 – 26. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q9a. Please provide any comments on our vision for sustainable development here:

The Kent Downs has significant influence over drinking water aquifers in terms of recharge and contamination risk, the quality and flow rates of watercourses, quality of coastal marine habitats, soil retention and restoration and air quality, including carbon sequestration. The AONB is also an ideal location to achieve landscape scale restoration, resulting in fully functioning ecosystems. The Kent Downs therefore should have a key role in mitigating and balancing any negative environmental impacts of the significant growth that Kent has (and continues to) experience - this could be included within the vision for sustainable development.

Q10. To what extent do you agree or disagree that we have identified the right guiding themes for sustainable development?

See pages 26 – 28. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q10a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

A further guiding theme could be the creation of resilient and diverse landscapes. These landscapes will play an important role in developing resilience to extreme weather patterns resulting from climate change, and ecological breakdown . This theme is relevant to Kent communities, economy and health.

Another guiding theme could also be the response to the local and global ecological emergency, encompassing restoration of fully functioning ecosystems and returning lost habitats and species to the landscape.

Q11. To what extent do you agree or disagree that we have identified the right recurrent themes for sustainable development?

See pages 29 - 31. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q11a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

This could also include ensuring a resilient landscape that delivers a range of ecosystem services; a restoration of fully functioning ecosystems, returning lost habitats and species as appropriate into the landscape.

Q12. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for sustainable development?

See page 31. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q12a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council recommends that the Management Plan should also be explicit about the threats confronting the AONB. Threats could include the overexploitation of groundwater; loss of soils; decline in biodiversity; air and noise pollution from transport infrastructure; unsustainable levels of visitor footfall; pressures such as traffic, fly-tipping, off-road activity and vandalism; habitat fragmentation; new pests and pathogens; unsustainable socio-economic and demographic change within settlements and the trend towards ‘over-tidying’ of the landscape and agricultural change.

Q13. To what extent do you agree or disagree that we have identified the right aims for sustainable development?

See page 32. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q13a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Resilient and diverse landscapes have a role in building resistance to climate change and ecological changes, and given the relevance to Kent’s communities, economy and health, these landscapes should be considered as an aim for sustainable development.

As part of the response to the national and local ecological emergency, there should also be an aim to encompass the restoration of fully functioning ecosystems, returning lost habitats and species to the landscape.

Q14. To what extent do you agree or disagree that we have identified the right principles for sustainable development?

See pages 33. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q14a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

KCC’s comments to question 13a apply to this question as well.

4. Landform and Landscape Character

The section is informed by the accompanying **Draft Landscape Character Assessment** which details the identifying characteristics of the landscape of the Kent Downs AONB and makes landscape management recommendations on actions, investments and priorities to conserve and enhance the landscape. **See Section 3 of this questionnaire on page 40** to answer the questions on the Landscape Character Assessment.

Our vision for landform and landscape character is as follows:

“In 2030... the rich diversity of landscape character and qualities distinctive to the Kent Downs are protected, enhanced and managed to the highest standards in a co-ordinated and continual programme. The special characteristics and qualities of the Kent Downs AONB are widely recognised, valued and strengthened and landscape character informs land and resource management, nature recovery plans, intended net gain and natural capital investments, responses to climate change and development decisions.”

Q15. To what extent do you agree or disagree with our vision for landform and landscape character

See page 36. Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q15a. Please provide any comments on our vision for landform and landscape character here:

The County Council recommends that direct reference should be given to the landscapes that the AONB seeks to protect and restore. In consideration of the restoration of fully functioning ecosystems, this could include a rich mosaic of vegetation-types maintained by large native (or facsimile native) herbivores and predators, habitat connectivity (especially in relation to woodland), recovery of water courses and wetlands and a rehabilitation of coastal marine habitats.

High input and maintenance habitats are unsustainable and potentially environmentally counterproductive, so there should be an emphasis upon the restoration of natural processes.

Q16. To what extent do you agree or disagree that we have identified the right landscape character types and areas within the Kent Downs AONB?

See pages 36 - 39. Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q16a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The Management Plan should seek to appropriately maintain landscapes that may be damaged by centuries of overgrazing, over extraction and land drainage, habitat fragmentation and deforestation. Consideration should be given to the identification of the optimal landscape and biodiversity outcomes to deliver vital ecosystem services, tourism opportunities and wildlife restoration.

Q17. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for landform and landscape character?

See page 40. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q17a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Key threats should also include the unsustainable level of groundwater abstraction and land drainage, traffic and visitor pressure, loss of soils to erosion, over-tidying of the landscape, over-grazing, unsustainable agricultural change and loss of key habitats and species.

Opportunities should include potential for landscape-scale restoration of fully functioning ecosystems and restoration of lost habitats and wildlife.

Q18. To what extent do you agree or disagree that we have identified the right aims for landform and landscape character?

See page 41. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q18a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The Management Plan should seek to deliver a restored and fully functioning landscape, with specific aims on landform and landscape recovery - addressing such areas as a mosaic of woodland, scrub, down land and wetland.

Q19. To what extent do you agree or disagree that we have identified the right principles for landform and landscape character?

See pages 41. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q19a If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The Management Plan should also include consideration of surface and ground water and resulting water quality issues. Aquifer recharge and protection alongside restored surface water features should be referenced.

5. Biodiversity

Our vision for biodiversity is as follows:

“By 2030... the distinctive wildlife habitats of the Kent Downs are understood better, enjoyed and celebrated and are in favourable, resilient condition with individual characteristic species flourishing. There is a far-sighted nature recovery plan being implemented for the Kent Downs, which recognises and responds to the substantial changes that will be experienced and is linked to a wider nature recovery network. An approach to intended biodiversity net gain is understood and agreed and is achieving advances in biodiversity and habitats across the Kent Downs. There has been an increase in the extent and quality of key characteristic habitats and abundance of species of the Downs. People, policy and funding regimes recognise, value and support the importance of nature in the Kent Downs.”

Q20. To what extent do you agree or disagree with our vision for biodiversity?

See pages 44 – 47. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q20a. Please provide any comments on our vision for biodiversity here:

The Management Plan should include consideration of how damaged and lost habitats and species are to be restored on a landscape scale.

Specific reference should also be made to restoring lost wildlife and the functions of a healthy ecosystem should be incorporated, including the principles of rewilding (encompassing terrestrial, aquatic and marine habitats).

Q21. To what extent do you agree or disagree that we have identified the right special characteristics and qualities for biodiversity?

See pages 47 - 51. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q21a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

There should also be focus on restoring the natural habitat-types of the AONB, as opposed to maintaining high input and heavily managed landscapes. As the Kent Downs is a managed landscape, there is need to consider how far back the identification of natural habitat types goes, which may be suitable for the area. Restoring lost species and enabling them to shape vegetation regeneration will benefit landscape and biodiversity and deliver increased economic viability and ecosystem services (e.g. Cairngorms Connect and Knepp).

Flood meadows and wet woodland were a historic feature of the Kent Downs, especially on the clay, which have been lost to agriculture, abstraction and land drainage - these habitats could therefore be considered.

Q22. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for biodiversity?

See page 52. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q22a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Woodland is the natural vegetation across the AONB, and its restoration on a landscape scale through enhancing connectivity, utilising natural regeneration and other woodland creation measures, should be emphasised. There is a risk that the creation of woodland will result in the loss of other priority habitats (such as chalk grassland). Habitat creation should therefore be encouraged only in the correct locations.

The section should seek to encourage sustainable grazing behaviours within the AONB.

The Management Plan does not specifically highlight the threat from intensive agricultural practice; just specific issues, such as leaving the EU, reduction in grazing or habitat fragmentation. However, farming practices are and continue to be a threat and there are also opportunities from leaving the EU such as future subsidies for farms being linked to protection of the environment.

Q23. To what extent do you agree or disagree that we have identified the right aims for biodiversity?

See page 54. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure

x					
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Q23a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

There should also be an aim focused on assessing the feasibility and opportunities around the restoration of naturally functioning ecosystems with lost habitats and wildlife restoration.

Q24. To what extent do you agree or disagree that we have identified the right principles for biodiversity?

See page 54. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
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x					
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Q24a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council’s response to Question 23a also relates to this question.

6. Farmed Landscape

Our vision for farmed landscape is as follows:

“In 2030... the Kent Downs AONB is a place where agriculture takes and is appreciated for a pivotal role in the conservation of natural beauty and landscape qualities and character as well as wider. Sustainable farming is the predominant land-use of the AONB and the heritage of mixed farming is retained in a contemporary context, supports and enhances landscape character, nature and is an increasingly important part of the Kent Downs contribution to achieving net zero carbon emissions. There is a greater public understanding of the roles of farming and more opportunities to gain carefully managed access to farmed landscape and to understand farming systems. Despite the volatile context, a broad range of crops are sustainably produced and are suited to the increasing extremes of climate, local conditions and market forces as well as the landscape. Naturally diverse permanent grasslands are well managed by grazing and orchards, plants and hop gardens retain an important place in the landscape. The flourishing number of vineyards are managed in a way that conserves the characteristics and qualities of the AONB. The high-quality products of the Kent Downs are commercially successful and high environmental quality is a market advantage.”

Q25. To what extent do you agree or disagree with our vision for farmed landscape?

See pages 57 – 61. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q25a. Please provide any comments regarding our vision for farmed landscape here:

KCC considers others are better placed to comment on the management plan’s vision for farmed landscape.

Q26. To what extent do you agree or disagree that we have identified the right special characteristics and qualities for farmed landscape?

See page 66. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q26a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Q27. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for farmed landscape?

See page 67. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q27a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Q28. To what extent do you agree or disagree that we have identified the right aims for farmed landscape?

See page 68. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q28a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Q29. To what extent do you agree or disagree that we have identified the right principles for farmed landscape?

See page 69. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q29a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

7. Woodlands and Trees

Our vision for woodlands and trees is as follows:

“In 2030... the characteristic Kent Downs network of woodland and trees is greater in extent and is conserved and enhanced for its landscape, wildlife and historic value. Sustainably managed woodlands and trees are resilient to stressors such as pests, disease, visitor pressure and climate change, they provide inherent mitigation and adaption to that change. Buoyant markets for woodland products support the productive, sustainable management of trees and woodlands; high quality multi-functional management provides well-used places for leisure and recreation, health and wellbeing and are rich in characteristic wildlife.”

Q30. To what extent do you agree or disagree with our vision for woodland and trees?

See pages 72 – 77. Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q30a. Please provide any comments on the vision for woodland and trees here:

The County Council welcomes reference to the importance of the AONB on the wellbeing of its residents and the mental health benefits that the AONB can bring. The Management Plan should consider the restoration of lost woodland species, through habitat creation and reintroductions (both plant and animal species).

Q31. To what extent do you agree or disagree that we have identified the right special characteristics and qualities for woodlands and trees?

See page 77. Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q31a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The woodland across the AONB has been changed by centuries of human activity. The Management Plan should consider the recovery of more natural woodland types, with diversity enhancing ecosystem services and biodiversity.

Q32. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for woodlands and trees?

See page 78. Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q32a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The Management Plan should make reference to the the fragmentation of woodland habitats across the Kent Downs by intensive land uses such as arable farming and highway infrastructure. Achieving linkage and reconnection of woodland will increase their resilience and enhance landscape quality.

Reference should be made to the fact that woodland is the natural vegetation across part of the Kent Downs and its support for biodiversity. Restoration of natural processes within the AONB woodlands should also be considered.

There are other important habitat types in the Kent Downs (such as grassland) - the support for woodland should not result in the loss of other habitats.

Reference should be made to secondary-woodland, scrub and open mosaic habitats (including brownfield sites). Secondary woodland should be created as part of on going woodland management, not to the loss of other suitable habitats.

Q33. To what extent do you agree or disagree that we have identified the right aims that support the sustainable management of woodlands and trees?

See page 79. Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q33a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The Kent Downs offers a significant opportunity to provide restored areas of wilderness with significant potential for ecotourism and a re-established, more natural sense of place.

Q34. To what extent do you agree or disagree that we have identified the right principles that support the sustainable management of woodlands and trees?

See page 80. Select **one** option only.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q34a. If you have answered 'tend to disagree' or 'strongly disagree', please tell us why here:

8. Historic and Cultural Heritage

Our vision for historic and cultural heritage is as follows:

“In 2034... the rich heritage of historic landscape, buildings, settlements and sites that characterise the Kent Downs’ historic and cultural fabric are maintained in favourable condition and are enhanced to reflect their local character and significance. The environmental performance of historic buildings is enhanced in a way that is sensitive to their character. They are understood and cherished by local people and visitors alike for their intrinsic value and for their important contribution to quality of life and rural economy. Vibrant and exciting artistic and cultural interpretation and celebration of the Kent Downs is supported and strong partnerships for the arts and cultural development in the Downs is in place and delivering extraordinary, contemporary work enjoyed by and inspiring wide and diverse publics.”

Q35. To what extent do you agree or disagree with our vision for historic and cultural heritage?

See page 83. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
x					

Q35a. Please provide any comments on the vision for historic and cultural heritage here:

The County Council is supportive of this vision, and if achieved, it will deliver a well-conserved and valued heritage in an attractive landscape.

The County Council recommends the following amendment:

“In 2034... the rich heritage of historic landscape, buildings, settlements and sites (alongside their settings) that characterise the Kent Downs”

Q36. To what extent do you agree or disagree that we have identified the right special characteristics and qualities for historic and cultural heritage?

See pages 83 - 89. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q36a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Q37. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for historic and cultural heritage?

See page 89. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q37a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The settings of some of the most important historic sites in the AONB are compromised by surrounding land uses. The County Council recommends the Management Plan includes consideration of appropriate landscape management and protection. This would benefit both historic sites, the wider landscape and tourism/visitor experience. For example, the Medway Megaliths are significantly impinged upon by intensive land uses and development.

Other threats to heritage include:

- The gradual degradation of the landscape and its historic features caused by localised actions of land managers. These might include new or widened accesses, hedgerow damage and vehicle movements.
- Climate change also offers an increasing threat to heritage assets through the drying and waterlogging of archaeological sites and the impact of more severe weather events on both archaeological sites and historic buildings.
- The development and maintenance of infrastructure such as utilities, power generation, roads and railways.
- Change of use of historic buildings through permitted development rights.

Q38. To what extent do you agree or disagree that we have identified the right aims for historic and cultural heritage?

See page 90. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
			x		

Q38a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council considers the Management Plan should include a greater emphasis on using the historic environment to shape new development and contribute to a distinctive sense of place. This will be achieved not by merely ensuring that heritage is conserved, but by ensuring that the heritage is considered from the earliest stages of project development.

Proposals for new development, village design and Neighbourhood Planning documents should include an appropriate description of the significance of any heritage assets that may be affected including the contribution of their setting. The impact of proposals and plans on the significance of the heritage assets should be sufficiently assessed using appropriate expertise where necessary. Desk-based assessment, archaeological field evaluation and historic building assessment may be required as appropriate to the case.

The Management Plan could also include the following aims:

- Systems should be put in place to ensure that historic environment information and advice is readily accessible to local communities to help them shape the places in which they live.
- A programme of mapping of cropmarks identified on aerial photographs is to be developed. With the use of GIS packages, transcription could be carried out through a supervised volunteer programme perhaps through the Kent Historic Environment Record.

It should also be recognised that there may be archaeological sites within the AONB that do not relate to the existing landscape. An example is Palaeolithic sites whose landscape of origin was very different from the landscape today. There will be times when the management of the modern landscape conflicts with the needs of such sites and it is important that they are not negatively impacted by modern landscape management needs.

Q39. To what extent do you agree or disagree that we have identified the right principles for historical and cultural heritage?

See page 90. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
			x		

Q39a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

“HCH2 – A wider understanding of the historic, cultural, scientific and artistic importance of the Kent Downs landscape and its historic character will be supported in part to inform the interpretation and management of the AONB.”

To achieve the wider understanding of the landscape that is sought, it will be necessary to research further its historic origins. One way to achieve this is by appropriately detailed historic landscape characterisation.

The Kent Historic Landscape Characterisation (2001)³ is a tool for understanding this historic context and should be used to inform decisions taken regarding the landscape character of the AONB. Ideally, however, this county level study should be both updated and deepened to be more relevant at the district and local level, as has happened recently for the High Weald AONB area and on the Hoo Peninsula. This would allow more effective decision-taking and assist the application of key landscape principles on a case-by-case basis.

The County Council would also ask that the historic aspects of landscape character are fully integrated into considerations of more general character. There should be consideration of the role that the past has played in establishing the modern character and the extent to which historic features survive and need consideration in development control and agricultural practice.

“HCH7 – The protection, conservation, and enhancement of heritage features under threat will be pursued through policies, projects and partnerships”

The County Council recommends the following amendment:

“The protection, conservation, and enhancement of heritage features under threat will be pursued through policies, projects, training and partnerships.”

³ https://www.kent.gov.uk/__data/assets/pdf_file/0014/56210/Kent-Historic-Landscape-Character-volume-1.pdf

9. Heritage Coast

Our vision for the Heritage Coast is as follows:

“In 2030... the special place that the White Cliffs of Dover have in the hearts and minds of millions of people is justified by the reality experienced on the ground. Collaborative effort continues to transform the management of the coasts which meets the needs of the landscape, natural and historic environment and communities, while supporting the sustainable regeneration of the coastal economy including the coastal towns.”

Q40. To what extent do you agree or disagree with our vision for the heritage coast?

See pages 93 – 97. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	X				

Q40a. Please provide any comments on the vision for the heritage coast here:

The County Council recommends reference within the Management Plan to the restoration of coastal/marine habitats and wildlife.

Q41. To what extent do you agree or disagree that we have identified the right special characteristics and qualities for the heritage coast?

See page 97. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	X				

Q41a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Coastal habitats have undergone degradation in terms of landscape and biodiversity. ANOB coastal fringes should be a key focus of future activity to enable the recovery of habitats in these areas to restore their wildness.

Q42. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for the heritage coast?

See page 98. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	X				

Q42a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

No take zones and initiatives to restore lost marine and littoral habitats and species could feature within the Management Plan - initiatives in the South West of the British Isles provide useful lessons for such restoration.

Q43. To what extent do you agree or disagree that we have identified the right aims for the heritage coast?

See page 99. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	X				

Q43a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council recommends the following aim is included within the Management Plan:

Restoring lost marine and coastal habitats and species and recovering the ‘wildness’ of our Heritage Coast.

Q44. To what extent do you agree or disagree that we have identified the right principles for the heritage coast?

See page 99. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	X				

Q44a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council recommends the following key principle is included within the Management Plan:

Restoring and protecting marine and coastal habitats and species and the ‘wildness’ of our Heritage Coast.

10. Geology and Natural Resources

Our vision for geology and natural resources is as follows:

“In 2030... great care is taken to conserve and manage the natural resources of the Kent Downs particularly soil, air, ground and river water. New and innovative ways to both reduce resource use and enhance the existing natural capital have been adopted which support landscape character and qualities, the economy and communities. The need to conserve and enhance natural beauty means mineral resource mining occurs away from the AONB, except in exceptional circumstances, and worked out quarry sites have been restored to enhance local landscape character.”

Q45. To what extent do you agree or disagree with our vision for geology and natural resources?

See pages 102 – 105. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
			x		

Q45a. Please provide any comments on the vision for geology and natural resources here:

Minerals and Waste

In respect of the sub-heading ‘geology’ under the ‘Overview’ heading (10.1), the Kent Downs AONB and its setting contain important remaining resources of sharp sand, gravels and building sands. Many of the less constrained sites containing these resources have been exploited or allocated, meaning that pressure to exploit the resources in or in the setting of the Kent Downs is expected to increase. The Kent Minerals and Waste Strategy Local Plan 2013-30 (KMWLP) recognises the importance and sensitivity of the landscapes of the AONB and its setting in its narrative and policies.

This is somewhat limited, as the KMWLP does not preclude mineral exploitation from occurring in the AONB area; Policy DM 2 states:

“National Sites

Designated Areas of Outstanding Natural Beauty (AONB)(107) have the highest status of protection in relation to landscape and scenic beauty. Regard must be had to the purpose of the designation when exercising or performing any functions in relation to, or so as to affect land, in an AONB. For the purposes of this policy, such functions include the determination of planning applications and the allocation of sites in a development plan.

Planning permission for major minerals and waste development in a designated AONB will be refused except in exceptional circumstances and where it can be demonstrated that it is in public interest. In relation to other minerals or waste proposals in an AONB, great weight will be given to conserving its landscape and scenic beauty. Proposals outside, but within the setting of an AONB will be considered having regard to the effect on the purpose of conserving and enhancing the

natural beauty of the AONB”

The policy is consistent with the approach as set out in the NPPF 2019, mineral and waste development in AONB areas has to be justified as a matter of ‘exceptional circumstances’ that are in ‘the public interest’. Therefore, to reference this national planning policy approach that is reflected in the KMWLP is recommended to strengthen the Management Plan’s narrative. However, it should also be understood that mineral and waste development, though run by private/corporate bodies, is effectively development that is accepted as in principle ‘in the public interest’ (see Section 15, para. 172 page 49/50 of the NPPF 2019). It provides for the necessary mineral materials for other development and maintenance while waste developments are integral to the increased drive for sustainable development and the circular economy. This is as important to AONB areas as it is to the non-designated areas.

The Management Plan should also include reference to economically important land-won mineral deposits are safeguarded by policies of the KMWLP from development that may cause them to become sterilised. Any waste management and mineral processing and handling facilities that are currently operating in the AONB are also safeguarded from direct loss and any development within 250m has to demonstrate that there is compatibility with the unimpeded continued operation of the facility. This safeguarding principle is central to mineral and waste planning, obviously, and the Plan’s lack of reference to this is an omission.

Sustainable Urban Drainage Systems (SuDS)

The water environment is covered primarily within Chapter 10 Geology and natural resources.

The County Council, as Lead Local Flood Authority would recommend that there is a wider recognition of surface water within the natural environment. The AONB area includes sections of several main rivers, but it also includes many ordinary watercourses. References to “water” should not only consider “ground and river water” but the value which is provided to the landscape through Kent’s many small streams and ditches.

Within Chapter 10.1, the focus of the natural capital consideration of water is directed at aspects in relation to water supply but no reference is made as to flood control or surface water pollution issues.

Within Chapter 10.2, the water environment focuses on the “dry landscape” of the chalk areas of the AONB but there should still be consideration of other areas, particularly those areas within the river valley areas, e.g. Darent, Medway and Stour catchments.

The proposed principles include GNR5, which propose commitment to the catchment based approach specifically in relation to water supply, ecology and conservation of the landscape. The County Council would strongly recommend that there is commitment to pursuing natural flood management, which would reflect the flood risk threat which is listed in Chapter 10.3.

The County Council would also recommend consideration of the areas which are not considered to be chalk areas in terms of SuDS.

Q46. To what extent do you agree or disagree that we have identified the right special characteristics and qualities for geology and natural resources?

See page 105 - 106. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q46a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Q47. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for geology and natural resources?

See pages 107 - 108. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q47a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Under the ‘Geology and natural resources’ section (10.5), the Plan has a set of ‘principles’ that encompass natural resources. They are, in relation to waste and minerals, GNR2 and GRN3.

“GNR2 - Careful management and sensitive restoration of existing minerals and waste sites in or affecting the Kent Downs will be pursued”

“GNR3 - A careful approach will be taken to reduce the likely pressure for new minerals sites in or affecting the Kent Downs AONB including ensuring the provision of wharfs to enable alternative sources to be provided.”

Principle GNR2 is a rational approach to reducing the impact of waste and mineral development and the restoration of sites within the AONB.

The Management Plan should be clear that alternative supply facilities are already safeguarded and are being used for their land-won mineral supply.

The Management Plan should recognise that land-won supply, particularly for aggregate forming minerals, is central to the mineral planning system.

The NPPF 2019 makes clear that a seven-year landbank should be maintained of aggregates serving distinct markets (10-year land-banks are required to be maintained for hard rock).

Therefore, mineral supply to maintain these land-banks to meet an identified need into the future has to be identified in mineral plans. Whilst it is recognised that such supply should be identified by mineral deposits outside AONB areas, the national legislation does not preclude it, given the ‘exceptional’ test ‘in the public interest’ discussed above.

It is considered that principle GNR3 could be amended to reflect that mineral planning for future supply has the potential to be a significant matter for the Management Plan in the future, given the finite nature of mineral deposits outside AONB areas. Also, that importation is not a direct alternative to securing a land-won supply, but a ‘consideration’ to be assessed and evaluated by the mineral planning authority.

Q48. To what extent do you agree or disagree that we have identified the right aims for geology and natural resources?

See page 108. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q48a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

To boost the ambition of Aim 5, the County Council recommends that reference could be made to restoring wilderness and fully functioning ecosystems as opposed to simply green infrastructure.

Q49. To what extent do you agree or disagree that we have identified the right principles for geology and natural resources?

See page 108. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q49a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The County Council’s question 48a applies to this question too.

11. Quality of Life and Vibrant Communities

Our vision for quality of life and vibrant communities is as follows:

“In 2030... a diversity of people and communities are central to the conservation, enhancement and enjoyment of the Kent Downs; they value this special place and feel welcome to enjoy, experience and benefit from the AONB. People and communities have a strong, positive influence over change through being engaged and active participants. Communities’ work and voluntary activity marries social and economic well-being with landscape conservation and enhancement. Individuals and organisations choose to buy goods and services that in themselves benefit the Kent Downs landscape and economy.

“The health and well-being benefits of contact with nature and beauty have become central to the purposes and management of the landscape and the Kent Downs partnership.”

Q50. To what extent do you agree or disagree with our vision for quality of life and vibrant communities?

See pages 111 – 116. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q50a. Please provide any comments on the vision for quality of life and vibrant communities here:

It is recommended that section 11.3 b), which makes reference to superfast broadband, is updated to include a reference to superfast and gigabit capable broadband, so it aligns with current government policy, as well as good mobile broadband services (key for local residents as well as those seeking to enjoy the landscape).

The Management Plan should also seek to emphasise that fully functioning, resilient landscapes support resilient communities and good quality of life. Flood attenuation, ground water recharge and quality, air quality, urban cooling, carbon sequestration and contact with nature all derive from beautiful and biodiverse landscapes.

Reference to NHS link workers should be supplemented with reference to local authority and primary care social prescribers, as well as the vital role of the voluntary and community sector in such efforts.

Q51. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for quality of life and vibrant communities?

See page 116 - 118. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q51a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The Management Plan recognises the importance of the diversification of the employment base in AONB.

The County Council considers that waste processing and mineral supply may also be part of the area’s diversification of employment base, if sensitively developed.

As Minerals and Waste Planning Authority, the County Council acknowledges that the AONB may hold important mineral resources for historical building restoration using materials of a highly localised nature for specific architectural vernacular purposes. Such activities may present opportunities for local employment. The Management Plan could recognise these possible opportunities for employment diversification.

The County Council also notes the inclusion of an aim for a rural economy where residents and visitors value sustainable local produce and services. Local facilities for food shopping took on an even greater importance during the pandemic, and this offers the potential to encourage more localised shopping habits. The delivery of cohesive communities and of affordable community facilities that help to enable cohesiveness, is crucial.

Social isolation should be explicitly recognised and considered within the Management Plan.

Q52. To what extent do you agree or disagree that we have identified the right aims for quality of life and vibrant communities?

See page 118. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q52a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Q53. To what extent do you agree or disagree that we have identified the right principles for quality of life and vibrant communities?

See page 118. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q53a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

VC10 – there is a typographical error which makes it difficult to be certain on what the principle being laid out is

VC11 – this principle could be strengthened by setting out an ambition to better bring together and coordinate provision of health and wellbeing ‘assets’ in local settings within the AONB

12. Access, Enjoyment and Understanding

Our vision for access, enjoyment and understanding is as follows:

“In 2030... the Kent Downs AONB is a place of natural beauty with opportunity and access for all people; they feel welcome to participate in quiet recreation for health, relaxation, enjoyment and for cultural and artistic expression.

“Improved management ensures that the Public Rights of Way and much of the highway network is safe, quiet and convenient for walkers, cyclists and horse riders and public transport is an attractive option to reach and enjoy the landscape. Maintenance of the Public Rights of Way and highway network is sympathetic to biodiversity and landscape character.

“The Kent Downs AONB is recognised, valued and celebrated by residents, visitors and by those who simply delight in the fact that it is there.”

Q54. To what extent do you agree or disagree with our vision for access, enjoyment and understanding?

See pages 121 – 128. *Select **one** option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
		x			

Q54a. Please provide any comments on the vision for access, enjoyment and understanding here:

The Management Plan should also make reference to the creation of land bridges which can mitigate the very significant negative impacts on the AONB from major roads.

The vision for a well managed and improved PRow network is supported, but the challenge of funding of this work cannot be ignored. Given the likely pressures on local government resources available in the future, consideration should be given to the means of establishing this vision.

The Management Plan highlights the predicted levels of population growth in Kent and the increasing pressures on outdoor recreation sites e.g. National Trust Langdon Bay site recording 500,000 visits a year. Taking these factors into account, it will be difficult to ensure the PRow network is quiet. Efforts can be made to spread use across the 6900km of PRow in Kent through promotion and investment in existing infrastructure, but the public are still likely to converge on the existing honeypot sites that have attractive vistas or practical on-site amenities.

Promoting the education of the community on respecting the Kent Downs is crucial in preserving its quality and helping to ease any resulting impacts from the pressures from recreation.

In addition to public transport, active travel should also be encouraged as a means of accessing the Kent Downs AONB for the reasons highlighted within the Management Plan.

Q55. To what extent do you agree or disagree that we have identified the right main issues, opportunities and threats for access, enjoyment and understanding?

See page 128. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
	x				

Q55a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The Management Plan should also make reference to the creation of land bridges which can mitigate the very significant negative impacts on the AONB from major roads.

The points highlighted in this section are generally supported, though consideration should be given to an additional point that focuses on active travel. Specifically, highlighting the need to improve walking and cycling infrastructure opportunities and encourage active travel participation for the reasons given elsewhere in the Management Plan.

Point i is welcomed, as below:

‘Improving the rural road network for its landscape quality and to promote quiet countryside recreation by managing traffic pressures to provide quiet and safe access.’

The County Council as Local Highway Authority considers that this aim could be strengthened. This is because the rural road network provides vital connections between off-road PRow routes, enabling cyclists and equestrians to access PRow with higher access rights. However, the increasing frequency and speed of vehicles along these roads (e.g. increased number of delivery drivers) can deter path users due to safety concerns. Improving the safety and security for Non Motorised Users (NMUs) along these roads would help to encourage active travel and outdoor recreation. This can be seen with the recent Covid-19 lockdown, which saw an increase in cyclists along rural lanes when vehicle movements reduced.

Q56. To what extent do you agree or disagree that we have identified the right aims for access, enjoyment and understanding?

See page 130. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
x					

Q56a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

The consultation survey results (Management Plan - Page 8) showed the PRoW network to be one of the most valued features of the Kent Downs. With this in mind, the management plan should aim to maintain and improve the PRoW network. The proposed aims would appear to support these actions and are therefore welcomed

Q57. To what extent do you agree or disagree that we have identified the right principles for access, enjoyment and understanding?

See page 130. *Select one option only.*

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
			x		

Q57a. If you have answered ‘tend to disagree’ or ‘strongly disagree’, please tell us why here:

Concerns are raised with principle AEU2 as set out below:

“Diversions and stopping up of PRoWs will be resisted unless it can be demonstrated that they will not have a detrimental impact on opportunities for access and quiet enjoyment of the AONB landscape and historic character.”

Whilst the good intentions of this principle are recognised, concerns are raised with the implications of this approach. This is because some diversions or extinguishments may be required that deliver great public benefit or enable vital development to proceed, but do not necessarily have a positive impact on existing public access. It also fails to reflect primary legislation, established Government policy or the County Council’s policies. Whilst all proposals stand to be determined on their merits and it is for the AONB Unit to respond as it sees appropriate to any consultations, this policy is unlikely to be given any great weight.

The above said, the majority of changes to the PRoW network are beneficial or neutral in terms of their impact on use and enjoyment.

Section 3 – Draft Landscape Character Assessment

The Draft Landscape Character Assessment (which is made up of 13 individual documents) outlines the identifying characteristics of the landscape of the Kent Downs AONB and makes landscape management recommendations on actions, investments and priorities to conserve and enhance the landscape. These recommendations inform the Draft Management Plan.

Q58. To what extent do you agree or disagree with the landscape management recommendations in the draft Landscape Character Assessment?

Select **one** option in each row.

Chalk Downs	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
LCA 1A West Kent Downs						
LCA 1B Mid Kent Downs						
LCA 1C East Kent Downs						

Chalk Scarps and Vales	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
LCA 2A Kemsing Scarp and Vale						
LCA 2B Hollingbourne Scarp and Vale						
LCA 2C Postling Scarp and Vale						

Chalk Cliffs and Coast	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
LCA 3A White Cliffs Coast						

Select **one** option in each row.

River Valleys	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
LCA 4A Darent Valley						
LCA 4B Medway Valley						
LCA 4C Stour Valley						

Greensand	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
LCA 5A Sevenoaks Greensand Ridge						
LCA 5B Lympne Greensand Escarpment						

Low Weald	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Unsure
LCA 6C Low Weald Eden Valley						

Q58a. Please provide any comments on the landscape management recommendations here: *Please be as specific as is possible in your answers and provide evidence if appropriate.*

It is recognised that these landscape areas do not seek to restore natural processes, as well as lost and degraded habitats, or restore extirpated native species. Landscape character assessments can lock in modified and degraded landscapes where restoration of functioning ecosystems is impossible without significant intervention.

The County Council notes that these Landscape Character Assessment contain inaccuracies in the descriptions of historic environment features in the Medway Valley. For example – “cursus” is probably meant to be “causewayed enclosure”. These are very different sites with different land management implications. The Character Areas should be further reviewed to take account of more accurate historic environment information. The County Council would be happy to assist with this process.

The management recommendations should also be further reviewed. In the Medway Valley one for example ‘Protect historic sites (including non-designated sites) and their settings, taking into account the full range of heritage in this area- from prehistoric burial sites to 19th Century industry’ should be

amended to include 20th century heritage, which could include military or industrial remains.

Section 4 – Supporting Assessments

Q59. We have completed an Environment Report and Sustainability Assessment on the Draft Management Plan.

If you have any comments on this assessment, please provide them here:

The Environment Report and Sustainability Assessment is available at kent.gov.uk/kentdownsaonb or in hard copy on request.

To help ensure that we are meeting our obligations under the Equality Act 2010 we have undertaken an Equality Impact Assessment (EqIAs) for the draft Management Plan.

An EqIA is a tool to assess the impact any proposals would have on the protected characteristics: age, disability, sex, gender reassignment, sexual orientation, race, religion, and carer's responsibilities. The EqIA is available at kent.gov.uk/kentdownsaonb or in hard copy on request.

Q60. We welcome your views on our equality analysis and if you think there is anything else we should consider relating to equality and diversity. Please provide any comments here:

Section 5 – Additional Information

Q61. The Draft Management Plan was prepared before the Covid-19 pandemic. It will be important to consider how the Management Plan should respond to the crisis. Please provide any key considerations you think we should take into account here:

If your comments directly relate to a specific section of the Draft Management Plan, please include the name of the section with your comment.

The Management Plan should be informed by green recovery and BuildingBackBetter principles going forward.

Foot fall and visitor pressure has been unsustainable for many semi-natural sites and evidences the fact that far more land should be restored and made accessible to deal with the impact of a growing population that wants immerse itself in nature.

The reductions in vehicular traffic at the height of the pandemic proved that current orthodoxies on traffic levels and growth can be challenged if appropriate alternative infrastructure is available.

Q62. If you have any examples of landscape enhancement, biodiversity, or access improvement projects in your local area, please provide details here:

If you wish to discuss, please contact mail@kentdowns.org.uk

Boxley Warren Local Nature Reserve, The Larches, Detling and Wilder Blean project all involve elements of restoration of lost biodiversity (native Box, Small-leaved lime and Juniper at Boxley, facsimile lost herbivores at Detling and the Blean).

Q63. How did you find out about this consultation?

Select **all** that apply

<input type="checkbox"/>	Received an email from Kent County Council
<input type="checkbox"/>	Received an email from Kent Downs Area of Outstanding Natural Beauty Unit
<input type="checkbox"/>	Received an email from another organisation or contact
<input type="checkbox"/>	From a friend or relative
<input type="checkbox"/>	Newspaper
<input type="checkbox"/>	Social Media (Facebook or Twitter)
<input type="checkbox"/>	Kent.gov.uk website
<input type="checkbox"/>	Other

If other, please specify:

Q64. Finally, do you any other comments to make about our Draft Management Plan?

Kent Downs AONB Citizen's Panel and Newsletter

The Kent Downs AONB is considering establishing a Citizen's Panel. Members would be asked for their feedback on a range of issues to help the AONB better understand residents' views and provide the right information to help people enjoy the landscape.

If you are interested in learning more, please visit <https://bit.ly/3cpYPng>

Visit our website KentDowns.org.uk and join our email list via <https://bit.ly/2Lg7Bsb> to stay up to date with news and events in the Kent Downs Areas Outstanding Natural Beauty.

Section 6 - More About You

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We won't share the information you give us with anyone else. We'll use it only to help us make decisions and improve our services.

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

It is not necessary to answer these questions if you are responding on behalf of an organisation.

Q65. Are you.....? Select *one* option only.

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	I prefer not to say

Q66. Is your Gender the same as your birth? Select *one* option only

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Q67. Which of these age groups applies to you? Select *one* option only.

<input type="checkbox"/>	0-15	<input type="checkbox"/>	25-34	<input type="checkbox"/>	50-59	<input type="checkbox"/>	65-74	<input type="checkbox"/>	85 + over
<input type="checkbox"/>	16-24	<input type="checkbox"/>	35-49	<input type="checkbox"/>	60-64	<input type="checkbox"/>	75-84	<input type="checkbox"/>	I prefer not to say

Q68. To which of these ethnic groups do you feel you belong?

Select **one** option only.

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

(Source: 2011 Census)

***Other Ethnic Group - If your ethnic group is not specified on the list, please describe it here**

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

Q69. Are you a Carer? Select **one** option only.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition

has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example), are considered to be disabled from the point that they are diagnosed.

Q70. Do you consider yourself to be disabled as set out in the Equality Act 2010?

Select **one** option only.

Yes

No

I prefer not to say

Question 70a. If you answered ‘Yes’ above, please tell us the type of impairment that applies:

*You may have more than one type of impairment, so please tick **all** that apply. If none of these applies to you, please select ‘Other’, and give brief details of the impairment you have.*

<input type="checkbox"/>
<input type="checkbox"/>
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<input type="checkbox"/>
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Physical impairment

Sensory impairment (hearing, sight or both)

Longstanding illness or health condition, or epilepsy

Mental health condition

Learning disability

I prefer not to say

Other

If you selected Other, please specify:

Q71. Do you regard yourself as belonging to a particular religion or belief?

Select **one** option only.

Yes

No

I prefer not to say

Q71a. If you answered 'Yes' above, which of the following applies to you? Select **one** option only.

Christian

Buddhist

Hindu

Jewish

Muslim

Sikh

Other

I prefer not to say

If you selected Other, please specify:

Q72. Are you...? Select **one** option only.

Heterosexual/Straight

Bi/Bisexual

Gay woman/Lesbian

Gay man

Other

I prefer not to say

If you selected Other, please specify:

Who are we?

Kent County Council collects, uses and is responsible for certain personal information about you. When we do so we are regulated under the General Data Protection Regulation which applies across the European Union (including in the United Kingdom) and we are responsible as 'controller' of that personal information for the purposes of those laws. Our Data Protection Officer is Benjamin Watts.

The personal information we collect and use

Information collected by us

In the course of responding to Consultations published by Kent County Council we collect the following personal information when you provide it to us:

- Postcode
- Email address if you want updates on a consultation
- Feedback on the consultation
- Equalities Data - Ethnicity, Religion, Sexuality, Gender Reassignment, Disability or if you are a Carer
- Cookies – we use three types of cookies when you use our website. For more information about the cookies and how they are used please visit <https://kahootz.deskpro.com/kb/articles/kahootz-cookie-information-ci>

We use cookies to remember who you are and a few of your preferences whilst you use the website.

We do not use cookies to collect personally identifiable information about you, track your behaviour or share information with 3rd parties.

Our cookies do not contain any of your personal information and only take up about one-thousandth of the space of a single image from a typical digital camera.

All of the cookies we set are strictly necessary in order for us to provide the online service to you.

You do not need to submit any equalities information if you do not want to. KCC is committed to the principle that all our customers have the right to equality and fairness in the way they are treated and in the services that they receive. Any information you do give will be used to see if there are any differences in views for different groups of people, and to check if services are being delivered in a fair and reasonable way. No personal information which can identify you, such as your name or address, will be used in producing equality reports. We will follow our Data Protection policies to keep your information secure and confidential. Your equality data will be anonymised before sent to other teams.

How we use your personal information

We use your personal information to inform you of the outcome of the consultation, if you have requested updates.

We may use your postcode to carry out a type of profiling to estimate which one of a number of lifestyle groups you are most likely to fall into. We do this using geodemographic segmentation tools. We do not make any decisions about individual service users based solely on automated processing, including profiling.

How long your personal data will be kept

We will hold your personal information for up to 6 years following the closure of a consultation.

Reasons we can collect and use your personal information

We rely on *'processing is necessary for the performance of a task carried out in the public interest'*

And *'processing is necessary for compliance with a legal obligation to which the controller is subject.'*

The provision of contact details, including name, address or email address is required from you to enable us to respond to your feedback on consultations.

We rely on *processing is necessary for reasons of substantial public interest* as the lawful basis on which we collect and use your special category data for the purpose of equalities monitoring.

Further, the processing is necessary for the purposes of identifying or keeping under review the existence or absence of equality of opportunity or treatment between groups of people with the view to enabling such equality to be promoted or maintained.

You can read KCC's Equality Policy on our website <http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/equality-and-diversity>

Who we share your personal information with

Kent County Council are hosting this consultation on behalf of the Kent Downs AONB Unit services. We may share your personal data and feedback with the Kent Down AONB Unit who may need to respond to your feedback. In some cases that may include your name and contact details if provided.

We will share personal information with law enforcement or other authorities if required by applicable law.

We use a system to log your feedback, which is provided by a third-party supplier.

Your Rights

Under the GDPR you have a number of rights which you can access free of charge which allow you to:

- Know what we are doing with your information and why we are doing it
- Ask to see what information we hold about you
- Ask us to correct any mistakes in the information we hold about you
- Object to direct marketing
- Make a complaint to the Information Commissioners Office

Depending on our reason for using your information you may also be entitled to:

- Ask us to delete information we hold about you
- Have your information transferred electronically to yourself or to another organisation
- Object to decisions being made that significantly affect you
- Object to how we are using your information
- Stop us using your information in certain ways

We will always seek to comply with your request however we may be required to hold or use your information to comply with legal duties. Please note: your request may delay or prevent us delivering a service to you.

For further information about your rights, including the circumstances in which they apply, see the guidance from the UK Information Commissioners Office (ICO) on individuals' rights under the General Data Protection Regulation.

If you would like to exercise a right, please contact the Information Resilience and Transparency Team at data.protection@kent.gov.uk.

Keeping your personal information secure

We have appropriate security measures in place to prevent personal information from being accidentally lost or used or accessed in an unauthorised way. We limit access to your personal information to those who have a genuine business need to know it. Those processing your information will do so only in an authorised manner and are subject to a duty of confidentiality.

We also have procedures in place to deal with any suspected data security breach. We will notify you and any applicable regulator of a suspected data security breach where we are legally required to do so.

Who to Contact

Please contact the Information Resilience and Transparency Team at data.protection@kent.gov.uk to exercise any of your rights, or if you have a complaint about why your information has been collected, how it has been used or how long we have kept it for.

You can contact our Data Protection Officer, Benjamin Watts, at dpo@kent.gov.uk. Or write to Data Protection Officer, Kent County Council, Sessions House, Maidstone, Kent, ME14 1XQ.

The General Data Protection Regulation also gives you right to lodge a complaint with a supervisory authority. The supervisory authority in the UK is the Information Commissioner who may be contacted at <https://ico.org.uk/concerns> or telephone 03031 231113.

For further information visit <https://www.kent.gov.uk/about-the-council/about-the-website/privacy-statement>

From: Benjamin Watts, General Counsel

To: Environment and Transport Cabinet Committee - 15 September 2020

Subject: Work Programme 2020 -2021

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Environment and Transport Cabinet Committee.

Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2020/21.

1. Introduction

- 1.1 The proposed work programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the council's constitution.
- 1.2 Whilst the chairman, in consultation with the cabinet members, is responsible for the programme's fine tuning, this item gives all members of this cabinet committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme 2020/21

- 2.1 The cabinet committee is requested to consider and note the items within the proposed work programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this cabinet committee will be included in the work programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow members to have oversight of significant services delivery decisions in advance.
- 2.4 When selecting future items, the cabinet committee should consider the contents of performance monitoring reports. Any 'for information' items will be sent to members of the cabinet committee separately to the agenda and will not be discussed at the cabinet committee meetings.

3. Conclusion

- 3.1 It is vital for the cabinet committee process that the committee takes ownership of its work programme to deliver informed and considered decisions. A regular

report will be submitted to each meeting of the cabinet committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude members making requests to the chairman or to the Democratic Services Officer between meetings, for consideration.

5. Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme for 2020/21.

6. Background Documents: None

7. Contact details

Report Author:
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Environment and Transport Cabinet Committee - WORK PROGRAMME 2020/21

Item	Cabinet Committee to receive item
Performance Dashboard	At each meeting
Work Programme	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Risk Register – Strategic Risk Register	Annually (March)
Annual Equality and Diversity Report	Annually (June/July)
Winter Service Policy	Annually (September)
Bus Feedback Portal update	Quarterly (every six months)
Strategic Delivery Plan Monitoring	Bi-Annual (every six months – November & May)

THURSDAY 12 NOVEMBER 2020

No	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	Kent Resource Partnership	NO		
8	Strategic Delivery Plan (Bi-Annual)	NO		David Firth to advise
9	Kent Design Guide (Need FED) - provisional	YES		
10	Heritage Strategy	YES		Tom Marchant
11	Bus Feedback Portal update (six monthly) – provisional due to Covid impacts on bus travel	NO		Deferred from July (Covid)
12	Budget Consultation (Annual)	NO		
13	Plan Bee			
	Dover Fastrack	YES		Shane Hymers, Phil Lightowler
	Contract Award for Concessionary Travel card mgt and production	YES		Phil Lightowler
	District Heating Scheme			Christine Wissink, Steve Baggs
	SCI – Pre-consultation Draft	NO		Sharon Thompson
14	Work Programme (Standing Item)	NO		
	EXEMPT			

TUESDAY 12 JANUARY 2021

No	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	Bus Feedback Portal update (six monthly)	NO		
8	Work Programme (Standing Item)	NO		
	EXEMPT			
9	Contract Management (Standing Item)	NO		

THURSDAY 18 MARCH 2021

Page 394 No	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	Work Programme (Standing Item)	NO		
8	Rail Action Plan for Kent		19/03/20	E&TCC approval sought for final draft RAPK & consultation report & EQIA report - Stephen Gasche
	EXEMPT			
9	Contract Management (Standing Item)	NO		

Items for Consideration that have not yet been allocated to a meeting

18/00037 - M2 Junction 5	Date TBC
North West Maidstone Transfer Station	Requested at E&T Cabinet Committee on 16 July 2019.
Natural Capital	Date TBC
Road Crossing Patrol Policy (Decision)	Date TBC
Update report on the North West Maidstone Transfer Station	Date TBC - Requested at E&TCC on 16 July 2019

Update report on Serious Organised Crime	Date TBC - Requested at E&TCC on 16 July 2019
Proposed Adoption of the Kent Downs AONB Management Plan 2019 – 2024 (key decision)	Date TBC

