

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 17th March, 2022

10.00 am

Council Chamber





AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Thursday, 17 March 2022 at 10.00 am
Council Chamber, County Hall, Maidstone

Ask for: **Matt Dentten**
Telephone: **03000 414534**

Membership (16)

- Conservative (12): Mr S Holden (Chairman), Mr Baker, Mr C Beart, Mr T Bond, Mr N J Collor, Mr D Crow-Brown, Mr M Dendor, Mr A R Hills, Mrs S Hudson, Mrs L Parfitt-Reid, Mr A Sandhu, MBE and Mr D Watkins
- Labour (2): Ms M Dawkins and Mr B H Lewis
- Liberal Democrat (1): Mr I S Chittenden
- Green and Independent (1): Mr M Baldock

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Election of Vice Chairman
- 3 Membership
To note that Mr Avtar Sandhu MBE has replaced Mr Rory Love OBE as a member of this committee.
- 4 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present.
- 5 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.
- 6 Minutes of the meetings held on 18 January and 18 February 2022 (Pages 1 - 14)
To consider and approve the minutes as a correct record.

- 7 Verbal Updates by Cabinet Members and Corporate Director
- 8 Decisions taken between Cabinet Committee Meetings (Pages 15 - 16)
- 9 22/00022 - Active Travel Funding Tranche 2 (Pages 17 - 26)
- 10 22/00023 - Transport for the South East continuation of voluntary participation (Pages 27 - 38)
- 11 22/00025 - Bearsted Road Improvement Scheme (Pages 39 - 56)
- 12 22/00026 - Heritage Conservation Strategy (Pages 57 - 102)
- 13 22/00029 - Solar Farm - To follow
- 14 Green Economy - Prospects and Opportunities (Pages 103 - 114)
- 15 Risk Register (Pages 115 - 130)
- 16 Performance Dashboard (Pages 131 - 142)
- 17 Work Programme (Pages 143 - 146)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Wednesday, 9 March 2022

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

MINUTES of a meeting of the Environment & Transport Cabinet Committee held Online on Tuesday, 18 January 2022.

PRESENT: Mr S Holden (Chairman), Mr R C Love, OBE (Vice-Chairman), Mr Baker, Mr M Baldock, Mr C Beart, Mr T Bond, Mr I S Chittenden, Mr N J Collor, Mr D Crow-Brown, Ms M Dawkins, Mr M Dendor, Mr A R Hills, Mrs S Hudson, Mr B H Lewis, Mrs L Parfitt-Reid and Mr D Watkins

ALSO PRESENT: Mr P J Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services), Mr D L Brazier (Cabinet Member for Highways and Transport), Miss S J Carey (Cabinet Member for Environment), Mr M A J Hood, Mr H Rayner and Ms L Wright

IN ATTENDANCE: Mr S Jones (Corporate Director for Growth, Environment and Transport), Mrs S Holt-Castle (Director of Growth and Communities), Mr P Lightowler (Interim Director of Transportation) and Mr M Dentten (Democratic Services Officer)

UNRESTRICTED ITEMS**46. Declarations of Interest by Members in items on the Agenda**
(Item 3)

No declarations were made.

47. Minutes of the meeting held on 3 November 2021
(Item 4)

RESOLVED that the minutes of the meeting held on 3 November 2021 were an accurate record and that they be signed by the Chairman.

48. Verbal Updates by Cabinet Members and Corporate Director
(Item 5)

1. The chairman informed the committee that Barbara Cooper, formerly Corporate Director of Growth, Environment and Transport, had been awarded an MBE in the New Year Honours, for services to Transport and the Covid-19 Response.
2. Mr Brazier gave a verbal update. He informed members that he had visited the newly renovated Swanley and Maidstone East train stations, which KCC secured funding for through the South East Local Enterprise Partnership. He confirmed that Ashford Truckstop had opened in December 2021 and accommodated overnight lorry parking facilities. He noted that he had attended the ADEPT Live Labs Expo in Derby. Regarding the London Gatwick emergency runway consultation, he informed members that KCC had submitted its strong opposition to the proposal.

RESOLVED that the verbal update be noted.

49. Petition Scheme Debate - Proposed cycle lanes in Cheriton
(Item 7)

1. The chairman informed the committee that the lead petitioner would no longer be addressing the committee.
2. Mr Love, as a local member, provided a verbal overview of the petition statement and outlined the anticipated impact of the proposed cycle lanes, which included a negative impact on local businesses as a result of decreased roadside parking. He acknowledged the significant level of public support and confirmed that two public meetings involving himself and Mr Jeffrey were held in October 2021 to understand the possible local impact of the proposals.
3. Mr Brazier responded to the petition. He confirmed that a public consultation had taken place and that following the local response the scheme would not proceed. He noted that there would be further investigations into other ways to facilitate active travel in the area and that these proposals would be brought to the committee in due course. He made a commitment to work with local members on future schemes of a similar nature.
4. Mr Love proposed and Mr Holden seconded a motion that **“the Environment and Transport Cabinet Committee:**
 - a) **note the petition and thank Mr John Baker, the lead petitioner and proprietor of County Hardware, Cheriton, for taking the time to submit his petition;**
 - b) **join with the petitioner in recommending to the Cabinet Member for Highways and Transportation not to proceed with the current Cheriton active travel scheme; and**
 - c) **recommend that the Cabinet Member works with the local Members to consider the feasibility of alternative proposals which safeguard the economic vibrancy of Cheriton High Street.”**
5. The motion was agreed unanimously.

RESOLVED to:

- a) note the petition and thank Mr John Baker, the proprietor of County Hardware, Cheriton, for taking the time to submit his petition;
- b) join with the petitioner in recommending to the Cabinet Member for Highways and Transportation not to proceed with the current Cheriton active travel scheme; and
- c) recommend that the Cabinet Member works with the local Members to consider the feasibility of alternative proposals which safeguard the economic vibrancy of Cheriton High Street.

50. 21/00118 - Active Travel Capital Projects

(Item 9)

Nikola Floodgate (Schemes Planning and Delivery Manager) was in attendance for this item.

1. Mrs Floodgate gave a technical overview of the proposed executive decision and related scheme, which included scheme timelines, public consultation results and reference to previous projects of a similar nature endorsed by the committee.
2. Mr Chittenden highlighted the improved arrangements for the Active Travel Tranche 2 schemes in comparison to Tranche 1. He noted that greater time for consultation and assessment of each scheme's impact were the main reasons for the improvement. Mr Brazier reminded members of the tight time constraints set by the Department for Transport in Tranche 1 which impact the ability to hold a full scoping and public consultation process.
3. Ms Dawkins thanked the officers involved in the proposed scheme for cooperating with her as the local member and noted the significant level of public support.
4. Mr Watkins reminded members of the important benefits related to active travel, which included: health, environmental and economic improvements.
5. Mrs Wright asked that disabled access be considered in all future schemes and that electric charging points for mobility scooters be investigated, if within the funding guidelines. Mrs Floodgate agreed to investigate the request with the Department for Transport.

RESOLVED to endorse the proposed decision of the Cabinet Member for Highways and Transport to proceed to the detailed design and then construction of the Canterbury: Littlebourne to City Centre Active Travel scheme.

51. 21/00116 - National Bus Strategy and Kent Bus Service Improvement Plan: Next Steps and implementation of Kent Enhanced Partnerships

(Item 10)

Stephen Pay (Public Transport Planning and Operations Manager) and Dan Bruce (Policy, Infrastructure and Community Transport Manager) were in attendance for this item.

1. Mr Brazier explained the reasons for the proposed executive key decision and informed members of the deadline, set by the Department for Transport, of April 2022 to form Enhanced Partnership Agreements with bus operators. He gave a summary of developments to that point. He confirmed that KCC had not yet received confirmation of its funding allocation from the Department for Transport. Mr Lightowler further explained that a function of Enhanced Partnerships was to act as a mechanism for funding bus service investment.
2. Mr Bruce gave an overview of the National Bus Strategy. A number of key points were highlighted and included: that local authorities were enablers of

bus service improvements; that incentives in ticketing infrastructure were required; that £1.2bn had been allocated to the strategy nationally; and that public feedback had been used to inform the contents of the strategy. He confirmed that the Kent Bus Service Improvement Plan included 47 proposals, which would be open for public consultation. He informed members that confirmation of the funding allocation was expected in February 2022. He noted that bus usage in Kent stood at 60% of its pre-pandemic level, with Government subsidising operators to March 2022.

3. Mr Baldock raised his concerns that the deadlines set by the Department for Transport would lead to a hurried allocation of funding, which could impact transport links across Kent. Mr Lightowler reassured members that the service planning process took account of usage, geography, service patterns and operators.
4. Mr Love commented that bus operators were capable of engaging customers and making service improvements without KCC oversight. He asked that digital displays at bus stops be installed to the greatest possible extent.
5. Mr Bond observed that there had been a trend of falling bus use before the pandemic. He asked what could be done to encourage car users to use public transport. Mr Lightowler confirmed that increasing bus usage was a core principle of the strategy, with a dual focus on pandemic recovery and medium term growth.
6. Members asked that the Cabinet Member for Highways and Transport write to the Department for Transport highlighting concerns related to the deadlines associated with the National Bus Strategy and the possible impact they could have on delivery.

RESOLVED to endorse the Cabinet Member for Highways and Transport on the proposed decision to support the proposed next steps and specifically the Executive Decision to form Enhanced Partnership Schemes.

52. Draft Ten Year Capital Programme, Revenue Budget 2022-23 and Medium Term Financial Plan 2022-25

(Item 8)

Peter Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services), Zena Cooke (Corporate Director of Finance), Dave Shipton (Head of Finance Policy, Planning and Strategy) and Cath Head (Head of Finance Operations) were in attendance for this item.

1. Mr Oakford introduced the Draft Ten Year Capital Programme, Revenue Budget 2022-23 and Medium Term Financial Plan 2022-25 proposals. He addressed the financial context that the budget had been drafted in, which included continued costs related to the pandemic, changes in work practices and increases in service demand. He confirmed that the Ten Year Capital Programme had been drafted to prevent project slippage. Regarding borrowing, he reassured members that it would only be used if required to fulfil statutory duties. He stated that whilst central government funding and the tax base had increased, that they would not cover costs increases without

savings. Further reassurance was given that future savings would go out for public consultations and involve individual executive key decisions.

2. Mr Jones provided a technical overview of the £173.8m Growth, Environment and Transport portion of the draft revenue budget, which represented a £3.7m reduction from 2021-22. He addressed the key financial challenges faced by the directorate which included scarcity in supply, price increases, asset investment requirements and increased service demand. He reassured the committee that the directorate's financial position was sustainable. Addressing the £1.5bn capital budget, he confirmed that most of the programme was funded through government grants and external funding. He raised concerns at the reduction in Department for Transport highways asset management grant funding from £73m to £59m.
3. Mr Brazier addressed key budget developments within his portfolio. He explained the cost pressures and acknowledged the complexity of the revenue budget. He confirmed that a reduction in the subsidy of the Kent Travel Saver scheme was included in the draft budget, which necessitated a price increase in the pass from £370 to £450 per academic year. The committee were informed that a separate key decision would be taken following the approval of the budget at County Council on 10 February. He highlighted a proposed £300,000 investment in rural swathe maintenance, which sought to support KCC's commitments to biodiversity. He added that in excess of £500,000 had been allocated to fund Active Travel and Vision Zero projects.
4. Mr Baldock commented that given recent increases in population and service demand it was difficult to provide the same levels of service without further Government grant funding. He raised his concerns at the impact of the reduction in highways asset management grant funding on the network.
5. Ms Dawkins shared her concerns at the possible impact of the Kent Travel Saver price increase on families given the additional financial burden. Mr Brazier recognised the impact and acknowledged the difficulty faced in setting a balanced budget. He added that the subsidy of the scheme was non-statutory. He addressed alternative options which included withdrawing the scheme altogether and stated that the proposed change represented a lesser of two evils.

RESOLVED to note the draft capital and revenue budgets including responses to consultation.

53. Decisions taken between Cabinet Committee Meetings

(Item 6)

1. Miss Carey explained that key decision 21/00109, Kings Hill Solar Park, was taken between meetings of the Cabinet Committee due to related Public Sector Decarbonisation Scheme funding deadlines and the associated land purchase involved in facilitating the project. She made members aware that future key decisions funded through the Public Sector Decarbonisation Scheme may need to be taken in accordance with urgent decision protocol, given the time constraints.

RESOLVED to note that decision 21/00109, Kings Hill Solar Park was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution.

54. Ash Die-back Annual Report

(Item 12)

Tony Harwood (Resilience and Emergency Planning Manager) was in attendance for this item.

1. Miss Carey introduced the report, stressed the importance of ash trees to Kent's environment and acknowledged the threat posed by ash die-back.
2. Mr Harwood provided a technical overview of developments. He noted that it had been almost 10 years since ash die-back had been identified in the UK and that members had previously agreed to take an evidence based approach. He confirmed that European ash was the most widespread tree species in the county, with significant prevalence in the Kent Downs Area of Outstanding Natural Beauty and along the Greensand Ridge. Regarding tree removal, he reassured members that this only happens for health and safety purposes and that surveyors monitor areas year on year. Further reassurance was given that the containment policy enacted in Kent ensured good biosecurity. Concerning the severity of the disease, he recognised that it has not proved as destructive in the county as originally forecast, with urban trees seemingly better protected from infection than trees growing in woodland.

RESOLVED to:

- a) note the significant threat Ash Dieback poses to the environment and economy of Kent;
- b) acknowledge the local and national leadership role of the County Council in its response to the pathogen and the resultant environmental and financial benefits that have accrued from the science-led response; and
- c) endorse the planning, monitoring and response contingencies outlined within this report.

55. 21/00123 - Household Waste Recycling Centre Booking

(Item 11)

David Beaver (Head of Waste and Business Services) and Hannah Allard (Waste Business Development Manager) were in attendance for this item.

1. Miss Carey introduced the proposed key decision and explained the intention to permanently operate a booking system for customers accessing KCC's Household Waste Recycling Centres. She highlighted that the public consultation had received the largest number of responses of any KCC consultation in recent years.
2. Mr Beaver gave an overview of the temporary booking system and the operational benefits of using the system permanently. He confirmed that the

system had been developed by bookinglab, that there were no booking limits and that bookings could be amended and cancelled. He informed members that a £1.3m saving was expected as a result of the proposed decision. He noted that whilst the number of trips made to sites had decreased since the adoption of the temporary booking system, that the volume of waste received had increased by 10%. Addressing site traffic, he confirmed that queuing on high speed road network has been eradicated as a result of the system.

3. Hannah Allard gave a presentation. Topics covered in the presentation included: the booking system offer; environmental, customer, operational and financial benefits; and the public consultation process and results.
4. Mr Hills shared his positive experience using the same day booking arrangement at the New Romney Centre and that there was significant local support for the proposal.
5. Mr Love stated that he would be unable to endorse the proposed decision on the basis that he believed it constituted a continuation of Covid-19 emergency measures.
6. Mr Lewis proposed and Mr Baldock seconded a motion that **“the Environment and Transport Cabinet Committee recommends that the Cabinet Member for Environment considers the adoption of a hybrid Household Waste Recycling Centre booking system, comprised of a Wednesday to Saturday booking arrangement and Sunday to Tuesday non-booking arrangement.”**
7. Members voted on the motion. The motion was lost.

RESOLVED to endorse the Cabinet Member for Environment on the proposed decision for:

- a) the Waste Management service to permanently operate a booking system for customers to access Kent County Council’s Household Waste Recycling Centres: and
- b) the Corporate Director for Growth, Environment and Transport to keep progress of the booking system under review and to inherit the main delegations via the Officer Scheme of Delegation to make any further operational changes to the booking system to maximise customer service.

56. Presentation from Southern Water

(Item 13)

Dr Toby Willison (Director of Environment and Corporate Affairs, Southern Water) was in attendance for this item.

1. Dr Willison gave a presentation. Topics covered in the presentation included: the Environment Agency Court Case and £90m fine; investments in Kent, 2020-2025; 2040 targets; the water challenge; nutrient neutrality; combined sewer and overflow operations; reducing storm overflows; Combined Sewer

Overflows Task Force; Drainage and Wastewater Management Plans; work with developers; and areas for cooperation with KCC members.

2. Mr Lewis explained that residents in his division had been affected by wastewater releases and asked whether executives at Southern Water had received bonuses during the period. Dr Willison apologised and confirmed that a review of the company's bonus system had been overseen by its remuneration committee, with the CEO not taking a bonus for the previous 3 years.
3. Mr Baker, who's division included the Swalecliffe facility, gave an overview of developments over the last year including the negative impact of untreated wastewater releases on the local population and business. He shared his concerns with the infrastructure in place and stressed the need to increase resilience within the water treatment and storage system. He asked that investment in a rapid testing and response mechanism be undertaken. Dr Willison highlighted the Beachbuoy system which provided a simple real-time water monitor and was set for deployment in Herne Bay. He added that new features would be ready for the 2022 Bathing Water season.
4. In response to a question from Ms Dawkins, Dr Willison confirmed that ultraviolet solutions were used at the Swalecliffe facility as a treatment measure.
5. Mr Hills asked for further information on Southern Water's strategy to address increasingly frequent extreme weather events. Dr Willison agreed to provide the request information in a future update.
6. Mr Baldock asked that Southern Water's ability to accommodate planned residential developments be included in future updates.
7. Following a question from Mrs Parfitt-Reid, Dr Willison confirmed that the £90m fine had been paid to HM Treasury.
8. Mr Hood stated that Southern Water needed to improve communication with residents affected by future developments and mitigation measures.
9. The chairman asked for examples of KCC-Southern Water cooperation opportunities. Dr Willison spoke on the importance of collaborating to reduce the impact of surface water runoff, aligning infrastructure investment was highlighted, with the importance of the relationship between KCC Highways and Southern Water noted.
10. The chairman thanked Dr Willison for his attendance and commitment to update the committee later in the year.

RESOLVED to note the contents of the presentation and ask that Southern Water report back to the committee in autumn 2022.

57. Performance Dashboard

(Item 14)

Rachel Kennard (Chief Analyst) was in attendance for this item.

1. Ms Kennard gave a verbal summary of the performance dashboard up to October 2021. She confirmed that of the 19 key performance indicators within the remit of environment and transport, 15 had been RAG rated green, 4 amber and 0 red. She acknowledged that this reflected good overall performance.

RESOLVED that the report be noted.

58. Work Programme

(Item 15)

1. The chairman confirmed that the following items had been added to the work programme:
 - a. Traffic Management Act Part 6 update
 - b. Southern Water update
2. Ms Dawkins asked that an update on Kent's cycling network be added to the work programme.

RESOLVED that the work programme be noted.

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ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held Online on Friday, 18 February 2022.

PRESENT: Mr S Holden (Chairman), Mr R C Love, OBE (Vice-Chairman), Mr Baker, Mr M Baldock, Mr C Beart, Mr T Bond, Mr I S Chittenden, Mr N J Collor, Mr D Crow-Brown, Mr M Dendor, Mr A R Hills, Mrs S Hudson, Mr H Rayner, Mr B H Lewis and Mr D Watkins

ALSO PRESENT: Mr D L Brazier (Cabinet Member for Highways and Transport), Sir Paul Carter, CBE and Mr M A J Hood

IN ATTENDANCE: Mr S Jones (Corporate Director for Growth, Environment and Transport), Mr P Lightowler (Interim Director of Transportation), Mr S Pay (Transport Integration Manager), Mr J Cook (Democratic Services Manager), Mr M Dentten (Democratic Services Officer), Miss T A Grayell (Democratic Services Officer) and Miss K Reynolds (Democratic Services Officer)

UNRESTRICTED ITEMS

Mr Love took the chair for items 1 to 5 because the chairman, Mr Holden, was unable to connect to the meeting due to a power cut until Item 5 when he took over the chair.

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

No declarations were made.

60. 21/00124 - Kent Travel Saver Price Increase *(Item 4)*

1. Mr Brazier introduced the proposed key decision to increase the cost of the Kent Travel Saver from £370 per academic year to £450 and the low-income Kent Travel Saver from £120 per academic year to £150. He provided a summary of the debate on the issue at Budget County Council on 10 February. He confirmed that whilst the budget had agreed the financial provision, that a decision was required to change the Council's policy.
2. Mr Chittenden commented that the decision coincided with significant cost of living challenges and noted that it would have an impact on low income households.
3. Mr Baldock proposed and Mr Lewis seconded a motion that **“the Environment and Transport Cabinet Committee recommend that the Cabinet Member for Highways and Transport delay the decision until New Homes funding and other related funding is received.”**

4. Members voted on the motion. The motion was lost.
5. Mr Hood commented that the decision was in contradiction with the Council's climate change commitments and would lead to an increase in car use for home to school transport. Mr Brazier reminded members that the intention of the decision was to make budget savings from discretionary spend and that other consequences had been considered.
6. Members voted on the recommendation to "endorse the Cabinet Member for Highways and Transport on the proposed decision to increase the cost of the standard Kent Travel Saver from £370 per academic year to £450." Mr Baldock abstained on the motion to endorse the proposed decision. The motion was won.

RESOLVED to endorse the Cabinet Member for Highways and Transport on the proposed decision to increase the cost of the standard Kent Travel Saver from £370 per academic year to £450.

61. Supported Bus Services Public Consultation

(Item 5)

1. Mr Brazier set out his intention to run a public consultation from February through April 2022 concerning a reduction in KCC's subsidy of bus routes. He asked for the committee's support for the public consultation and reminded members that a related key decision would return to the committee for its endorsement in due course.
2. Mr Lewis asked, in relation to section 3.3 of the report which confirmed that several students were provided entitled free home to school transport on the affected contracts and that this could be revised to include bespoke transport at a higher cost to the Children, Young People and Education directorate, whether there had been agreement for the directorate to fund the additional costs mentioned. Mr Brazier confirmed that the cost implications were being investigated and that the relevant Cabinet Members and officers were aware of the entitled student element on the services.
3. Mr Baldock commented that the reduction in subsidised services could have a significant impact on residents and car usage. He asked the Cabinet Member to consider the social impact of future decisions. He added that the consultation was an important mechanism for understanding the consequence of changes on residents' lives.
4. Mr Hood commented that KCC should wait for confirmation of its Bus Back Better funding before considering reductions in bus service subsidy.

Mr Holden took the chair, and thanked Mr Love for standing in as chairman.

5. Sir Paul Carter raised concern that many bus services, including Kent Karrier, were subsidised to reduce social isolation and prevent independent living amongst vulnerable residents. He asked that elderly and vulnerable residents be permitted to respond to the consultation by post. Mr Brazier reminded

members that budget savings were required from the County Council's discretionary spend and that the cost per journey of many subsidised services was significant. He confirmed that negotiations on cost and future services would be carried out with operators. Mr Lightowler confirmed that the consultation process would involve hard copies and that there was a freepost address for responses. He reassured the committee that Kent Karrier users would be written to regarding proposed changes and asked for their comments.

6. Mr Baldock abstained on the motion to support the proposed consultation.

RESOLVED to support consultation on a range of measures (including supported bus contract withdrawals) required to reduce KCC expenditure on supported bus services.

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From: David Brazier, Cabinet Member, Highways and Transport
Simon Jones, Corporate Director, Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 17 March 2022

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 decision was taken between meetings of the Environment and Transport Cabinet Committee as it could not be reasonably deferred to the next programmed meeting of the Cabinet Committee for the reasons set out in paragraph 2.3 below.

Recommendation:

The Environment and Transport Cabinet Committee is asked to note that decision 22/00018: Highway Rural Swathe Contract - Maintenance Frequencies was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution.

1. Introduction

- 1.1 The Cabinet Member for Highways and Transport has taken decision 22/00018 to increase the biodiversity provision of the Rural Swathe, Visibility and Hedge Maintenance to Option 3 (Two swathe cuts with a tiered approach to all biodiversity assets).
- 1.2 The decision was taken between meetings of the Environment and Transport Cabinet Committee, as it could not reasonably be deferred due to the reasons set out in paragraph 2.3 below.

2. Background to decision

- 2.1 As part of the tendering process for the Highway Rural Swathe, Visibility and Hedge Maintenance contract, contractors were asked to provide options for current provision of maintenance frequencies that have been in place for many years as well as two further options which will increase the provision of biodiversity and support the Council's Pollinator Strategy.
- 2.2 The three options were:

- Option 1: Single Swathe cut Current Specification.
- Option 2: Single Swathe with two Conservation cuts
- Option 3: Two Swathe cuts with tiered Conservation cuts

2.3 The preferred option was option 3 as this was the most flexible option and presented the greatest biodiversity benefit. The contract start date is 1 April 2022. To allow Contractors to mobilise in time to provide the works has required that the decision needed to be taken in early March before the meeting of this Cabinet Committee.

3. Recommendation(s)

The Environment and Transport Cabinet Committee is asked to note that decision 22/00018: Highway Rural Swathe Contract - Maintenance Frequencies was taken between meetings of the Cabinet Committee in accordance with the process set out in the Council's constitution

4. Background Documents

- Record of Decision: 22/00018: Highway Rural Swathe Contract - Maintenance Frequencies; <https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=2567>

Contact details	Relevant Director
Report Author Theresa Warford, Staff Officer Theresa.warford@kent.gov.uk 03000 417192	Simon Jones Corporate Director, Growth, Environment and Transport Simon.jones@kent.gov.uk 03000 41163

From: David Brazier, Cabinet Member for Highways and Transport
Simon Jones, Corporate Director, Growth, Environment & Transport

To: Environment & Transport Cabinet Committee – 17th March 2022

Subject: Active Travel Funding Tranche 2

Key decision 22/00022

Classification: **Unrestricted**

Past Pathway of report: A paper titled 'DfT Emergency Active Travel Fund' in relation to Tranche 1 of the funds went to the 17th of July 2020 meeting of the ETCC. Details of the Tranche 2 Active Travel Canterbury Scheme came to this committee in January 2022 (21/00118).

Future Pathway of report: Due to the size and local nature of the remaining schemes we will take the detail of these schemes through the appropriate democratic channels, Joint Transportation Boards.

Electoral Division:

District	Electoral Division	County Member
Folkestone & Hythe	Cheriton Sandgate & Hythe East	Rory Love OBE
Folkestone & Hythe	Folkestone West	Dylan Jeffrey
Folkestone & Hythe	Hythe West	Andy Weatherhead
Gravesham	Gravesend East	Jordan Meade
Gravesham	Gravesend East	Alan Ridgers
Gravesham	Northfleet & Gravesend West	Dr Lauren Sullivan
Gravesham	Northfleet & Gravesend West	Conrad Broadley
Thanet	Birchington & Rural	Derek Crow-Brown
Thanet	Birchington & Rural	Linda Wright

Summary: Following the results of the second round of consultation carried out 14th September to 25th October 2021, this paper provides an updated position on the remaining three Active Travel Funded schemes and seeks approval to proceed with the alternative scheme extents and scope for the Thanet, Gravesend, and Folkestone Active Travel Schemes.

Recommendation(s): The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Highways and Transport in respect of the proposed decision to proceed to consideration of alternative options for all three schemes as shown at Appendix A.

1 Introduction

- 1.1 The Department for Transport has provided two phases of active travel funding to date. The first tranche supported the installation of temporary projects for the COVID-19 pandemic and the second tranche is to enable and support the creation of permanent infrastructure to support walking and cycling and active travel.

1.2 The DfT ran a competitive bidding process for Tranche two, and Local Authorities were invited to submit their top five named schemes for consideration. There were very clear criteria to establish the types of schemes that Local Authorities could include in the bids, and these were:

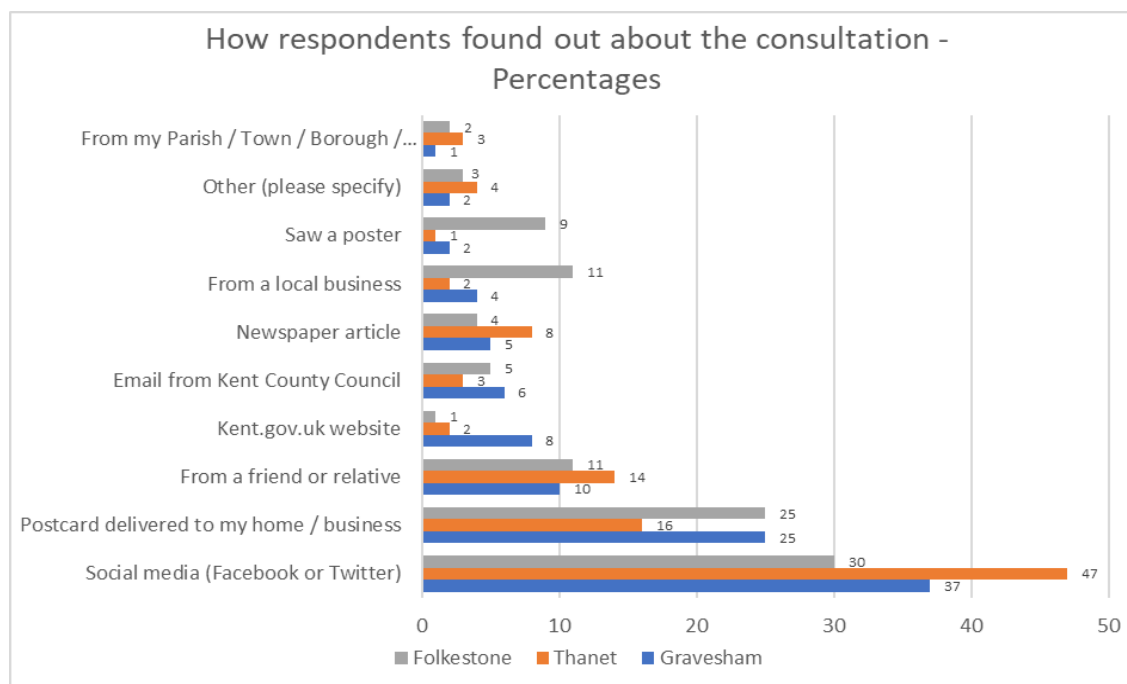
- Strategic schemes that challenged the status quo of the network
- Segregated cycle routes only (no shared or lining schemes to be included)
- The schemes had to score highly on the Government’s ‘Propensity to Cycle’ tool and the ‘Rapid Cycleway Prioritisation Tool’

1.3 The bid was submitted on 6th August 2020 and the announcement was made on 27th November 2020. Kent was awarded £6.098million. This was the third highest settlement in the Country. It covers the cost of the five named schemes.

1.4 Considering the nationwide push back on the tranche one schemes (mostly related to the unrealistic timescales preventing consultation) the Government made some key amendments to the grant conditions of this fund, and added in some flexibility around spend deadlines, mandating that consultation was key. Expenditure by March 2023 has now been suggested by the DfT.

1.5 The Hythe, Cinque Ports scheme has proceeded to construction stage due to the overwhelming support in the first consultation. Following approval by this Cabinet Committee on 17th January 2022 the Canterbury scheme (21/00118) is now in the detailed design stage with an ongoing steering group to oversee it with involvement from the local member. This report will identify the results of the consultation for Gravesham, Thanet, and Folkestone proposals.

1.6 Targeted social media was used to advertise each consultation and this has proven to be the most successful tool to ensure local communities were aware of the need to respond. See Fig 1 identifying “How did you find out about this consultation?” Officers also delivered postcards, put up posters along the route and issued a press release.



1.7 Across all schemes, most respondents were strongly opposed/ opposed to the proposed design. Percentages are shown under the relevant scheme updates below.

1.8 Full consultation reports for each scheme are attached as appendices to this report.

2 The report

2.1 This report captures the key themes identified as part of the consultation process in relation to the Gravesham, Thanet, and Folkestone proposals.

2.2 An independent consultancy was used to collate the results as follows:

Gravesham Update

2.3 The consultation received **260** responses with **213** respondents leaving a comment on the proposed scheme There were **2,290** visits to the Gravesham scheme webpage and **867** document downloads.

2.4 The majority of respondents strongly opposed/opposed the initial design. The results shown in the table below.

Strongly Support	26%
Support	8%
Neither Support nor Oppose	3%
Oppose	7%
Strongly Oppose	55%
Don't Know	1%

2.5 The consultation identified eleven key themes. These were:

- Concerns raised regarding the removal of parking
- The scheme is unnecessary / not needed
- Scheme favours cyclists over drivers / concern of prioritising cyclists needs over drivers
- The scheme is a waste of public funding
- Concerns that it will increase congestion
- Concerns for the one-way system(s) proposed
- The scheme will improve walking and / or cycling facilities
- The scheme will displace traffic onto other local streets
- Opposed to vehicle restrictions / closures
- Concerns for vulnerable road users (elderly/disabled)
- Opposition based on concerns for safety

2.6 Based on the consultation feedback, alternative options being pursued will consider:

West section:

- Review measures to reduce speed on London Road, including vertical and horizontal alignment measures including the possibility of surface treatments.

This will be dependent upon conversations with the local district manager as asset manager and also the bus companies.

- Review options for improved pedestrian facilities, including crossings and widened footways.
- Review of options for additional cycling facilities including Advanced Stop Lines for cyclists, side road connections and cycle parking.
- Review of option to improve existing advisory cycle lane on London Road with semi-permanent measures.

Centre section / Rosherville:

- Review of public realm opportunities at Rosherville shops, including pedestrian areas and side road junctions.
- Review of improved cycle facilities through the commercial area without a detrimental impact on parking.

East section:

- Review of London Road east section, including Thames Way junction for improved pedestrian and cycling measures.
- Review of opportunities for the Overcliffe Road route to the town centre and consider pedestrian and cycling measures.
- Review of St James Road through to the station route.

2.7 Officers are not proposing to deliver a bi-directional cycleway facility and it should be noted that the scheme designs referred to above will need to be developed, shared with a steering group, and then confirmed as appropriate by DfT in terms of the grant funding.

2.8 A steering group will be established to provide local governance for this scheme and report via the Joint Transportation Board. Officers will seek to involve the local members in this steering group.

Thanet Update

2.9 There were **504** responses to the consultation with **415** respondents leaving a comment on the proposal. There were **2,930** visits to the Thanet scheme webpage with **1,300** document downloads.

2.10 The majority of respondents strongly opposed/opposed the initial design. The results shown in the table below.

Strongly Support	20%
Support	9%
Neither Support nor Oppose	4%
Oppose	10%
Strongly Oppose	57%
Don't Know	0%

2.11 The consultation identified ten key themes. These were:

- Concerns that it will increase congestion
- The scheme is unnecessary/not needed
- The scheme is a waste of public funding

- Oppose to vehicle restrictions/closures
- Scheme favours cyclists over drivers/concern of prioritising cyclists needs over drivers
- Opposition based on concerns for safety
- Concerns for increased levels of pollution
- The scheme will improve walking and / or cycling facilities
- Concerns raised regarding removal of parking
- The scheme will improve safety

2.12 Based on the consultation feedback, alternative options being pursued will consider:

West section:

- Review of two identified options for connection to Birchington Station and identify a recommended option.
- Review options for cycle route/quietway route along Alpha Road/Epple Road to Birchington station.
- Review options for cycle track route along Canterbury Road/Station Road to Birchington station.

Central section:

- Review existing proposed route from Charlesworth Drive to Domneva Road with considerations for connections to west and east alternatives sections.
- Proposal for connection with KCC's new crossing at Hengist Road.
- Review cycle lane arrangement adjacent to Ursuline College and King Ethelbert School following comments raised during consultation and further engagement with the school.

East section:

- Review of two identified options for connection to Westgate Station and identify recommended option
- Review options for Hengist Road, including cycle track and footways to connect with Ryder's Avenue/Cuthbert Road and the Viking Coastal Trail.
- Review options for Domneva Road to connect with Ryder Road/Cuthbert Road and the Viking Coastal Trail.
- Develop an option to connect Cuthbert Road to Westgate.

2.13 Officers are not proposing to re-purpose any whole sections of traffic lanes to deliver full width cycle lanes along the A28. The intention is to design a more locally appropriate cycle route using some existing desire lines, with a mixture of quietways and improvements for pedestrians and cyclists. We would like to drastically improve the opportunities for local children to walk and cycle to school. The scheme designs referred to above will need to be developed, shared with a steering group, and then confirmed as appropriate by DfT in terms of the grant funding.

2.14 A steering group will be established to provide local governance for this scheme and report via the Joint Transportation Board. Officers will seek to involve the local members in this steering group

Folkestone Update

- 2.15 The consultation received **919** responses, with **777** respondents leaving a comment on the proposal. There were **6,650** visits to the Folkestone scheme webpage, with **2,100** document downloads.
- 2.16 The majority of respondents strongly opposed/opposed the initial design. The results shown in the table below.

Strongly Support	17%
Support	7%
Neither Support nor Oppose	2%
Oppose	9%
Strongly Oppose	64%
Don't Know	1%

- 2.17 The consultation identified six key themes. These were:

- Scheme will negatively impact businesses
- Concerns raised regarding parking removal
- The scheme is unnecessary/not needed
- Concerns for vulnerable road users (elderly/disabled)
- Oppose to the removal of trees
- Opposition to the closure of Stanley Road

- 2.18 A petition opposing the Cheriton Cycle Lane Scheme was received in October 2021 containing approximately 3,500 signatures. In accordance with KCC's petition scheme this was debated at the Environment and Transport Cabinet Committee meeting on 18th January 2022. The number of individual signatures has not been included in our total number of responses received, as only completed consultation questionnaires and other individually submitted responses are included within our analysis. However, the issues raised in the petition have been considered alongside the other feedback received.

- 2.19 Based on the consultation feedback, alternative options being pursued will consider:

- Provision of a scheme only to the east of Coombe Road to have minimal impact on parking and the business activity in the High Street.
- Identification of additional pedestrian crossings, public realm, and speed management along the route.
- Improvements along Cheriton High Street to encourage and enhance the experience for pedestrians and visitors (with no detriment to parking).
- Identify some improvements as suggested by businesses.

3 Financial Implications

- 3.1 The DFT's grant conditions state that the expenditure is for the named schemes contained in the bid, for the purpose and benefit of Active Travel and it requires Kent to carry out advanced consultation.
- 3.2 The funds were originally intended for expenditure by March 2021, however since the Department for Transport spent some months deliberating the grant offer; we now have an extension, and the schemes should be delivered as soon as possible, preferably before the end of March 2023. If any capital funding is

left; we will seek approval from the DfT to use it for smaller active travel measures such as cycle storage and/or other measures to compliment walking and cycling in the local vicinity.

3.3 The DfT grant of £6.098m will fully cover both the capital and revenue costs associated with the scheme as per current concept designs. These costs are split as follows:

- Revenue £1.220m
- Capital £4.878m

3.4 The schemes' costs are scalable to suit the budget available and therefore present no financial risk to KCC. A proportion to allow for risk was included in the cost estimates. Independent cost consultants will be used throughout the design process to ensure cost assurance for the whole life costs of the schemes.

4 Legal implications

4.1 Nothing to report at this stage.

5 Equalities implications

5.1 Equality Impact Assessments have been completed for the individual projects. KCC will review these documents whilst keeping any affected groups informed and updated.

6 Conclusions

6.1 Kent County Council has been working closely with a consultant through the Kent Professional Services Framework Contract to deliver the second consultation on the outline design of the active travel schemes. Following the responses from the consultation officers need to look at alternative design options for Gravesham, Thanet and Folkestone that consider the comments received during the public consultation. KCC would like to harness this investment in an appropriate way and it will be important to work closely with local communities and locally elected members to get the right schemes in the right places.

6.2 Joint Transportation Boards would appear to be the democratically appropriate channel to debate the detail of these schemes since they are limited to individual districts and are not going to be in excess of £1m in value.

6.3 There is highly likely to be more funding opportunities coming forward from Central Government under the Active Travel agenda. Central Government is establishing an Ofsted style body to assess Local Authorities' active travel achievements and it is understood that Local Authorities will receive a sliding scale of funding in the future depending on their active travel achievements.

6.4 The DfT have asked us to engage in design assurance processes for future rounds of Active Travel Funding prior to making capital grant payments to local authorities. Active Travel England design experts are now on board and undertaking regular design reviews along with recommendations which are necessary to consider in order to ensure schemes comply with LTN 1/20.

7 Background Documents

- Appendix A: Proposed Record of Decision
- Gravesend Consultation Report - <https://democracy.kent.gov.uk/documents/s109790/GravesendConsultationReport.pdf>
- Thanet Consultation Report - <https://democracy.kent.gov.uk/documents/s109778/ThanetConsultationReport.pdf>
- Folkestone Consultation Report - <https://democracy.kent.gov.uk/documents/s109775/FolkestoneConsultationReport.pdf>
- The five EQIA's can be seen on our corporate website: www.kent.gov.uk/kentactivetravel.gov.uk

8. Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Highways and Transport in respect of the proposed decision to proceed to consideration of alternative options for all three schemes as shown at Appendix A.

9. Contact details

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Interim Director Transportation
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

David Brazier, Cabinet Member for Highways & Transport

DECISION NO:

22/00022

For publication

Key decision: YES

Subject Matter / Title of Decision: Active Travel Funding Tranche 2

Decision:

As Cabinet Member for Highways and Transportation, I give approval to proceed to consideration of alternative options for Thanet, Gravesend, and Folkestone Active Travel Schemes.

Reason(s) for decision:

The Department for Transport has provided two phases of active travel funding to date. The first tranche supported the installation of temporary projects for the COVID-19 pandemic and the second tranche is to enable and support the creation of permanent infrastructure to support walking and cycling and active travel. Following a competitive bid process funding was granted for schemes across Kent including Thanet, Gravesend, and Folkestone.

Cabinet Committee recommendations and other consultation:

Initial high-level consultation of the proposed schemes took place between 9th December and January 2021.

A second round of consultation was carried out 14th September to 25th October 2021

Previous reports have been discussed at Environment and Transport Cabinet Committee:

- 17 July 2021
- 18 January 2022

Any alternatives considered and rejected:

Not to seek funding.

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

.....
signed

.....
date

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From: Roger Gough, Leader of the Council
David Brazier, Cabinet Member for Highways and Transport
Simon Jones, Corporate Director Growth Environment and Transport

To: Environment and Transport Cabinet Committee – 17 March 2020

Subject: Transport for the South East – Continuation of voluntary participation

Key decision 22/00023

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: For Leader decision

Electoral Division: All divisions

Summary: Kent County Council (KCC) was a founding member of Transport for the South East (TfSE), participating and funding TfSE since 2017 (decision ref 16/00120). The Council took a further decision (ref: 20/00010) in July 2020 to support a TfSE proposal to Government for Statutory Powers. These decisions were taken by the Leader as they concern the decision to participate in a partnership. TfSE applied in July 2020 for powers and in October 2020 received a refusal from Government Ministers, highlighting that no further Sub-national Transport Bodies (STBs) would be made statutory for the foreseeable future.

TfSE has continued to receive funding from Government since October 2020, for the undertaking of studies on the region's transport networks, and KCC has continued to participate in those. The studies will continue into 2022, and KCC will be tasked by TfSE with considering their outcomes; adopting a proposed Strategic Investment Plan (SIP) to begin delivering the outcomes; and supporting TfSE in their future stages of work.

TfSE, given its lack of statutory status, has also been reviewing its function and role. KCC has provided feedback as part of that process. It is important, ahead of the 2022/23 Financial Year, that KCC decide whether to continue to participate in TfSE in the same way and through the same means that it has to date given the changed circumstances for TfSE in comparison to its former plan to become a Statutory body on which past Council Decisions were based. It is strongly recommended that KCC continue its role in TfSE to ensure it can support the organisation in finalising its Strategic Investment Plan and defining its role in the face of any forthcoming reforms to local transport and local government more generally than the Government plans.

Recommendation: The Cabinet Committee is asked to consider and endorse or make recommendations to the Leader to agree to:

1. Kent County Council continuing to participate in a non-statutory voluntary Sub National Transport Body (SNTB) for the South East, known as Transport for the South East (TfSE), at the cost, for the purposes, and with the membership, set out in the accompanying report; and

2. Delegate to the Corporate Director Growth, Environment and Transport to take, in consultation with the Cabinet Member for Highways and Transport, the actions necessary to implement the decision subject to the Council's decision-making procedures.

The Proposed Record of Decision is appended at Appendix A.

1. Background

1.1 Kent County Council (KCC) is the largest single constituent Member of Transport for the South East (TfSE) and provides an annual contribution of £58,000 towards its operating costs. Match funding is provided by other participating County Councils and Unitary Authorities, whilst the Department for Transport (DfT) provides the main portion of funding, set in 2021/22 Financial Year to £1.625m.

1.2 The first Key Decision was taken by the Leader on 8 December 2018 (16/00120) which agreed to KCC's participation in the TfSE Sub-national Transport Body (STB) as an informal non-statutory body, and to further work to establish TfSE as a formal statutory body.

1.3 The culmination of the action taken by KCC through this decision, in partnership with TfSE was the application to the Secretary of State for Transport for TfSE to be granted Statutory Status. KCC's Leader took a further decision on 10th July 2020, as follows:

1.3.1 Consent to Transport for the South East's Proposal to Government for powers in addition to the general powers of a Sub-national Transport Body and endorse the Transport Strategy for the South East as part of this proposal.

1.3.2 Participate in, and cooperate with, Transport for the South East in accordance with the powers requested from Government and those powers operating concurrently with Kent County Council as Highway Authority and Local Transport Authority.

1.4 TfSE was unsuccessful in securing these powers, and hence the decision KCC took to participate in and cooperate with TfSE as a statutory body has not come to fruition and will not do so for the foreseeable future. TfSE initially considered making a further bid in due course; however, as part of a review of its function and role no further bid is under consideration at the current time. Nonetheless Government has continued to provide funding to TfSE for research on topics ranging from EV charging to decarbonisation.

1.5 Consequently, a decision is now sought on KCC's continued participation in TfSE given the former course of action was unsuccessful.

2. Transport for the South East

2.1 TfSE is comprised of 16 Local Transport Authorities (LTAs) and 5 Local Enterprise Partnerships (LEPs). There are also other bodies co-opted onto the board – the Chair of the South Downs National Park to represent protected landscapes and two district council representatives for all the Local Planning Authorities in the region. Network Rail, National Highways and Transport for London (TfL) are non-voting members of the Board. The constituent authorities are:

- East Sussex County Council (lead authority and Accountable Body)
- West Sussex County Council
- Kent County Council
- Medway Council
- Hampshire County Council
- Surrey County Council
- Brighton and Hove City Council
- Southampton City Council
- Portsmouth City Council
- Isle of Wight Council
- The Berkshire unitary authorities through the Berkshire Local Transport Body (LTB) which includes West Berkshire, Wokingham, Windsor & Maidenhead, Bracknell Forest, Reading and Slough.
- Five LEPs within the TfSE area are also included: South East LEP (SELEP), Enterprise M3, Coast to Capital, Solent, and Thames Valley Berkshire.

3. TfSE's planned activity

3.1 TfSE has been undertaking a series of area studies on transport movement and connectivity across the region. In addition, these are supplemented by thematic studies on freight and future forms of mobility (e.g., ranging from digital connectivity as a mode to drones and autonomous vehicles etc). Government has also given TfSE further funds late on in the 2021/22 Financial Year to undertake research in partnership with other Sub National Transport Bodies about Electric Vehicles, decarbonisation and how they can support Local Authorities with future Bus Service Improvement Plans.

3.2 The studies will generate a set of outline proposals to apply across the region to begin delivering the outcomes identified in the TfSE Transport Strategy, adopted in July 2020. The proposals will be described and promoted in a Strategic Investment Plan (SIP) that TfSE will then submit to Government for consideration.

3.3 KCC continues to review the work undertaken by TfSE, advising on the strategic priorities for movement in Kent in the context of the sub-region. Once a draft SIP has been prepared and published for consultation by TfSE, KCC will need to decide whether it supports the proposals TfSE promotes in the SIP and whether KCC wishes to be party to implementing the SIP through KCC's statutory function as a Local Transport and Highway Authority. We anticipate

that these decisions will need to be taken in accordance with the Council's decision-making procedures in late 2022 / early 2023.

- 3.4 Alongside the completion of the study work by TfSE, the organisation has also undertaken a review of its functions to establish a plan for what the organisation should focus on and be capable of in the future. The plan envisages TfSE substantially increasing its functions into areas such as more developed transport modelling, planning and delivery such as options development, case development, scheme, and proposal consultations, through to procurement and contract management. Such ambitions will be reliant on significant increases in Government grant funding towards levels akin to Transport for the North (which has a current funding of a core grant for 2021/22 of £8.54m with further funding drawn from Northern Powerhouse Rail funds held by DfT). It is conceivable that Government funding of an expanded TfSE may be contingent on increases in funding from member constituent authorities such as KCC.

4. Implications for KCC

- 4.1 The DfT has demonstrated that it considers TfSE has value, even without statutory status and powers, given the continued grant funding. In particular, the DfT benefits from a streamlined means of communication with the region's transport authorities, through a single point of contact of TfSE and relied on TfSE on a small number of occasions to co-ordinate submission of priorities from constituent authorities, such as with National Highways Road Investment Strategy 3 pipeline.
- 4.2 However, it is also the case that outside of these occasions, KCC maintains its own dialogue with the DfT on the multitude of projects and issues that are either of national interest (e.g., road freight and port's traffic) or are benefiting from government funding (e.g., active travel, ZEBRA bus funding). Furthermore, as a statutory body, were KCC not a member of TfSE, the DfT and other bodies such as Network Rail and National Highways would still have an obligation to consider our adopted policies and plans.
- 4.3 Given this, there is a risk that non-participation in TfSE could potentially see the Council's influence in lobbying for schemes on the Strategic Road Network and railway network diluted. This could arise because KCC would be a small area alone in comparison to TfSE as a whole, albeit still the largest County Council in the country and a statutory body that must be regarded as such through any statutory process.
- 4.4 Alongside involvement in TfSE, it remains the case that the best route for KCC to articulate and secure future funding and investment in its transport network is to continue to adopt and implement its own policies and plans as it has done such as the Vision Zero Road Safety Strategy, the Bus Service Improvement Plan, and the next iteration of KCC's statutory Local Transport Plan (LTP) currently in development.
- 4.5 Until TfSE's Strategic Investment Plan (SIP) is published, and further clarity arises from the planned Levelling Up White Paper proposed reforms on local transport government and local government more generally, it is recommended that KCC remain a constituent member of TfSE. This will include participating in

the remaining study work and supporting TfSE with its exploration of how its future organisation and operations can be tailored to provide the best support to realising our county-wide priorities to the benefit of the sub-region.

5. Legal implications

- 5.1 As TfSE will remain a non-statutory informal and voluntary group that KCC participates in, there are no legal implications of the planned decision.

6. Financial implications

- 6.1 KCC contributes £58,000 per year to fund the development of TfSE. KCC's expected contribution for the 2021/22 Financial Year is expected to remain at this level. Up to and including 2021/22 Financial Year, KCC will have contributed a total of £214,000 exclusive of officer time. Beyond this forthcoming Financial Year, future decisions by KCC will be required relating to the adoption and delivery of the SIP and hence future financial implications to KCC will be set out in any future decision report(s).

- 6.2 KCC's contribution is matched by other constituent members as shown in the table below.

Type of authority	Contribution per annum	Total
County Councils (Kent, East Sussex, West Sussex, Surrey, Hampshire)	£58,000	£290,000
Unitary authorities (Medway, Brighton and Hove, Isle of Wight, Portsmouth, Southampton)	£30,000	£150,000
Other member authorities (Berkshire Local Transport body)	£58,000 (shared between the authorities)	£58,000

7. Equalities implications

- 7.1 The KCC Equalities Impact Assessment (EqIA) for the revised Proposal to Government is attached at Appendix B.

8. Data Protection implications

- 8.1 A Data Protection Impact Assessment is not required as this decision does not require the processing of personal data.

9. Conclusion

- 9.1 TfSE continues its work towards establishing a Strategic Investment Plan (SIP) which will set out the proposals needed across the sub-region to deliver the Transport Strategy outcomes TfSE adopted in 2020. TfSE is evaluating and planning its future role and operations given the current lack of statutory status and powers. KCC was a founding member of TfSE and continues to play an active part in the sub-regional transport body. It is strongly recommended that KCC continue this role, including funding TfSE to ensure it can support the

organisation in finalising its Strategic Investment Plan and defining its role in the face of any forthcoming reforms to local transport and local government more generally than the Government plans.

10. Recommendation

10.1 The Committee is asked to consider and endorse or make recommendations to the Leader to agree to:

1. Kent County Council continuing to participate in a non-statutory voluntary Sub National Transport Body (SNTB) for the South East, known as Transport for the South East (TfSE), at the cost, for the purposes, and with the membership, set out in the accompanying report; and
2. Delegate to the Corporate Director Growth, Environment and Transport to take, in consultation with the Cabinet Member for Highways and Transport, the actions necessary to implement the decision, subject to the Council's decision-making procedures;

The Proposed Record of Decision is appended at Appendix A.

11. Background Documents

Appendices:

- Appendix A: Proposed Record of Decision
- Appendix B: Equalities Impact Assessment (EqIA);
<https://democracy.kent.gov.uk/documents/s109804/TfSEEqIA.doc.pdf>

Previous Committee reports:

- ROD 16/00120:
<https://democracy.kent.gov.uk/documents/s88382/1600120%20-%20signed%20ROD%20scanned.pdf>
- ROD 20/00100: <https://democracy.kent.gov.uk/documents/s97556/20-0010%20-%20ROD.pdf>
- Kent County Council's response to Transport for the South East's draft Proposal to Government:
<https://democracy.kent.gov.uk/documents/s91339/Item%2015%20-%20Report%20-%20KCC%20Response%20to%20Transport%20for%20the%20South%20East%20Proposal%20Consultation.pdf>
- Kent County Council's response to Transport for the South East's draft Transport Strategy for the South East:
<https://democracy.kent.gov.uk/documents/s95532/Item%209%20-%20Report%20-%20Transport%20for%20the%20South%20East.pdf>

12. Contact Details

Report Author: Joseph Ratcliffe, Transport Strategy Manager 03000 413445	Relevant Director: Simon Jones, Corporate Director for Growth, Environment, and Transport 03000 411683
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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Leader of Kent County Council

DECISION NO:

22/00023

For publication

Transport for the South East – KCC Participation

Key decision: YES

Affects more than two Electoral Divisions

Subject Matter / Title of Decision

Transport for the South East – KCC Participation

Decision:

As Leader, I agree to:

1. Kent County Council continuing to participate in a non-statutory voluntary Sub National Transport Body (SNTB) for the South East, known as Transport for the South East (TfSE), at the cost, for the purposes, and with the membership, set out in the accompanying report; and
2. Delegate to the Corporate Director Growth, Environment and Transport to take, in consultation with the Cabinet Member for Highways and Transport, the actions necessary to implement the decision, subject to the Council's decision-making procedures.

Publication date: DD/MM/YYYY

Date of decision: DD/MM/YYYY

Effective from: DD/MM/YYYY

Reason(s) for decision:

Background

The Cities and Local Government Devolution Act 2016 amended the Local Transport Act 2008 to allow the creation of Sub-national Transport Bodies (STBs). There are now several shadow STBs in England, with Transport for the North becoming the only statutory STB in April 2018.

Transport for the South East (TfSE) is a partnership of 16 Local Transport Authorities and five Local Enterprise Partnerships. In July 2020, TfSE's Shadow Board adopted a Transport Strategy. TfSE applied to Government to become a Statutory body in July 2020, submitting a business case following adoption of the Transport Strategy. In October 2020, TfSE was notified it would not be granted statutory status for the foreseeable future. TfSE had also embarked on a series of Area Studies and Thematic Strategies (Freight and Future Mobility) in August 2020 and which are completing in early 2022. These completed studies will enable the preparation of a Strategic Investment Programme for submission to government, following public consultation, in 2023.

Financial Implications

As a constituent authority, KCC contributes £58,000 per year to fund the development of TfSE. The Department for Transport (DfT) has provided funding support to TfSE, most recently to a value of £1.625m within Financial Year (FY) 2021/22. Funding for future FYs has not yet been confirmed by DfT.

Legal Implications

Invicta Law have previously provided advice that KCC's Constitution requires Transport for the South East to be listed in Section 19, Partnerships. The Monitoring Officer will be informed of the decision and asked to list TfSE as an Outside Body on the Council website and also asked to update the Constitution consequent to the exercise of Executive power in relation to the decision taken concerning Transport for the South East. This advice remains valid for this decision.

Equalities implications

An Equalities Impact Assessment has been undertaken and provided alongside the decision report to Environment and Transport Cabinet Committee for consideration. TfSE have completed an EqIA for the Transport Strategy for the South East and are undertaking further assessment as part of an Integrated Sustainability Appraisal for the Area Studies and Thematic Studies.

Data Protection implications

A Data Protection Impact Assessment is not required as this project does not require the processing of personal data.

Cabinet Committee recommendations and other consultation:

Is any public consultation planned or has already been undertaken?

Transport for the South East published a draft Proposal to Government for consultation in May 2019, with the consultation ending in July 2019. The draft Transport Strategy for the South East was consulted on from October 2019 to January 2020. A further public consultation will be undertaken by TfSE on a draft Strategic Investment Plan in 2022.

Cabinet Committee consultation planned or undertaken

The KCC proposed response to the Transport for the South East draft Proposal to Government was taken to Environment and Transport Cabinet Committee on 16th July 2019. At that meeting it was resolved that the proposed response would be noted. This proposed response supported the powers requested by Transport for the South East, and conditionally supported the powers that would be shared with KCC provided that the principle of subsidiarity applies – i.e. that decisions on the use of these powers are made at the most local level by constituent authorities.

The KCC proposed response to Transport for the South East's Transport Strategy for the South East was taken to Environment and Transport Cabinet Committee on 23rd January 2020. At that meeting it was resolved that the proposed response be noted.

KCC will prepare a future response to the proposed draft Strategic Investment Programme and take that to Environment and Transport Cabinet Committee in 2022.

Which Divisions / Local Members are particularly affected:

All Divisions.

Have views been sought from local Members?

All consultations held by Transport for the South East are discussed at Environment and Transport

Cabinet Committee.

Any alternatives considered and rejected:

Kent County Council is one of the founding bodies of Transport for the South East (TfSE). As such, the only other option would be to cease participation in TfSE. This would reduce the county's opportunities for participation from wider regional discussions about transport in the future that TfSE host, although KCC can nonetheless engage with authorities across the England through its own effort whilst also participating in other regional and national fora.

Non participation could potentially see the Council's influence in lobbying for schemes on the Strategic Road Network and railway network diluted because KCC would be a small area alone in comparison to TfSE as a whole, albeit still the largest County Council in the country and a statutory body that must be regarded as such through any statutory process, whereas the failure of TfSE to achieve that status means that its powers and obligations on others to engage with it are less than those held by KCC.

The DfT has continued to fund TfSE since refusing statutory status, recognising value in TfSE providing a streamlined, single point of contact through which to engage with its constituent members. On balance, given these factors, the option of ceasing participation and associated funding to TfSE has been discounted at this stage.

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

None.

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signed

.....
date

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From: **David Brazier – Cabinet Member for Highways & Transport**
Philip Lightowler – Interim Director Transportation

To: **Environment & Transport Cabinet Committee – 17 March 2022**

Decision No: **22/00025**

Subject: **Bearsted Road Improvement Scheme, Maidstone**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: Within Maidstone Rural North and adjacent to Maidstone Rural East, Maidstone South & Maidstone North East

Summary: This report provides an update on the scheme including funding update and is seeking approval of an amended scheme design

Recommendation(s): The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member on, the proposed decision as follows and as indicated on the proposed decision sheet attached at Appendix D

To give approval to:

- i) Adopt The Bearsted Road dualling scheme shown on Drg. No. 70040984-SK-0086 for development control, land charge disclosures and implementation;
- ii) Retain the current scheme for widening Bearsted Road to three lanes scheme shown on Drg. No. 70040984-SK-0087;
- iii) Delegate the decision to decide which of the two scheme options (Drg. No. 70040984-SK-0086 or Drg. No.70040984-SK-0087) is delivered to the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following the views of this Committee and after prior consultation with the Cabinet Member;
- iv) Give authority to enter into the appropriate land, development and funding agreements and the award of the construction contract, and all other acts and consents and any subsidiary contracts required to allow the scheme to be implemented;
- v) Delegate to the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member, any further or other decisions as may be appropriate to deliver the Bearsted Road scheme;
- vi) Confirm that other decisions in Record of Decision 18/00026 remain extant.

1. Introduction

- 1.1 The Bearsted Road Improvement Scheme is an important infrastructure improvement which aims to address congestion in Maidstone. It has been successful in unlocking external funding from the Department for Transport under the National Productivity Investment Fund (NPIF).
- 1.2 Initially the scheme included improvements to M20 junction 7 and subsequent bids for additional external funding have been submitted but were not successful. This element of the scheme does have S106 contributions but they are not banked. It would be preferable to deliver both elements under one Construction contract to achieve cost savings and also to manage the works and disruption to the travelling public. KCC have continued to develop the proposals and future grant opportunities will continue to be explored, but the fall-back situation may rely on those development contributions being recovered in a timely fashion.
- 1.3 The objective of the Bearsted Road scheme is to improve capacity and operational efficiency, together with improved infrastructure for pedestrians and cyclists. The highway extents are highly constrained and therefore the available solutions are limited particularly as there is a need to minimise land take and any commercial impact on Newnham Court Shopping Village.
- 1.4 The current Bearsted Road scheme involves widening Bearsted Road to three lanes (two in the eastbound and one in the westbound direction), signalling the 'Next' roundabout and enlarging and signalling the New Cut roundabout, together with an alternative access and service roads to the Newnham Court Shopping Village as shown in Appendix B.
- 1.5 The Bearsted Road element can proceed as Permitted Development, but the new access and service roads required planning consent that was in part granted by KCC on 18 November 2020 (planning reference MA/20/500047). There have been issues with the planning status of some of the existing internal infrastructure that the scheme connects to which relate to the HGV access and loading/unloading area within Newnham Court Shopping Village. These have now been resolved by the granting of a Lawful Development Certificate and retrospective planning consent by Maidstone Borough Council, that in turn has allowed the remaining part of the improvement scheme to receive planning consent from KCC in February 2022.
- 1.6 The scheme also includes a sustainable drainage solution that involves the creation of a shallow settlement lagoon within the curtilage of Vinters Park Crematorium. Vinters Valley Nature Reserve are supportive as it will help minimise the silting up of the stream that runs through their site and will also remove hydrocarbons, salts and heavy metals from the highway runoff prior to discharging into the water course. The sustainable drainage planning application received planning consent from Maidstone Borough Council in February 2022.
- 1.7 Land for the scheme is required from Harvestore, owners of the Newnham Court Shopping Village, and land for the sustainable drainage element within the

Crematorium grounds from Maidstone Borough Council. Both parties are supportive and draft agreements are being progressed.

- 1.8 Construction tenders for the scheme were invited in 2020 and a preferred contractor selected. This has enabled an advance works contract to be let during 2021 for ecology works and utility trial hole investigations aimed at providing some cost certainty for one of the significant construction risks. The award of the main works contract was deferred until the planning issues referred to above had been resolved and Cabinet Member decisions are agreed following consideration of the report by this Committee.
- 1.9 The current adopted scheme is therefore ready to proceed but there are several issues that need to be resolved:
- i) a review of the scheme using KCC's new Countywide transport model has questioned some of the modelling assessments and whether theoretical junction operation reflects how traffic operates in practice.
 - ii) whether travel behaviour has changed given the larger emphasis on active travel as the county emerges from the Covid pandemic and the impact of Brexit is realised, particularly as the A249 forms part of the resilience network;
 - iii) the inter relationship with M20 junction 7, particularly in the absence of imminent improvements;
 - iv) whether KCC has been bold enough with the scheme design bearing in mind the significance of this route for local traffic and the impact of future maintenance requirements (although the need to minimise land take still needs to be considered);
 - v) buildability aspects and opportunities to minimise construction inconvenience following discussions with the appointed contractor; and
- i) the cost and funding.
- 1.10 The report will present these aspects and recommend that subject to detailed design, landowner agreement and confirming funding that Bearsted Road is widened further to become a two-lane dual carriageway.

2. Bearsted Road

- 2.1 The objective of these highway improvements in Maidstone is to achieve improved capacity and operational efficiency, together with improvements for pedestrians and cyclists where possible. The highway extents are highly constrained and therefore the available solutions may be well below what should be provided in an ideal world.
- 2.2 The underlying driver for the Bearsted Road scheme was to avoid land take and minimise any commercial impact on Newnham Court Shopping Village. This limited the scheme to providing an additional eastbound lane away from the M20 that required a low retaining wall of height to match the opposite wall along the

Crematorium. This proposal would include an earthwork slope up to the Newnham Court carpark to accommodate the level difference – Appendix B.

- 2.3 The scheme would provide benefit through providing an additional lane for east bound vehicles. However, there is not sufficient space along the Crematorium frontage to provide a standard verge width to offer protection for the wall where traffic currently runs very close. Pedestrians at the controlled crossing just to the west of the Crematorium access would also need to cross in one stage requiring all three lanes of traffic on Bearsted Road to be held.
- 2.4 The existing tight and steep access to Newnham Court Shopping Village would be relocated onto Newnham Court Way but the access to the Crematorium would remain unchanged. Despite regulatory signage, there would be nothing to prevent funeral corteges and visitors from turning right into or right out of the Crematorium. These illegal movements happen frequently and are likely to continue but with a higher risk due to the increased width of the carriageway.
- 2.5 The scheme requires extensive utility diversions under the new footway/cycle way along the north side of the additional carriageway lane. These works, together with building the new lane, retaining wall and earthworks will require significant periods of signal-controlled shuttle working along Bearsted Road. Although traffic management at peak periods will be avoided wherever possible, and all efforts will be made to minimise inconvenience to drivers, it is inevitable that there will be significant disruption to traffic and pedestrians during construction.
- 2.6 The construction tender returns and build programme has confirmed that these are significant issues and consequently high-risk aspects of the scheme construction, and particularly in terms of both its duration and cost.
- 2.7 These concerns were implicit in many of the responses to the public engagement events in 2019, and it is possible that the public will not view the scheme as a significant improvement having experienced inconvenience during the construction period.
- 2.8 The provision of only three lanes will not provide significant resilience, particularly in managing traffic in the event of an incident or future utility or maintenance works, and it is unlikely that two-way traffic could be maintained during future road works.
- 2.9 As a consequence of all these aspects, the feasibility of providing a two-lane dual carriageway has been investigated. A key aspect was to also consider the provision of a shared footway/cycleway along the Crematorium frontage providing a route more in keeping with that required by pedestrians. The updated design can physically impose a left in/left out entrance to the Crematorium providing safer movements. A plan of the proposed dual carriageway design is shown in Appendix A.
- 2.10 By creating more carriageway space, it would allow the scheme to be built with less disruption to the travelling public and ensure that there is sufficient room for all the utility diversions. It is likely that a traffic incident or future maintenance requirements could be catered for in the years following completion by lane

closures, therefore enabling a two-way flow of traffic to be maintained and minimising congestion.

- 2.11 Discussions have been held with Harvestore, and they recognise the negative aspects of the current scheme and the risk to them of further improvements being required in the future. They are willing to make some additional land available, as part of a review of their contribution. KCC need to avoid loss of car parking spaces and not prejudice Harvestore’s future development aspirations however, and so a higher retaining wall along this side of the road will be required.
- 2.12 The manager of the Crematorium and Maidstone Borough Council have been consulted and are supportive, even if a hybrid solution involving a higher retaining wall along the north side will not provide symmetry with the Crematorium wall. It would be more visually imposing although a sloped bank with planting up to the car park level may still be possible for part of its length and this would help to soften the appearance.
- 2.13 Although a formal screening opinion is still to be sought, it is considered that the enhanced scheme would still be able to proceed as Permitted Development. For the added benefits described above, proceeding with the enhanced scheme is recommended to Members of this Committee, though the additional cost outlined in Section 4 needs to be considered.

3. A249 Bearsted Road ‘Next’ Roundabout and New Cut Road/Newnham Court Way Roundabout

- 3.1 These elements of the scheme have recently been reviewed and modelled independently from the scheme consultants by Jacobs using the new County Traffic Model that they have recently been appointed to manage for KCC. The County Model was not available during the earlier scheme development and hence this has also given an opportunity for a fresh look at the design.
- 3.2 The modelling has confirmed that the proposed signalised roundabouts; offer the best available solution in both locations. Therefore, no changes to the existing designs for these elements of the scheme are proposed.

4. Financial Implications

4.1 The cost of the existing and enhanced scheme is compared below:

	Existing Scheme	Dualling Scheme
Cost	£m	£m
Estimated Cost	12.202	13.582
Risk & Contingency	1.229	1.075
Total	13.431	14.657

4.2 These estimates are considered robust as they are based on the preferred contractor tender return and the recent work of trial holes to confirm knowledge about the location of utility pipes and cables.

- 4.3 In 2019, the current scheme was estimated to cost £11.4m and was to be funded by £9.4m NPIF, £1.5m from Harvestore and £0.5m from Maidstone Borough Council. Since then, we have the ongoing economic consequences of the Covid pandemic, construction material supply shortages involving sharp increases in price for some items and two years of general inflation to consider against the construction tenders and pricing that were returned to construct the scheme.
- 4.4 Harvestore has no S106 planning obligation to contribute but recognised the benefits of the scheme and offered the £1.5m contribution to support the successful bid for NPIF funding. During the height of the pandemic with all businesses at Newnham Court Shopping Village closed and rents unaffordable, Harvestore reluctantly felt it necessary to reduce their contribution to £0.875m. The retail sector remains fragile and with the ongoing concerns and uncertainty about the economy and future Covid variant's, Harvestore are unable to increase the level of their contribution.
- 4.5 Additional sources of funding have been explored, and sufficient funding to deliver the enhanced scheme with a 7% contingency and risk allowance has been identified as follows:

Funding Source	£m	Status
NPIF	9.400	Banked, secure – no time limit
Harvestore	0.875	Funding agreement to be signed
Maidstone BC	0.500	Funding agreement to be signed
Covid Recovery Fund	1.375	Secure
KCC Lane Rental Fund	0.600	Secure – banked
Capital Reallocation (Including Preliminary design)	1.097	Secure - banked
S106 Contributions (including M20 J7 design)	0.810	Secure - banked
Total	14.657	

- 4.6 While every effort will be made working in collaboration with the contractor to minimise costs, the scheme is in a quasi-urban environment, in a busy road corridor, with significant utility apparatus that needs to be protected or moved. The opportunities for value engineering savings therefore will be very limited and also factoring in the very volatile and uncertain market that currently exists in respect to construction materials, it must be assumed that the full cost will be incurred, and all the identified funding required. Further synergies could be delivered if the M20 Junction 7 scheme proceeds and is fully funded, and external funding opportunities for this element will continue to be explored.

5. Policy Framework

- 5.1 Bearsted Road corridor capacity improvements is included as a Transport Priority for Maidstone is included in LTP4 'Delivering Growth without Gridlock 2016 -2031'. The earlier decisions taken in 18/00026 should also be noted.

6. Equalities Impact Assessment

- 6.1 An updated Equalities Impact Assessment is included in Appendix C.

7. Local Members

- 7.1 Local Members will continue to be consulted regarding the proposal to progress a dualling scheme.

8. Summary

- 8.1 It is unfortunate that the dualling proposal has come forward at this advanced stage of scheme development, and just prior to construction, but the Covid period while being very difficult has provided an opportunity for reflection and challenge and to make use of the new County Traffic Model to review the scheme.
- 8.2 While continuing to progress the current proposal will bring benefits there is an opportunity to deliver a better and more resilient scheme that will minimise inconvenience to drivers during the construction period, and in the longer term in the event of traffic incidents or essential maintenance and utility works.
- 8.3 Further public engagement is not considered necessary. There was extensive consultation in 2019 and the underlying need and principal objectives of the scheme remain unchanged. While there was wide support, reviewing the responses again does suggest some scepticism about the adequacy of the proposals and progressing the dualling option would go some way to addressing those concerns.

9. Conclusion

- 9.1 Bearsted Road and its adjacent junctions is a key part of Maidstone's highway infrastructure contributing to a link around the north and east side of the town and the need for improvement is clear.
- 9.2 The enhanced dualling scheme is considered to provide a better operational, safer and resilient solution – Appendix A. A key aspect is that the wider dual carriageway road corridor can be constructed with less inconvenience to road users, KIMS, and the retail, commercial, veterinary, and childcare facilities at Newnham Court Village. This is considered vital at a time when a successful recovery of the business sector is paramount.
- 9.3 The Committee is asked to note that a provisional road space booking is in place and the funding secured to allow the scheme to proceed with a start of construction of the new Newnham Court Shopping Village access and service roads in Spring

2022 subject to the formality of the various funding and land agreements being completed and planning conditions being discharged.

10. Recommendation(s)

Recommendation(s): The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Environment and Transport on the proposed decision as follows and as indicated on the proposed decision sheet attached at Appendix D.

To give approval to:

- i. Adopt The Bearsted Road dualling scheme shown on Drg. No. 70040984-SK-0086 for development control, land charge disclosures and implementation;
- ii. Retain the current scheme for widening Bearsted Road to three lanes scheme shown on Drg. No. 70040984-SK-0087;
- iii. Delegate the decision to decide which of the two scheme options (Drg. No. 70040984-SK-0086 or Drg. No.70040984-SK-0087) is delivered to the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following the views of this Committee and after prior consultation with the Cabinet Member;
- iv. Give authority to enter into the appropriate land, development and funding agreements and the award of the construction contract, and all other acts and consents and any subsidiary contracts required to allow the scheme to be implemented;
- v. Delegate to the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member, any further or other decisions as may be appropriate to deliver the Bearsted Road scheme;
- vi. Confirm that other decisions in Record of Decision 18/00026 remain extant.

12. Background Documents

Appendix A – Scheme Plan Drg. No. 70040984-SK-0086 to be adopted:
<https://democracy.kent.gov.uk/documents/s109774/BearstedRoadDuallingPlan.pdf>

Appendix B – Scheme Plan Drg. No. 70040984-SK-0087 to be retained; Bearsted Road Scheme Drawing
<https://democracy.kent.gov.uk/documents/s109806/BearstedRoadSchemeDrawing.pdf>

Appendix C – Equalities Impact Assessment:
<https://democracy.kent.gov.uk/documents/s109828/BearstedRoadEqIA.docx.pdf>

Appendix D – Proposed Record of Decision 22/00025

Appendix E – Existing Record of Decision 18/00026:
<https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=2190>

13. Contact details

Report Author

Barry Stiff – Senior Project Manager,
Major Capital Programme Team

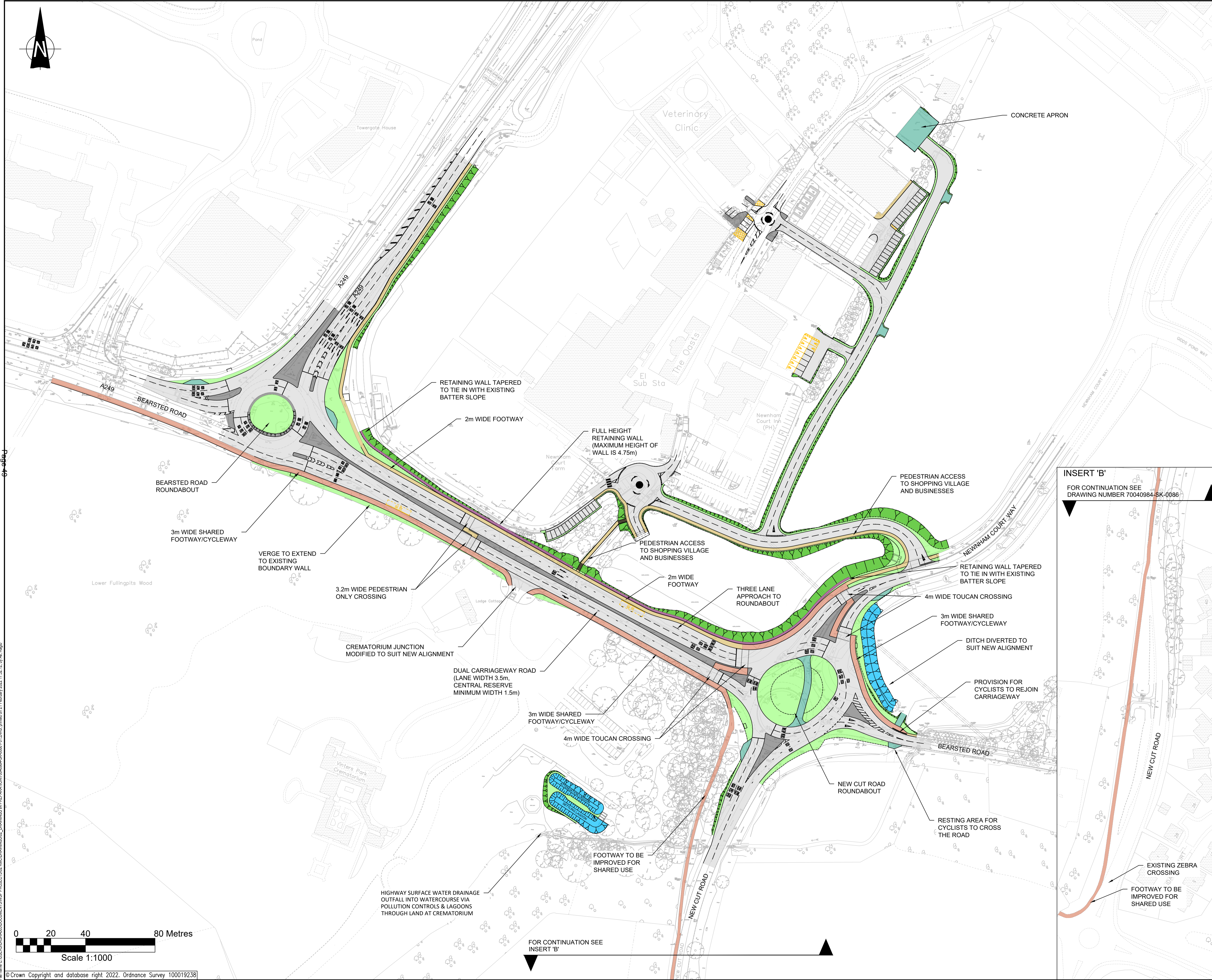
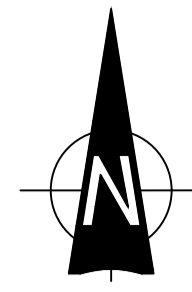
barry.stiff@kent.gov.uk

Relevant Director:

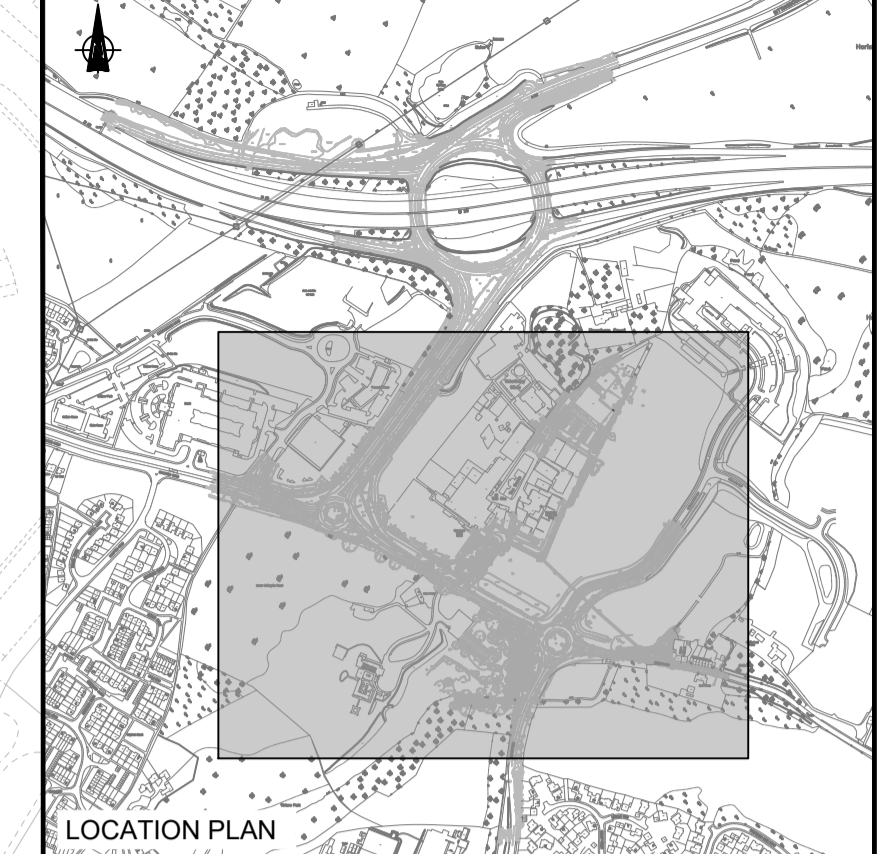
Philip Lightowler - Interim Director of
Highways & Transportation

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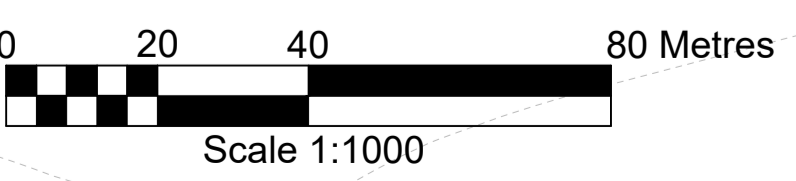
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 5. THE EXTENT OF SHARED FOOTWAY/CYCLEWAY ALONG NEW CUT ROAD IS YET TO BE FINALISED.

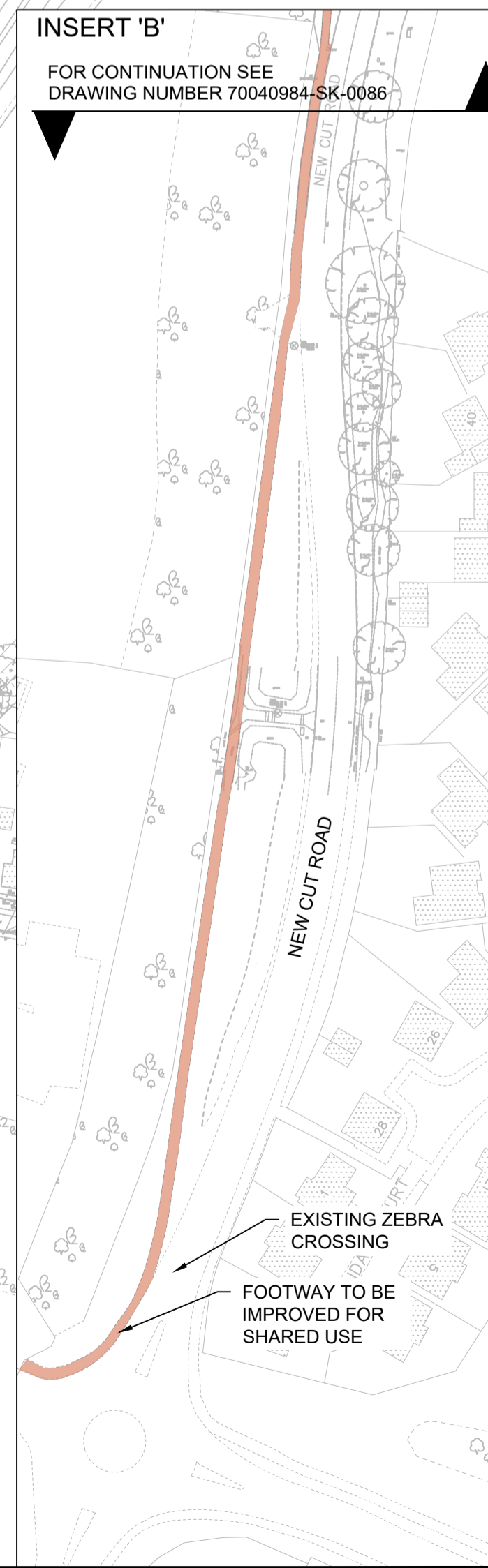
- KEY:
- PROPOSED DESIGN
 - CARRIAGEWAY
 - NON PEDESTRIAN ISLAND/HARD LANDSCAPING
 - VERGE
 - EARTHWORK
 - SHARED FOOTWAY/CYCLEWAY
 - FOOTWAY
 - OTHER PAVED AREAS
 - RETAINING WALL
 - SWALE/LAGOON

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FOR CONTINUATION SEE
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REV	DATE	BY	DESCRIPTION	CHK	APP
P01	21/02/2022	RA	ISSUED FOR DISCUSSION	JH	DC

DRAWING STATUS: FOR DISCUSSION ONLY



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CLIENT: Kent County Council
1st Floor, Invicta House, Maidstone, ME14 1XX



SITE PROJECT: KENT MEDICAL CAMPUS TO M20 J7 IMPROVEMENTS

TITLE: BEARSTED ROAD DUALLING FULL EXTENT PLAN

SCALE @ A1: 1:1000	CHECKED: JH	APPROVED: DC
PROJECT NO: 70040984	DESIGNED: RA	DRAWN: RA
DRAWING NO: 70040984-SK-0086	DATE: 21/02/2022	REV: P01

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

David Brazier, Cabinet Member for Highways & Transport

DECISION NO:

22/00025

For publication *[Do not include information which is exempt from publication under schedule 12a of the Local Government Act 1972]*

Key decision: YES

Subject Matter / Title of Decision

Bearsted Road Improvement Scheme, Maidstone

Decision:

As Cabinet Member for Highways and Transportation, I give approval for the County Council to:

- i. adopt the Bearsted Road dualling scheme shown on Drg. No. 70040984-SK-0086 for development control, land charge disclosures and implementation;
- ii. retain the current scheme for widening Bearsted Road to three lanes scheme shown on Drg. No. 70040984-SK-0087;
- iii. delegate the decision to decide which of the two scheme options (Drg. No. 70040984-SK-0086 or Drg. No.70040984-SK-0087) is delivered to the Corporate Director of Growth, Environment & Transport under the Officer Scheme of Delegations following the views of this Committee and after prior consultation with the Cabinet Member;
- iv. give authority to enter into the appropriate land, development and funding agreements and the award of the construction contract, and all other acts and consents and any subsidiary contracts required to allow the scheme to be implemented;
- v. delegate to the Corporate Director of Growth, Environment & Transport, under the Officer Scheme of Delegations following prior consultation with the Cabinet Member, any further or other decisions as may be appropriate to deliver the Bearsted Road scheme;
- vi. confirm that other decisions in Record of Decision 18/00026 remain extant.

Reason(s) for decision:

Report to the Environment & Transport Cabinet Committee 17/3/2022 refers.

The A249 Bearsted Road scheme is an important infrastructure improvement which aims to address congestion in Maidstone. It has been successful in unlocking external funding from the Department for Transport under the National Productivity Investment Fund (NPIF).

This decision will enable the construction contract to be awarded, necessary funding and land agreements to be signed and subsequently for construction to commence in Spring 2022.

There are many improvement schemes planned for Maidstone in the coming years, including the Keep Maidstone Moving programme funded through the Local Growth Fund; and delays to the Bearsted Road construction would influence the delivery of these schemes.

Cabinet Committee recommendations and other consultation:

There was extensive public consultation in 2019.

Any alternatives considered and rejected:

Do Nothing – discarded as congestion needs to be addressed to cater for future growth in this location. Doing nothing would result in £2.27m of abortive costs and reputational risk given the planning consents have been achieved, and the capacity and active travel benefits of the preferred scheme would not be realised.

Do Something - To signalise the A249 Bearsted Road (Next roundabout) and enlarge and signalise the Bearsted Road/New Cut Road roundabouts and widen Bearsted Road to provide 3 lanes between the roundabouts. The estimated cost to deliver this option is £13.4m.

Do Maximum - This would deliver all of the improvements from Option 3, plus signalisation and capacity enhancements at the A249 junction with the M20 Junction 7. Improvements to M20 J7 have been a longstanding ambition and although can be funded through developer contributions, these will not be received in time to enable delivery alongside the Bearsted Road scheme. Although the developers have entered into S106 agreements, their payments are linked to key trigger dates, therefore several external funding bids have previously been submitted to Central Government. KCC will continue to develop the proposals alongside MBC and future grant and loan opportunities will be explored, but this Do Maximum option is not currently viable.

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

.....
signed

.....
date

KENT COUNTY COUNCIL – RECORD OF DECISION

DECISION TAKEN BY

Mike Whiting

Cabinet Member for Planning, Highways, Transport & Waste

DECISION NO:

18/00026

For publication

Key decision*

Yes

Subject:

A249 Bearsted Road Maidstone Major Infrastructure Improvement – Kent Medical Campus

Decision:

As Cabinet Member for Planning, Highways, Transport & Waste I agree to:

- i) give approval to the outline design scheme for the A249 Bearsted Road Maidstone Major Infrastructure Improvement – Kent Medical Campus (including M20 J7 signalisation) in North East Maidstone for development control and land charge disclosures, drawing number **70040984-GA-0101, 70040984-GA-0102, 70040984-GA-0103, 70040984-GA-0104, 70040984-GA-0105;**
- ii) give approval to progress all statutory approvals or consents required for the scheme, drawing number **70040984-GA-0101, 70040984-GA-0102, 70040984-GA-0103, 70040984-GA-0104, 70040984-GA-0105;**
- ii) give approval to enter into land agreements with third parties as necessary;
- iii) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy, and
- iii) give approval to undertake engagement with all relevant stakeholders as identified in the communication plan.

Reason(s) for decision:

The A249 forms a strategic link between the M2 and M20 motorways with Maidstone. The corridor is used by commuters to access Maidstone for employment and in the peak hours, this places considerable pressure on the A249, and the M20 J7, restricting access into the town centre. It is recognised that delivering capacity improvements will ease existing congestion and support growth, and the use of technology to provide services into vehicles will help to smooth traffic flow, reducing crashes and enabling drivers to make better informed decisions.

Cabinet Committee recommendations and other consultation:

The proposal was considered and endorsed by Members of the the Environment and Transport Cabinet Committee at their meeting on 13 July.

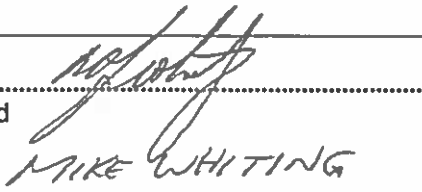
It was also discussed that the scheme design should consider the impact on landscaping, bus stop provision (for the crematorium), low-level street lighting and speed limits.

Any alternatives considered:

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

None

signed


Name: MIKE WHITING

date

19-07-18

From: Susan Carey, Cabinet Member for Environment
Simon Jones, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee 17 March 2022

Subject: Heritage Conservation Strategy – revised following consultation

Key Decision: 22/00026

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary: This report sets out a revised Heritage Conservation Strategy further to the consultation draft presented to the Environment and Transport Cabinet Committee in September 2021. The public consultation revealed high overall support for the Heritage Conservation Strategy with 94% in favour of the proposed vision. A new Strategic Aim 5, on the service's contribution to KCC's action to address the Climate Emergency, which brings the strategy in line with corporate policy, has been added. Other minor amendments have also been made in response to comments from the consultation. It is requested that the revised strategy should be adopted by the County Council.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet for Environment to agree to adopt the revised Heritage Conservation Strategy as shown at Appendix A.

1. Introduction

- 1.1 This report presents the Environment and Transport Cabinet Committee with a revised Heritage Conservation Strategy following an eight-week public consultation which closed on 13 December 2021. The draft Strategy follows a report to Cabinet Committee in January 2021 where a draft vision, strategic aims and objectives were all endorsed and a report to Cabinet committee in September 2021 which agreed the consultation draft of the strategy.
- 1.2 The revised Heritage Conservation Strategy which has had minor amendments following the consultation is included as part of the Background Documents (Section 7). The draft strategy was informed and reviewed by a Member Working Group.

2. Heritage Conservation Strategy

- 2.1 In October 2019, the Environment and Transport Cabinet Committee was presented with a report setting out the priorities and future direction of the Heritage Conservation Service at Kent County Council, with an opportunity for Members to make comments to the Cabinet Member on priorities and strategic direction. It was resolved that a Member Working Group be established to help inform the drafting of a Heritage Conservation Strategy.
- 2.2 The Member Working Group initially comprised Susan Carey, Matthew Balfour, Tony Hills, Michael Payne, Alan Ridgers and Martin Whybrow. The Working Group met on three occasions and agreed the scope and structure of the Heritage Conservation Strategy whilst commenting on its emerging content. The draft vision and strategic aims were presented to Cabinet Committee in January 2021 and endorsed. The Member Working Group later comprised Susan Carey, Alan Ridgers, Tony Hills, Neil Baker, Mike Baldock, Cameron Deart and Mike Dendor. The group discussed and agreed the consultation draft in August 2021.
- 2.3 The public consultation received 2.66k total visits, 1.15k downloads and 277 responses. There was high overall support for the Heritage Conservation Strategy with 94% in favour of the proposed vision and similarly high percentages in favour of most of the Strategic Aims and Objectives (see below **Extract from draft Consultation Report by Lake Consulting**).

Overall agreement for the proposed vision for Heritage Conservation is high with the vast majority of consultees agreeing (94%). Only 2% disagreed with the proposed vision.

Overall agreement with each of the strategic aims proposed is as follows:

- Strategic aim 1 – Continue to improve the high quality and timely historic environment advice provided to KCC, local authorities and other bodies involved in growth and change based on accessible and up to date information and understanding (90%)
- Strategic aim 2 – Ensure, working with new and existing partners, that KCC's historic assets are conserved, enhanced, enjoyed and valued by Kent's residents and visitors (93%)
- Strategic aim 3 – Increase awareness, knowledge and understanding of Kent's rich heritage and increase involvement in heritage activities amongst its local communities (92%)
- Strategic aim 4 – Work towards the service becoming financially self-sustaining (66%)

Overall agreement with each of the objectives proposed is as follows:

Archaeology and development

- Objective two – Explore and determine the potential for requiring archaeological contractors who undertake archaeological assessments on KCC projects to be Registered Archaeological Organisations (93%)

KCC-owned heritage assets

- Objective five – Work across KCC to coordinate information on heritage

assets and finalise the Kent Highways Heritage Protocol (89%)

Windmills

- Objective six - Follow a management approach to KCC-owned windmills, so that mills capable of milling flour remain able to do so (98%), the weatherproofing programme will be continued across the timeframe of this plan (98%), static mills will be returned to visual completeness subject to funding (94%) and static mills will be made active wherever possible (88%)
- Objective eight - Explore alternative funding mechanisms for the windmills, including setting up a Charitable Trust to oversee management (84%)

Archaeological archives

- Objective nine - Assess options for the display and long-term storage of archaeological archives and ensure the KCC-held archives are placed in an appropriate repository (94%)

Community archaeology

- Objective ten - Promote understanding and enjoyment of Kent's heritage using multiple media channels including digital media, print media and through direct experience (97%)
- Objective eleven - Develop and deliver a community engagement strategy and communication plan for the Heritage Conservation team (95%)

Metal detecting searching and chance discoveries

- Objective twelve – Agree and adopt a policy that metal detecting and 'by eye' searches will only be undertaken on KCC owned land as part of an approved project (63%)
- Objective thirteen – Agree and adopt a policy that KCC should retain ownership of all finds found on its properties in perpetuity unless special exemptions apply (65%)
- Objective fourteen – Agree and adopt a policy that magnet fishing will not be allowed on KCC owned land (56%)
- Objective fifteen – KCC will work with coastal landowners to consider the benefits of a permit system for metal detecting in coastal and riverine foreshore areas (63%)

Supporting the development of robust heritage strategies

- Objective sixteen – Explore developing a county level Kent Heritage Strategy to assist district authorities who could draw upon it as a framework for their own strategies as many issues and themes are commonly held (95%)

Benchmarking and resourcing

- Objective seventeen – Develop a cost recovery strategy for providing archaeological advice to developers for major planning applications and Nationally Significant Infrastructure Project proposal (94%)
- Objective eighteen – Develop a cost recovery strategy for the creation of Historic Environment Record records as a result of development related fieldwork (82%)
- Objective nineteen – Determine and secure a funded approach to built historic environment advice (81%).

- 2.4 The strategy remains in essence as presented to Cabinet Committee in September 2021, except for the following changes. A new Strategic Aim 5, on the service's contribution to KCC's action to address the Climate Emergency, which brings the strategy in line with corporate policy, has been added. Other minor amendments have also been made in response to comments during the consultation. The revised Heritage Conservation Strategy is included as part of the Background Documents. The strategy is now being designed ready for final public release.
- 2.5 It is proposed that the revised Heritage Conservation Strategy is adopted by the County Council and is designed and printed ready for public and stakeholder circulation during Spring 2022.

3. Financial Implications

- 3.1 The Kent County Council Heritage Conservation Service has a base revenue budget of £223,500 for the current 2021/22 financial year. It also has a capital allocation for windmill weatherproofing of £584,000 for 2021/22 - 2023/24.
- 3.2 The Service generates an income of approximately £192,000 in a typical year to deliver a wide range of activities relating to the historic environment.
- 3.3 One of the objectives (no. 20) supporting the strategic aims is to develop a strategy to systematically review and monitor progress towards greater financial sustainability.

4. Equalities implications

- 4.1 An Equality Impact Assessment has informed the preparation of the draft Strategy and is included as part of the Background Documents.

5. Conclusions

- 5.1 Kent has a rich and varied historic environment and the Heritage Conservation Strategy has been prepared to create a clear and measurable approach to how Kent County Council will protect, sustain, and celebrate this.
- 5.2 The Strategy has been prepared with the engagement of the Environment and Transport Cabinet Committee and support of the Member Working Group. The strategy has been subject to public consultation and has undergone minor revision following the consultation responses.

6. Recommendation(s)

Recommendation(s):

- 6.1 The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet for Environment to agree to adopt the revised Heritage Conservation Strategy as shown at Appendix A

7. Background Documents

- Appendix A: Proposed Record of Decision
- Appendix 1: Revised Heritage Conservation Strategy
- Heritage Conservation Strategy Consultation Report - <https://democracy.kent.gov.uk/documents/s109776/HeritageConservationStrategyConsultationReport.pdf>
- Heritage Conservation Strategy EqIA - <https://democracy.kent.gov.uk/documents/s109777/HeritageConservationStrategyEqIA.doc.pdf>

8. 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:

22/00026

For publication

Key decision: YES

Subject Matter / Title of Decision: Heritage Strategy

Decision:

As Cabinet Member for Environment, I agree to adopt the revised Heritage Conservation Strategy .

Reason(s) for decision:

In October 2019, the Environment and Transport Cabinet Committee was presented with a report setting out the priorities and future direction of the Heritage Conservation Service at Kent County Council. Members agreed to establish a Member Working Group to take forward a strategy.

Cabinet Committee recommendations and other consultation:

Yes: link to consultation page: <https://letstalk.kent.gov.uk/heritage-conservation-strategy>

Cabinet Committee consultation planned:

The draft vision was reported to and endorsed by the Environment and Transport Cabinet Committee in January 2021. The consultation draft was reported and endorsed in September 2021.

The final Strategy will be discussed by members at their meeting on 17 March 2022.

Any alternatives considered and rejected:

The option of not preparing a Heritage Conservation Strategy was considered but rejected due to member and senior management support

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

.....
signed

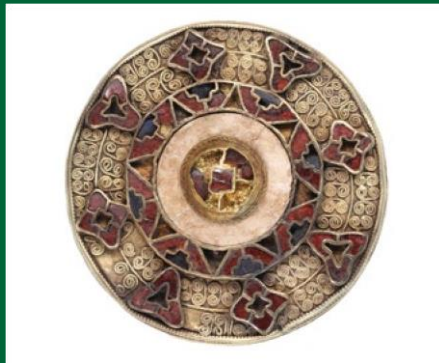
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Kent Heritage Conservation Strategy



Have your say!



Heritage Conservation Strategy

March 2022

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Foreword

Kent is blessed with a rich and varied historic environment. Our heritage assets range from the internationally important Canterbury Cathedral and Swanscombe Skull Site to undesignated street furniture or forgotten Anderson shelters in people's gardens, and in date from the Palaeolithic to the Cold War period. All of these assets whether designated or not add character and time-depth to our landscapes and towns and reveal the lived experiences of former residents.

Kent faces unprecedented growth but major development pressure also gives rise to fantastic archaeological discoveries. In my own Elham Valley Division the works for the High Speed 1 Rail Link uncovered prehistoric and Anglo-Saxon finds including a beautiful composite disc brooch now known as the Saltwood brooch. The people who occupied the land regarded the local barrows as important features in their landscape even though they were not descendants of those who had lived there.

This seems to me to point to a truth that still exists. The people who lived in Kent before us may not have been our blood ancestors but in a very real sense they are nevertheless our ancestors. The heritage they left has shaped our landscape, our language and our culture. This is our heritage, whether we've lived in Kent all our lives or just moved here. It is something we can all share and something we should all value and help care for.

Kent County Council has a key strategic role in helping to safeguard, manage and make accessible our heritage for present and future generations. I'm delighted to be supported in my responsibility for this strategy by my fellow Kent County Councillor Alan Ridgers, KCC's Heritage Champion. Together with the support of KCC's small but excellent team of specialists we are working to deliver the objectives set out in this strategy.

Susan Carey
Kent County Council Cabinet Member for Environment

1 Introduction

1.1 This strategy sets out a vision for the future direction of Kent County Council’s approach to heritage conservation as implemented by the Heritage Conservation Service. It presents the context within which KCC operates, our strategic aims and objectives for the service, and the means by which we propose these will be delivered. Public consultation on the strategy was undertaken in autumn 2021. The strategy will be reviewed and updated annually.



Figure 1 Canterbury World Heritage Site (Courtesy of Chapter of Canterbury Cathedral David King Photographer)

1.2 Our heritage can be defined as “all that has been passed to us by previous generations. It is all around us. It is in the houses we live in, our places of work, the transport we use, our places of worship, our parks and gardens, the places we go to for our sport and social life, in the ground beneath our feet, in the shape of our landscape and in the placing and arrangement of our fields, villages, towns and cities. Heritage is also found in our moveable possessions, from our national treasures in our museums, to our own family heirlooms, and in the intangible such as our history, traditions, legends and language.” (Historic England <https://historicengland.org.uk/advice/hpg/generalintro/heritage-conservation-defined/>). The aspect of heritage primarily dealt with by the County Council’s

Heritage Conservation Service is the historic environment which is defined in the National Planning Policy Framework (NPPF) as “All aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity, whether visible, buried or submerged, and landscaped and planted or managed flora”.

In order to manage our heritage effectively and pragmatically we need to understand its significance and agree policies to guide decision-making.

1.3 Kent, named after the Roman term for its Iron Age inhabitants “the Cantiaci”, has an extremely rich and varied heritage (also known as the historic environment). In such a lowland county the physical environment is substantially the product of human activity, shaped by agriculture, industry, and settlement over the millennia, including reclaimed marshland, grazed downs, and managed woodland. Kent has featured prominently in the history of England and its close proximity to the continental mainland has resulted in it having a special place in our understanding of how England has related to Europe since prehistoric times, which continues to the present day. Heritage assets within the county range from the internationally important, such as the Swanscombe Skull site (the oldest such remains found in Britain), Canterbury Cathedral and St Augustine’s Abbey World Heritage Site and Dover Castle (known as the ‘key to the kingdom’), to undesignated milestones or historic lamp posts. All of these assets whether designated or not add character to our landscapes and towns and reveal the lived experiences of former residents of Kent. For some periods of our past, before written records were routinely kept, and for people who are underrepresented in recorded history, material culture is the only means of understanding how people lived and changed the environment around them.

1.4 Natural erosion and ploughing and other agricultural processes can harm archaeological sites and historic landscapes, but conservation is possible through sensitive management, often delivered through environmental stewardship agreements. Kent’s growth agenda gives rise to major development pressure but also fantastic archaeological discoveries and opportunities to conserve outstanding historic buildings. Careful management of this often fragile and vulnerable resource is needed and opportunities for heritage-led regeneration and development-related benefits for heritage assets must be seized. The character of Kent’s historic environment can contribute greatly to the development of Kent’s sense of place and identity to underpin successful growth, and forms an important resource for education, leisure, and tourism. KCC’s Heritage Conservation Service has a key strategic role in helping to safeguard, manage and make accessible this heritage for present and future generations.

World Heritage Site	1
Scheduled Monuments	352
Listed Buildings	17,342
Registered Park and Gardens	61
Conservation Areas	503
Historic Parks and Gardens	407
Historic Environment Record monuments	87,612

Table 1 Table showing designated and non-designated heritage assets in Kent.

1.5 KCC has a key role to play in the conservation of Kent's heritage but we are far from the only actor. Historic England is the government's statutory advisor on the historic environment; it is responsible for identifying and designating heritage assets of national significance and manages change at such sites. It also supports local partners with specialist advice and guidance. Local authorities are responsible for implementing planning law and policy. KCC's Heritage Conservation Service advises Kent local authorities on the impact of development proposals on Kent's heritage (primarily on archaeological and landscape matters). Local planning authorities also designate and manage Conservation Areas and develop heritage management policies and strategies in their Local Plans. Landowners and householders manage their own heritage assets in accordance with national legislation and national and local policies. A host of community groups support the conservation of Kent's heritage with projects and initiatives of their own.

1.6 Within this network of stakeholders and partners, KCC's main role is to manage heritage assets in our ownership, provide an advice service to other stakeholders (in particular local planning authorities), manage the Historic Environment Record (HER) - the main strategic information resource for Kent's historic environment and help the wider community access and enjoy Kent's heritage through a range of community initiatives.

Legislative and policy background

1.7 The Heritage Conservation Service operates within conventions, legislation and policy at international, national and local levels.

- The UK is a signatory of the 1992 Valletta Treaty (European Convention on the Protection of the Archaeological Heritage (Revised)), which aims to protect European archaeological heritage.
- The work of the service is carried out within the general legislative framework of the UK. The main relevant legislation covering the team's historic environment advice and the management of KCC's own heritage assets is the

Town and Country Planning Act 1990, the Planning (Listed Buildings and Conservation Areas) Act 1990, the Ancient Monuments and Archaeological Areas Act 1979, the Protection of Wrecks Act 1973 and the Protection of Military Remains Act 1986. Its work in relation to the Treasure process is covered by the Treasure Act 1996.

- Work carried out at the windmills is also covered by the Health and Safety at Work Act 1974.
- The team operates under the National Planning Policy Framework (updated 2021) and in particular chapter 16 'Conserving and enhancing the historic environment' and the Town and Country Planning (Environmental Impact Assessment) Regulations 2017.

1.8 At the time of preparing this Strategy, Kent County Council is engaged in a Strategic Reset – a re-evaluation of its services in light of the COVID-19 crisis. The Reset will connect better what is already going on across KCC, identify priority projects that need to be connected to maximize impact, and shape the organisation through its people, technology and infrastructure to deliver its ambitions.

The Reset includes the following Shared Ambitions which have informed preparation and will inform delivery of the Heritage Conservation Strategy:

Service delivery and improving the experience of residents and service users:

Serve our residents. *We listen to our residents' feedback and use their insight to design, deliver and invest in our services.*

Work together with and for our communities. *We are clear about KCC's community leadership role, understanding and responding to the diversity and needs of our different communities.*

Deliver services to be proud of. *We use our services as a combined force to face our big challenges and maximise our impact.*

How we operate and the tools we need to keep improving:

Empower our staff and leadership. *Everyone is equipped, trusted and supported to use their talents and skills to deliver the best outcomes for Kent.*

Make the most of our assets and commercial opportunities. *We use our assets to their maximum potential, making sure that they work together and support us to serve our residents.*

Think digital-first and maximise our data. *We use our existing and future investment in digital and technology infrastructure to design and create solutions that make residents' lives better and easier.*



Figure 2 Volunteers excavating Randall Manor medieval manor house within Shorne Woods Country Park

Proposed Vision and Strategic Aims

1.9 The proposed Vision for Heritage Conservation is to:

Realise the substantial benefits and opportunities of Kent's rich heritage through its conservation, enhancement, and enjoyment by all.

1.10 Underpinning this are five proposed Strategic Aims:

Strategic Aim 1 - Continue to improve the high quality and timely historic environment advice, based on accessible and up to date information and understanding, provided to KCC, local authorities and other bodies involved in growth and change.

Strategic Aim 2 - Ensure, working with new and existing partners, that KCC's historic assets are conserved, enhanced, enjoyed and valued by Kent's residents and visitors.

Strategic Aim 3 - Increase awareness, knowledge and understanding of Kent's rich heritage and increase involvement in heritage activities amongst its local communities .

Strategic Aim 4 - Work towards the service becoming more financially self-sustaining.

Strategic Aim 5 – contribute to KCC's action to address the Climate Emergency.

1.11 In order to further the Strategic Aims, each is accompanied by Objectives. In several cases the objectives relate to more than one Aim, so they have been placed under one aim with cross references to the others where relevant.

2 Our Heritage Achievements

2.1 Achievements of the Heritage Conservation service include:

Completion of the Dover Heritage Strategy (winner of RTPI South East award for Excellence in Planning for Built Heritage), used by DDC to help secure £4.27 million NLHF funding,

Completion of the consultation draft of the Folkestone and Hythe Heritage Strategy,

Dover Urban Archaeological Database and archaeological characterisation completed and highly praised as excellent by Historic England,

An innovative Archaeological Notification Areas project, which will help developers and planners by providing information up front and digitally, notification area datasets now delivered to seven Local Planning Authorities,

Continuing to deliver archaeological advice service to planners and developers as construction continues at pace including development of protocols to enable site visits during COVID,

Delivering community archaeology programmes in innovative ways and modelling good practice for local groups,

Substantial capital works undertaken at KCC's historic windmills,

Successful recent Historic England audit of the Historic Environment Record (HER).



Figure 3 Heritage Conservation officer monitoring Lower Thames Crossing fieldwork during the Covid lockdown 2021 (Oxford Archaeology)

3 Our Opportunities

3.1 The historic environment in Kent offers a great resource for sustaining and enhancing the quality of life in the county. Heritage can inspire the regeneration of an area, complementing and supporting economic development. This can help produce higher quality and more sustainable development that is successfully integrated into the life of the county. The historic environment can also play a key role in social regeneration, well-being and in Kent's arts and cultural scene.

3.2 Key opportunities offered by Kent's heritage include:

Creating a sense of place. Whether in an urban or rural environment, the historic environment creates a 'sense of place'. The buildings, open spaces, historic features and patterns of roads and lanes are what ultimately define the character of settlements. It is therefore important that any change is sensitive to this character, adding to and developing distinctiveness rather than diminishing it and creating uniformity or blandness. The historic environment can hold meanings and memories for a community that go beyond the architectural, archaeological or historical importance of designated assets.

Re-use of heritage assets. Re-using existing heritage assets (most commonly historic buildings) can provide an effective way to retain historic character while conserving building resources and achieving sustainability. Guidance (see 4.2 below) demonstrates that historic structures, settlements and landscapes can in fact be more resilient in the face of climate change, and more energy efficient than more modern structures and settlements. This has also been considered

in the Historic England report 'There's no Place Like Old Homes : re-use and Recycle to Reduce Carbon' (Historic England 2019).



Figure 4 Visitors enjoying the Tudor castle at Deal (English Heritage)

Attracting business and commercial activities. Heritage and a historic sense of place help to attract investment, businesses and commercial activity. Research quoted by Heritage Counts 2016 found that of 100 businesses surveyed one in four agreed that the historic environment is an important factor in deciding where to locate and was as important as road access. Research by the Heritage Lottery Fund in 2013 confirmed that innovative new businesses flourish in places that possess a good stock of historic distinctive buildings (https://www.heritagefund.org.uk/sites/default/files/media/research/new_ideas_old_buildings_2013.pdf). It also found that independent retail and leisure businesses seek to cluster in historic areas of towns and cities thereby adding to the distinctive sense of place and attracting more successful businesses. The HLF also found that businesses which occupy listed buildings generate £13,000 extra Gross Valued Added per business per year. Creative and cultural industries are particularly attracted to historic buildings because they are smaller, more flexible and cost-effective: they are 29% more likely to be found in a Listed Building than in a non-listed building (Heritage Counts 2016 and HLF 2013).

Adding value to new development. Heritage-led regeneration adds value to development projects. It is striking that in most towns it is the heritage-led developments that are among the most prestigious and financially valuable (Dover Heritage Strategy 2013).

In areas that had received investment in the historic environment, approximately one in five visitors in a survey of 1,000 stated they spent more in an area after investment in the historic environment than they did before. One in four businesses stated that the historic environment investment had directly led to an increase in business turnover (AMION and Locum Consulting 2010)

Durability of regeneration. Where new development is effectively integrated into existing settlement, by complementing existing character and materials, it is likely to prove more economically and socially durable. Retaining existing buildings among new build breaks up monotony and can permit a wider range of occupiers; retaining historic features helps connect older people with the new community by providing reference points in space and memory.

Heritage contribution to the economy. In the year before the COVID-19 pandemic the heritage sector directly or indirectly supported more than 89,000 jobs in south-east England. Heritage employment grew almost twice as fast as the rest of the economy between 2011 and 2019. England's heritage sector generated a GVA greater than the security industry, defence industry, aerospace industry and the arts and culture industry in the UK (Source: Historic England).

The role of tourism in Kent's economy. The tourism industry is an important sector providing 67,000 jobs and contributing over £1.4 billion to the Kent economy (Kent County Council 2020).

Heritage tourism generates benefits in the local economy (Historic England 2016). A TNS study estimates that 32 per cent (£15.3bn) of the average annual spend from domestic and international tourism in the UK between 2011 and 2014 is attributable to activities broadly defined as heritage-related activities (TNS 2015).

Visiting heritage generates money for the local economy – for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p is spent in local businesses: restaurants, cafés, hotels and shops (HLF 2010)

Improved public health and well-being. The link between heritage and well-being is now well established (e.g. 'Wellbeing and the Historic Environment, Historic England 2018). There is presently an ongoing shift from an acute and hospital-centred, illness-based system to a person-centric, health-based system that will rely upon individual and community assets. As such, heritage can play an important role in the contribution of the arts to person-centred, place-based care through means such as arts-on-prescription activities, cultural venues and community programmes. The historic environment, archaeology and heritage form part of our experience of being human and can provide individual as well as collective opportunities to engage with arts and culture whilst having positive effects on our physical and mental health and wellbeing in the process.

4 Our Challenges

4.1 Kent's heritage is vulnerable in a number of different ways. Some of these are a result of natural processes but most are due to human action or inaction. The

vulnerability of an asset is not only related to direct impacts but also to actions that affect the setting of the asset.

4.2 Key challenges facing Kent's historic environment include:



Figure 5 Chillenden windmill, blown down in 2003, now re-built

Natural Processes. Heritage assets can be highly vulnerable to coastal erosion as many were specifically located for their access to the sea e.g. sea defences, military sites or quays and 'hards' for landing boats. The vulnerability can be in the form of direct erosion of the monument or the burying of the monument by material deposition. Sea level change leading to inundation or salt level changes also threatens heritage assets as do changes in hydrology.

Climate change The effect of humans on the environment can be traced over millennia but the unprecedented rate of recent change will inevitably impact on Kent's heritage with increased flash flooding, sea-level rise, rapid soaking and drying of waterlogged deposits, wind and lightning strikes impacting our fragile historic structures. Historic England has produced guidance ('Climate Change and the Historic Environment', 2008) that reviews the threats to the historic environment posed by climate change. More recent guidance can also be found in 'Climate Change Adaptation Report' (Historic England, 2016). Assessment of the impacts of climate change on Kent's heritage assets will be needed.

Rural activities. A range of rural activities have the potential to impact on heritage assets including ploughing (especially deep ploughing), machinery

movement, changes in the local farming regime (e.g. a change from pasture to arable cultivation, removal of hedgerows or construction of new infrastructure). The increased leisure use of the countryside can also damage heritage sites, particularly when this involves increased vehicle access (e.g. mountain biking, motorbikes or off-road vehicles).

New infrastructure. The increasing population of Kent and the new development required to house it requires ever more support in the form of pipelines and sewers, roads, rail, power and water infrastructure. The impact of this on the historic environment will be assessed and mitigated and a balance sought between essential construction and conservation of important assets.

Development. The greatest impact on Kent's heritage arises from new development. KCC estimates that between 2019 and 2039 approximately 225,000 new dwellings will be built in Kent and Medway. In addition to this, commercial, leisure, minerals and waste and other development must be considered. Construction activities can directly affect buried archaeological remains through the excavation of new foundations, services, remodelling of land, removal of topsoil in advance of development, piling works and from the operation of plant. Permitted development rights have the further potential for un-noticed impacts on heritage assets.



Figure 6 Placed deposits of animal bones, including cattle skulls, in the ditch of the Ramsgate causewayed enclosure

Policy weaknesses and changes. Current approaches to protecting heritage concentrate on nationally important assets meaning that regionally or locally important assets can remain vulnerable. At the time of writing this strategy, planning reforms have been proposed that may leave Kent's heritage more vulnerable, due to a process of zoning land that may not have been assessed for its heritage potential. It is important that local people continue to be involved in decision-making and that a strong evidence base informs any zoning of land.

Crime. Heritage assets are vulnerable to a range of types of criminal activity including arson, theft by metal detecting (known as 'night-hawking'), vandalism and graffiti, trespass and anti-social activities.

5 Strategic Aim 1 – Continue to improve the high quality and timely historic environment advice provided to KCC, local authorities and other bodies involved in growth and change based on accessible and up to date information and understanding.

Archaeology and development

5.1 Through its Archaeology and Development team, Heritage Conservation provides archaeological advice services to all of Kent's Local Planning Authorities (LPAs) including Medway Council and Ebbsfleet Development Corporation, via Service Level Agreements (SLAs).

5.2 The Archaeology and Development team carries out more than 2,000 appraisals each year. Most of these are for planning applications and many require ongoing archaeological support. In addition, the team provides heritage support to Nationally Significant Infrastructure Projects (NSIPs) and 'Garden Town' developments, and on local plan allocations. Monitoring the standard of archaeological work on development sites can be a time-consuming element of the process.

Objective 1. Continue to provide an archaeological service to Kent's planning authorities, developers and householders [also Strategic Aim 3]

Objective 2. Explore and determine the potential for requiring archaeological contractors who undertake archaeological assessments or fieldwork on KCC development-related projects to be Registered Archaeological Organisations

Historic built environment advice

5.3 As most districts have their own Conservation Officer covering built heritage, the Heritage Conservation Service provides advice on the historic built environment only

to the County Council. The KCC Conservation Officer advises on key strategic infrastructure projects and developments relating to school buildings to ensure that heritage assets are protected and enhanced where possible. This advice is most effective when given at an early stage in the design process.

Objective 3. Continue to provide a historic built environment advice service on County Council and strategic matters in Kent. [also Strategic Aim 3]

The Kent Historic Environment Record

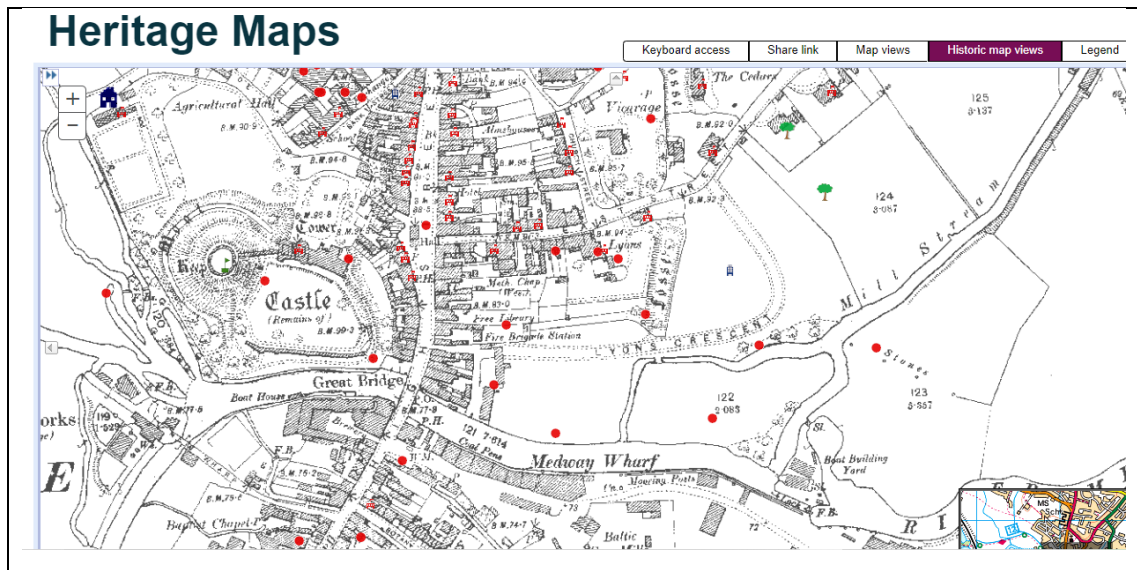
5.4 The Kent Historic Environment Record (HER) is a database of almost 90,000 heritage assets and features in Kent linked to a GIS mapping system. It includes designated assets such as Listed Buildings and Scheduled Monuments as well as non-designated assets such as archaeological sites, historic non-listed buildings, parks, and gardens etc. It is used for development management, research, education, and tourism purposes. The HER (formerly known as the Sites and Monuments Record before historic buildings were added to the record) was formally adopted by KCC in 1995.

5.5 The HER is identified in the National Planning Policy Framework (NPPF) as the prime source of heritage information. The Kent HER is the only HER for the whole county and is used by all local authorities, Medway Council and Ebbsfleet Development Corporation.

Objective 4: Continue to maintain and enhance the Kent HER, to meet the requirements of the NPPF and underpin decision-making in planning and development management. [also Strategic Aim 2, Strategic Aim 3]

Case Study: The Kent Historic Environment Record (HER)

The Kent HER is a database of almost 90,000 historic buildings, archaeological sites and discoveries and landscapes across Kent. It contains discoveries dating from the Palaeolithic period (up to 1m years ago) to the Cold War and is used by researchers, developers, community projects and the public to learn more about Kent's outstanding heritage. It is available to view online at www.kent.gov.uk/HER where it is accompanied by historic maps and aerial photographs as well as pages on different themes in Kent's past, some written by the HER volunteer team. During the COVID 2020 lockdown period, the website had 176,000 page views – its highest ever and another 103,000 via the Heritage Gateway.



6 Strategic Aim 2 - Ensure, working with new and existing partners, that KCC's historic assets are conserved, enhanced, enjoyed and valued by Kent's residents and visitors.

KCC-owned heritage assets

6.1 Kent County Council owns and is responsible for a large number of diverse heritage assets including historic school buildings, archaeological monuments, milestones, war memorials and historic street paving. These play a vital role in the character of Kent. Information about the important heritage assets which KCC owns is spread amongst several databases (HER, K2 and Highways service owned) and the assets are under day-to-day management of different parts of the County Council. Information on the location and significance of heritage assets is not always available to relevant KCC officers or contractors and it is possible for heritage assets to be accidentally damaged. We will work with other departments in KCC to coordinate information on heritage assets and increase awareness of this fragile resource.

6.2 The Kent Highways Heritage Protocol is a document jointly produced by KCC Heritage Conservation and Highways officers, the Kent Conservation Officers Group, and Kent Design. Originally adopted in 2001, it was updated in 2011 and is currently being revised. It looks beyond the statutory requirement to conserve individual assets to consider Heritage Sensitive Situations, defined as buildings, monuments, sites, places, areas or landscapes positively identified as having a degree of significance meriting consideration in planning decisions. It is thus a source of guidance for Kent's Highways officers, developers, and others engaged in designing and maintaining Kent's current and future highway assets.

Kent County Council's approach to managing the county's highway network is set out in its Highways Asset Management Plan (HAMP). This includes, at Action 1.17, Completing work with district conservation teams to refine and finalise the Kent Highways Heritage Protocol, to ensure that we strike the right balance between conservation, affordability, lifecycle cost and future maintainability considerations in highway maintenance. In addition, the recently-introduced Technical Approval Process referenced in the HAMP applies the same principles to new and renewed highway assets.

Objective 5: Work across KCC to coordinate information on heritage assets and finalise the Kent Highways Heritage protocol.

Windmills

6.3 Kent County Council owns and is responsible for the preservation of eight historic windmills which are exceptional in terms of their high listing grades, their historic and regional significance, their architectural and technological excellence, and their mechanical completeness.

<i>Location, Name</i>	<i>Type</i>	<i>Constructed</i>	<i>Designation</i>	<i>Date listed</i>	<i>Acquired by KCC</i>
Chillenden Mill	Post	1868 (rebuilt 2005)	Grade II*	11/10/1963	1958
Cranbrook, Union Mill	Smock	1814	Grade I	09/06/1952	1960
Herne Mill	Smock	Inscribed 1789	Grade I	29/09/1951	1984
Margate, Drapers Mill	Smock	1845	Grade II	22/02/1973	1968
Meopham Mill	Smock	c1819	Grade II*	22/08/1952	1958
Stelling Minnis, Davison's Mill	Smock	1866	Grade I	29/12/1966	1970
West Kingsdown Mill	Smock	1805? Moved here 1880	Grade II	01/06/1967	1958
Wittersham, Stocks Mill	Post	Inscribed 1781	Grade II	04/06/1952	1979

6.4 Kent County Council's approach to the management of its windmills is set out below:

- To maintain in full working order those mills that are in the best condition.
- To make all eight mills weatherproof and watertight so that those which are incomplete can be returned to working order over the long term, as funds become available.
- To keep those that are visually complete in an intact condition for as long as possible.
- To ensure all the windmills and their sites are made safe for the visiting public, adjacent residents, passers-by, and the volunteer teams and members of staff who use them.

Case Study: Windmills conservation programme



The Kent Windmills Programme was developed in 2019 to weatherproof and safeguard the eight historic windmills owned by Kent County Council. Each windmill is managed by a locally based team of volunteers who ensure the buildings are accessible to visitors during the spring and summer months. In 2020, KCC's capital works programme funded a comprehensive scheme of repairs at West Kingsdown Mill which was featured on ITV Meridian News in March 2021.

Repair works in progress include the construction of a new reefing stage at Meopham Green Mill, supported by a £25,000 grant from Historic England's Heritage at Risk Emergency Fund. KCC's capital programme is funding major repairs at Cranbrook's Grade I listed Union Windmill (see image), involving the construction of a new 8-bladed fantail and four new sweeps. The aim is for Cranbrook Mill to be capable of milling flour by wind power again by the end of 2021.

6.5 Four of the mills are 'active' in that their sweeps and fantails turn regularly, and four are 'static' with no regularly working parts. The active mills are Union Mill, Cranbrook; Drapers Mill, Margate; Chillenden Mill and Stelling Minnis Mill. The static mills are Herne; Wittersham; Meopham and West Kingsdown.

6.6 A management approach of stabilisation has been implemented very successfully. Management of the mills is only possible with the help of many volunteers in the windmill groups who assist with maintenance tasks and open the mills to the public.

Objective 6: Follow a management approach to KCC-owned windmills, so that:

- i) Mills capable of milling flour (Drapers Mill, Margate, and Cranbrook Mill) remain able to do so.
- ii) The weatherproofing programme will be undertaken as needed on a rolling cycle.
- iii) Static mills will be returned to visual completeness subject to funding
- iv) Static mills will be made active wherever possible.
[also Strategic Aim 3]

Objective 7: KCC's relationship with the windmill volunteer groups will be strengthened. [also Strategic Aim 3]

Objective 8: Explore alternative funding mechanisms for the windmills, including setting up a charitable Trust to oversee management, and develop a funding strategy. [also SA3]

Archaeological archives

6.7 Archaeological archives are produced during archaeological fieldwork. They consist of a small sample of the material that was recovered – the pottery, metalwork, stone, bone, environmental samples and so on – and are retained permanently to act as a resource for further research. The research may be carried out to check the conclusions of the original excavators or to research new aspects of archaeology that were not considered during the original project. They include important objects which would be displayed in museums or galleries.

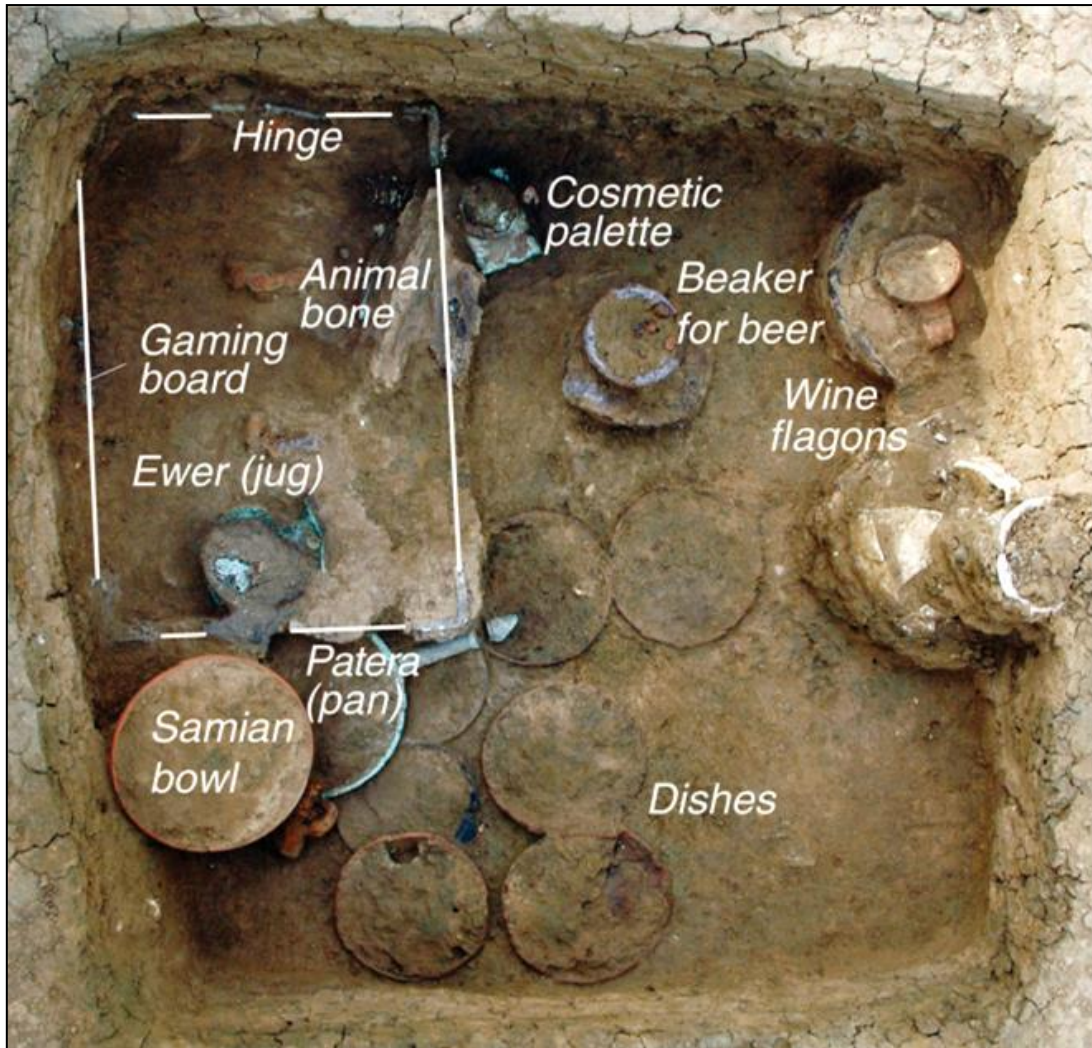


Figure 7 Archaeological archives: Roman vessels found during A2 widening

6.8 In Kent, most archaeological archives will be generated by projects required as part of the development management process, but they will also include community excavations. Traditionally, archaeological archives are deposited in museums but in Kent almost all the museums are full and will no longer accept them. The archives are now therefore mostly retained by the original excavators.

6.9 KCC is the owner of more than 2,500 boxes of archive material deriving primarily from the High Speed 1 Channel Tunnel Rail Link project and has a direct responsibility to find a home for them. KCC is also responsible for the long-term deposition of archives from KCC road schemes and other development. KCC is keen to continue working with partners to develop a solution for all Kent's archives, as the retention and deposition of archaeological archives is regarded as national good practice and KCC also requires this in its archaeological specifications. As the main archaeological curator for Kent, KCC has a responsibility to help find a solution to the archives problem and improve access to information.

6.10 An assessment of archaeological archives has been undertaken – in 2020 this consists of approximately 23,000 boxes of material from Kent and Medway (based on a detailed 2015 assessment with a multiplier applied for time passed). Options for storage and display have been considered. The most cost-effective system (at time of writing) available for bulk archives is the Deepstore facility in Cheshire. However, conditions there are not currently suitable for specialist materials e.g. metalwork, textiles etc. so a separate facility would be needed for these materials. Discussions will be held with neighbouring authorities and Kent's museums and archaeological contractors to identify an approach to the specialist store. A project will be developed to make information on artefacts available on line including a virtual gallery.

Objective 9: Assess options for the display and long-term storage of archaeological archives and ensure the KCC-held archives are placed in an appropriate repository. [also SA3]

7 Strategic Aim 3 - Increase awareness, knowledge and understanding of Kent's rich heritage and increase involvement in heritage activities amongst its local communities.

Community archaeology

7.1 Since 2006 the Heritage Conservation team has employed a community archaeologist usually through external funding. Highly successful Heritage Lottery projects have been carried out at Shorne Woods Country Park (Shorne Heritage Project and Shorne HubCAP) and around Cobham (Cobham Landscape Detectives). The Community Archaeologist has been involved in a number of other projects across the county, some developed through the Heritage Conservation Service and some developed by others with the service providing community archaeology expertise. These have included:

- Footsteps of Caesar Project – survey and excavation with the University of Leicester at Ebbsfleet (Thanet) and Worth. Focused on a site discovered on KCC's East Kent Access Road that is considered to connect with the invasion by Caesar.
- Command of the Heights – community excavation at Fort Amherst, Chatham for Medway Council.
- Rose Hill House – excavation of a 18th to 20th century house in Sittingbourne that involved direct participation of more than 300 primary school children from the adjacent school (as part of the Woodland Wildlife Hidden Histories project).
- Royal Military Canal – survey works to support advance work for a new cycle path with Ashford Borough Council.

- Boxley Warren Heritage project – running archaeology activities for the project for the Mid Kent Downs Countryside Partnership.
- Valley of Visions (Medway Valley), Darent Valley and Fifth Continent (Romney Marsh) – providing community archaeology support and activities for three landscape partnership schemes.
- Repton pond project at Cobham Hall – survey and excavation of a Reptonian pond feature at Cobham Hall, working on behalf of the Cobham Hall Heritage Trust

7.2 There are enormous benefits from community archaeology for participants in terms of well-being and health but there are problems in securing sustainable funding to facilitate activities. It is also important to realise the public benefit of development-led archaeological work through improved information sharing and heritage interpretation, including local display of artefacts and public art. Similarly, the online HER, well-managed social media channels and publications allow a wide range of people to be aware of and contribute to knowledge of Kent’s heritage.

Case Study: The ‘Fifth Continent’ Landscape Partnership Scheme Project

Since 2017 KCC has been providing community archaeology activities for the ‘Fifth Continent’ landscape partnership project, managed by the Kent Wildlife Trust and supported by the National Lottery Heritage Fund. Three projects are being carried out that involve working with volunteers – studying the original location of the port of Romney, researching the history of churches on the Marsh, and helping landowners to manage their heritage assets. Over 100 volunteers have taken part in the heritage activities which include excavation, surveys and research.



Objective 10: Promote understanding and enjoyment of Kent’s heritage using multiple media channels including digital media (the online HER, KCC website and social media), print media (publications and press releases), with partners and through direct experience (community archaeology) [also Strategic Aim 2]

Objective 11: Develop and deliver a community engagement strategy and communication plan for the Heritage Conservation team. [also Strategic Aim 2]

Metal detecting searching and chance discoveries

7.3 Since the 1990s, metal detecting has become a widely adopted hobby in England. It is covered by the legal requirements of the Treasure Act 1996 (<https://www.legislation.gov.uk/ukpga/1996/24/contents>) and also a voluntary recording scheme, the Portable Antiquities Scheme (<https://finds.org.uk/>). The Portable Antiquities Scheme (PAS) is overseen by the British Museum and run by Finds Liaison Officers (FLOs), who are hosted mainly by county councils, or county museums where they exist. Funding for this service is provided by a grant from the British Museum. The service is discretionary in terms of recording finds on the PAS database but there is a statutory role, alongside the Coroners service, in relation to reporting finds of Treasure under the Treasure Act. Additionally, in recent years, two other collecting hobbies have gained popularity; 'mudlarking', where riverine foreshore or estuary areas are searched with or without detecting equipment, and magnet fishing where magnets are used to collect mostly iron objects from waterways.





Figure 8 Objects discovered in Kent (Elham Cross, Matilda of Cornhill seal matrix) and recorded by the KCC finds Liaison Officer

7.4 Such hobbies can foster physical health, engagement with heritage, and in some cases provide valuable archaeological information. However, they also provide challenges that must be considered. All the hobbies mentioned above risk inadvertently, and occasionally deliberately, breaching the requirements of the Treasure Act and also legal requirements for access to land, particularly where members of the public are not aware of restrictions. Many finds of historical interest can go unreported and are sometimes sold. There can also be significant safety concerns such as the obstruction of waterways by magnet fishing or the discovery of unexploded ordinance (UXO) in the pursuit of artefact recovery.

7.5 Extensive outreach by archaeologists has taken place over the past three decades to help mitigate some of the above, particularly in the fields of best practice and recording of objects. The most recent policy document, [Code of Practice for Responsible Metal Detecting in England and Wales](#), was published by the PAS in 2017.

7.6 For the reasons outlined above it is proposed that metal detecting will only be undertaken on KCC owned land as part of an archaeological investigation or to search for a specific lost object. KCC should retain ownership of all finds found on its property in perpetuity except in certain circumstances (e.g. recent loss of a personal possession) which will be set out on the KCC website.

Objective 12: Agree and adopt a policy that metal detecting and 'by eye' searches will only be undertaken on KCC owned land as part of an approved project. [also SA2]

Objective 13: Agree and adopt a policy that KCC should retain ownership of all finds found on its property in perpetuity unless special exemptions apply (e.g. loss of personal possession). [also SA2]

Objective 14: Agree and adopt a policy (to be discussed with river and coastal authorities) that magnet fishing will not be allowed on KCC owned land. [also SA2]

Objective 15: KCC will work with coastal landowners to consider the benefits of a permit system for metal detecting in coastal and riverine foreshore areas.

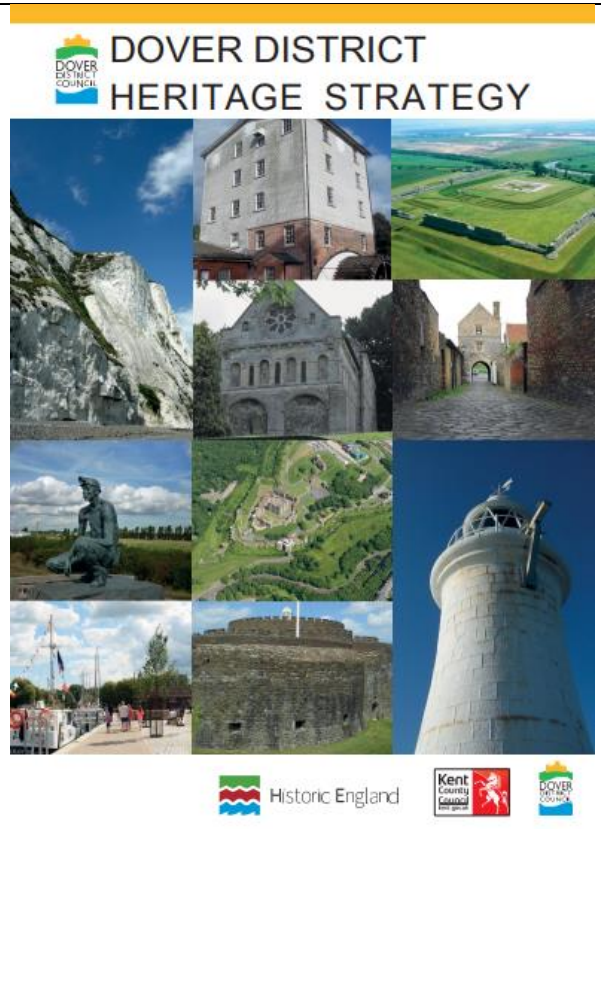
Supporting the development of robust heritage strategies

7.7 The NPPF guides Local Plans to set out a positive strategy for the conservation and enjoyment of the historic environment. The Heritage Conservation Service has worked with Dover District Council to produce the Dover District Heritage Strategy, which received a Royal Town Planning Institute South East award for planning excellence and is recognised by Dover District Council as having brought in millions of pounds in investment. A similar draft strategy has been prepared by KCC Heritage Conservation for Folkestone and Hythe District Council, and other approaches to heritage strategies are being followed by other local authorities such as Swale and Tunbridge Wells. Such strategies encourage the use of the historic environment in place-making and in seeking opportunities for public benefit and community value in development proposals. We will explore with partners whether preparation of a county-wide heritage strategy would bring benefits of scale and cost savings.

Objective 16: Explore developing a county level Kent Heritage Strategy to assist district authorities who could draw upon it as a framework for their own strategies as many issues and themes are commonly held. [also SA1]

Case Study: Dover Heritage Strategy

In 2013 (updated in 2020) Dover District Council published the Dover Heritage Strategy, the result of a multi-year collaboration with KCC. The strategy was commissioned by Dover District Council and English Heritage to ensure that Dover's outstanding heritage plays its full part in life in the District in the future. It contains recommendations to ensure that decisions are taken based on a full understanding of the significance of Dover's heritage assets and to help shape decision-making. The strategy was awarded the RTPI South East award for Excellence in Planning for Built Heritage) and has been used by Dover District Council to help secure £4.27 million NLHF funding.



8 Strategic Aim 4 - Work towards the service becoming more financially self-sustaining.

Benchmarking and resourcing

8.1 In 2019, KCC Heritage Conservation carried out a benchmarking survey with equivalent teams across the south-east of England. This concluded that i) in comparison with other curatorial services KCC Heritage Conservation is comparatively under-resourced for both its development management team and its Historic Environment Record team and ii) there is scope for increasing income generation, particularly by charging for some aspects of the development management service and for Priority Searches for HER information.

Objective 17. Develop a cost recovery strategy for providing archaeological advice to developers for major planning applications and NSIP proposals. [also SA1]

Objective 18. Develop a cost recovery strategy for the creation of HER records as a result of development related fieldwork. [also SA1, SA3]

Objective 19: Determine and secure a funded approach to built historic environment advice. [also SA1, SA2]

Objective 20: Develop a strategy to systematically review and monitor progress towards greater financial sustainability. [also SA1, SA2, SA3]

9 Strategic Aim 5 - Contribute to KCC's action to address the Climate Emergency.

9.1 Tackling the climate emergency is a priority for Kent county Council. We have set ourselves an ambitious but achievable target - to reach net zero emissions from our own KCC estate and our wholly-owned traded companies by 2030. In addition, along with all 14 local authorities in Kent and Medway, we have committed to lower greenhouse gas emissions to net zero by 2050 at the latest.

Objective 21: Contribute to KCC's aim to reduce greenhouse gas emissions to net-zero by 2030

9.2 Working with partners, and subject to funding, we will investigate the likely impact of climate change on the county's heritage assets. We will bring together the best current advice on climate change scenarios and identify and quantify the possible impacts of these on Kent's heritage. We will try to establish the likely order in which these impacts will present themselves and audit the sensitivity to change of heritage asset types. Once this understanding is reached we can then work with partners to develop a strategy for managing the impact of climate change on Kent's heritage.

Objective 22: Investigate, with partners, the impact of climate change on the historic environment in Kent

9 Our objectives at a glance

<p>Strategic Aim 1 – Continue to improve the high quality and timely historic environment advice provided to KCC, local authorities and other bodies involved in growth and change based on accessible and up to date information and understanding.</p> <p>Objective 1. Continue to provide an archaeological service to Kent’s planning authorities, developers and householders [also SA3]</p> <p>Objective 2. Explore and determine the potential for requiring archaeological contractors who undertake archaeological assessments or fieldwork on KCC projects to be Registered Archaeological Organisations</p> <p>Objective 3. Continue to provide a historic built environment advice service on County Council and strategic matters in Kent . [also SA3]</p> <p>Objective 4: Continue to maintain and enhance the Kent HER, to meet the requirements of the NPPF and underpin decision-making in planning and development management. [also SA2, SA3]</p> <p>Strategic Aim 2 - Ensure, working with new and existing partners, that KCC’s historic assets are conserved, enhanced, enjoyed and valued by Kent’s residents and visitors.</p> <p>Objective 5: Work across KCC to coordinate information on heritage assets and finalise the Kent Highways Heritage protocol</p> <p>Objective 6: Follow a management approach to KCC-owned windmills, so that: i) Mills capable of milling flour remain able to do so. ii) The weatherproofing programme will be continued with</p>	<p>Stelling Minnis Mill as the next key priority within the timeframe of this Plan. iii) Static mills will be returned to visual completeness as soon as possible iv) Static mills will be made active wherever possible [also SA3]</p> <p>Objective 7: KCC’s relationship with the windmill volunteer groups will be strengthened. [also SA3]</p> <p>Objective 8: Explore alternative funding mechanisms for the windmills, including setting up a charitable Trust to oversee management. [also SA3]</p> <p>Objective 9: Assess options for the display and long-term storage of archaeological archives and ensure the KCC-held archives are placed in an appropriate repository. [also SA3]</p> <p>Strategic Aim 3 - Increase awareness, knowledge and understanding of Kent’s rich heritage and increase involvement in heritage activities amongst its local communities.</p> <p>Objective 10: Promote understanding and enjoyment of Kent’s heritage using multiple media channels including digital media (the online HER, KCC website and social media), print media (publications and press releases) and through direct experience (community archaeology) [also SA2]</p>
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<p>Objective 11: Develop a community engagement strategy and communication plan for the Heritage Conservation team. [also SA2]</p> <p>Objective 12: Agree and adopt a policy that metal detecting and 'by eye' searches will only be undertaken on KCC owned land as part of an approved project. [also SA2]</p> <p>Objective 13: Agree and adopt a policy that KCC should retain ownership of all finds found on its property in perpetuity unless special exemptions apply. [also SA2]</p> <p>Objective 14: Agree and adopt a policy (to be discussed with river and coastal authorities) that magnet fishing will not be allowed on KCC owned land. [also SA2]</p> <p>Objective 15: KCC will work with coastal landowners to consider the benefits of a permit system for metal detecting in coastal and riverine foreshore areas.</p> <p>Objective 16: Explore developing a county level Kent Heritage Strategy to assist district authorities who could draw upon it as a framework for their own strategies as many issues and themes are commonly held. [also SA1]</p>	<p>Strategic Aim 4 - Work towards the service becoming more financially self-sustaining.</p> <p>Objective 17. Develop a cost recovery strategy for providing archaeological advice to developers for major planning applications and NSIP proposals. [also SA1]</p> <p>Objective 18. Develop a cost recovery strategy for the creation of HER records as a result of development related fieldwork. [also SA1, SA3]</p> <p>Objective 19: Determine and secure a funded approach to built historic environment advice. [also SA1, SA2]</p> <p>Objective 20: Develop a strategy to systematically review and monitor progress towards greater financial sustainability. [also SA1, SA2, SA3]</p> <p>Strategic Aim 5 - Contribute to KCC's action to address the Climate Emergency.</p> <p>Objective 21: Contribute to KCC's aim to reduce greenhouse gas emissions to net-zero by 2030.</p> <p>Objective 22: Investigate, with partners, the impact of climate change on the historic environment in Kent.</p>

10 How we will deliver this strategy – our medium-term plan

	What (objective)	Why (rationale)	By When (timescale)	What will success look like
Strategic Aim 1 – Continue to improve the high quality and timely historic environment advice provided to KCC, local authorities and other bodies involved in growth and change based on accessible and up to date information and understanding	Objective 1. Continue to provide an archaeological service to Kent’s planning authorities, developers and householders [also SA3]	Requirement of NPPF and other policy (see 1.7-1.9)	Ongoing	Targets met; heritage protected.
	Objective 2. Explore and determine the potential for requiring archaeological contractors who undertake archaeological assessments or fieldwork on KCC projects to be Registered Archaeological Organisations	Improve standards in commercial fieldwork and reduce time spent commenting on WSIs and reports.	Prepare report by December 2022.	Decision taken.
	Objective 3. Continue to provide a historic built environment advice service on County Council and strategic matters in Kent. [also SA3]	Requirement of NPPF and other policy (see 1.7-1.9)	Ongoing	Targets met; heritage protected.
	Objective 4: Continue to maintain and enhance the Kent HER, to meet the requirements	Requirement of NPPF and other policy (see 1.7-1.9)	Ongoing	2020 HER Audit Action Plan implemented according to schedule.

	of the NPPF and underpin decision-making in planning and development management. [also SA2, SA3]			
Strategic Aim 2 - Ensure, working with new and existing partners, that KCC's historic assets are conserved, enhanced, enjoyed and valued by Kent's residents and visitors	Objective 5: Work across KCC to coordinate information on heritage assets and finalise the Kent Highways Heritage protocol	To conserve heritage assets in line with statutory requirements and good practice, and to provide guidance on developing designs and maintenance solutions which balance heritage conservation with cost and other relevant factors.	Draft proposal by March 2023	Heritage assets conserved and managed effectively.
	Objective 6: Follow a management approach to KCC-owned windmills, so that: i) Mills capable of milling flour - Drapers Mill, Margate, and Cranbrook Mill - remain able to do so. ii) The weatherproofing programme will be continued with Stelling Minnis Mill as the next key priority within the timeframe of this Plan. iii) Static mills will be returned to visual completeness as soon as possible. iv) Static mills will be made active wherever possible [also SA3].	To conserve heritage assets in line with statutory requirements and good practice and manage them in most cost-effective way.	Ongoing	Heritage assets conserved and managed effectively.

	<p>Objective 7: KCC's relationship with the windmill volunteer groups will be strengthened. [also SA3]</p> <p>Objective 8: Explore alternative funding mechanisms for the windmills, including setting up a charitable Trust to oversee management. [also SA3]</p> <p>Objective 9: Assess options for the display and long-term storage of archaeological archives and ensure the KCC-held archives are placed in an appropriate repository. [also SA3]</p>	<p>Volunteer groups contribute to heritage asset management and community is involved.</p> <p>Increase funding available for management of the mills from other sources.</p> <p>To conserve heritage and environmental assets for the benefit of Kent residents. Appropriate management of heritage assets in line with NPPF.</p>	<p>Ongoing</p> <p>Project proposal prepared by December 2022.</p> <p>Options report prepared by December 2022.</p> <p>By March 2023 prepare project plan for deposition and where appropriate display of KCC held archaeological archives.</p> <p>KCC held archaeological archives deposited in secure repository by December 2023.</p> <p>Agree plan for Kent wide approach to</p>	<p>Volunteer groups involved in day-to-day mill management and developing future approaches.</p> <p>Increased funding available for windmill conservation and management.</p> <p>Option chosen.</p> <p>Plan agreed.</p> <p>Heritage assets conserved and managed effectively.</p> <p>KCC held archaeological archives</p>
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			deposition and display of archaeological archives by March 2023.	deposited safely and retrievable for researchers and local groups. Significant artefacts displayed locally.
Strategic Aim 3 - Increase awareness, knowledge and understanding of Kent's rich heritage and increase involvement in heritage activities amongst its local communities.	Objective 10: Promote understanding and enjoyment of Kent's heritage using multiple media channels including digital media (the online HER, KCC website and social media), print media (publications and press releases) and through direct experience (community archaeology) [also SA2]	Increase awareness and understanding of Kent's heritage and KCC's role in conserving it.	Continue to promote heritage through multiple media channels; see also Objective 11 below.	Increased awareness of heritage and KCC's role.
	Objective 11: Develop a Community Engagement strategy and Communication Plan for the Heritage Conservation team. [also SA2].	Increase awareness and understanding of Kent's heritage and KCC's role in conserving it.	Draft Community Engagement strategy and Communication Plan by March 2023	Communication strategy prepared and agreed.
	Objective 12: Agree and adopt a policy that metal detecting and 'by eye' searches will only be undertaken on KCC owned land as part of an approved project. [also SA2]	Provide clarity for searchers and KCC officers.	Public consultation undertaken and policy agreed by March 2023.	Clarification of policy and policy acted upon.
	Objective 13: Agree and adopt a policy that KCC should retain	To conserve heritage assets for the benefit of	To be included in consultation and	Heritage assets conserved.

	<p>ownership of all finds found on its property in perpetuity unless special exemptions apply. [also SA2]</p> <p>Objective 14: Agree and adopt a policy (to be discussed with river and coastal authorities) that magnet fishing will not be allowed on KCC owned land. [also SA2]</p> <p>Objective 15: KCC will work with coastal landowners to consider the benefits of a permit system for metal detecting in coastal and riverine foreshore areas.</p> <p>Objective 16: Explore developing a county level Kent Heritage Strategy to assist district authorities who could draw upon it as a framework for their own strategies as many issues and themes are commonly held. [also SA1].</p>	<p>Kent residents.</p> <p>Conservation of heritage assets and Health & Safety considerations.</p> <p>Provide clarity for searchers and KCC officers.</p> <p>Requirement of NPPF and other policy (see 1.7-1.9)</p> <p>To ensure a strategic approach to heritage conservation across the county</p>	<p>policy for Objective 12.</p> <p>To be included in policy for Objective 12.</p> <p>Report prepared by December 2022.</p> <p>Develop project outline & seek resources by March 2023</p>	<p>Heritage assets are conserved and public safety maintained.</p> <p>Public consultation undertaken and policy agreed.</p> <p>Project outline prepared and decision taken as to whether to proceed.</p>
Strategic Aim 4 - Work towards the service becoming more	Objective 17. Develop a cost recovery strategy for providing archaeological advice to developers for major planning	To improve sustainability of service and provide stability in capacity to meet service	Develop draft strategy and undertake stakeholder consultation by March	Heritage Conservation service is more financially sustainable and stability of capacity

financially self-sustaining	<p>applications and NSIP proposals. [also SA1]</p> <p>Objective 18. Develop a cost recovery strategy for the creation of HER records as a result of development related fieldwork. [also SA1, SA3].</p> <p>Objective 19: Determine and secure a funded approach to built historic environment advice. [also SA1, SA2]</p> <p>Objective 20: Develop a strategy to systematically review and monitor progress towards greater financial sustainability. [also SA1, SA2, SA3]</p>	<p>commitments.</p> <p>To improve sustainability of service and provide stability in capacity to meet service commitments.</p> <p>To improve sustainability of service and provide stability in capacity to meet service commitments.</p> <p>To assess effectiveness of cost recovery strategy.</p>	<p>2023.</p> <p>Develop draft strategy and undertake stakeholder consultation by March 2023.</p> <p>Develop draft strategy by March 2023.</p> <p>Review strategy by December 2023.</p>	<p>improved.</p> <p>Heritage Conservation service is more sustainable and Historic Environment Record backlog is reduced.</p> <p>Heritage Conservation service is more sustainable.</p> <p>Effectiveness of cost recovery strategy is assessed and improvements made as required.</p>
Strategic Aim 5 - Contribute to KCC's action to address the Climate Emergency.	<p>Objective 21: Contribute to KCC's aim to reduce greenhouse gas emissions to net-zero by 2030</p> <p>Objective 22: Investigate, with partners, the impact of climate change on the historic environment in Kent</p>	<p>To help mitigate the effects of the Climate Emergency.</p> <p>To provide information to help guide decision-making.</p>	<p>Prepare draft strategy and action plan by 2024.</p> <p>Prepare, subject to funding, draft assessment by 2024.</p>	<p>Strategy prepared actions agreed.</p> <p>Assessment prepared.</p>

Kent Heritage Conservation Strategy

kent.gov.uk/heritageconservationstrategy



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From: Susan Carey, Cabinet Member for Environment
 Derek Murphy, Cabinet Member for Economic Development
 Simon Jones, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 17 March 2022
 Growth, Economic Development and Communities Cabinet Committee – 22 March 2022

Subject: Green Economy - Prospects and Opportunities

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary: This report provides an overview of the work and progress to date to support a more sustainable and lower carbon economy within the county. It outlines KCC’s approach and updates on several partnership initiatives working directly with businesses to move towards a greener economy within the county.

Recommendation(s):

The Cabinet Committee is asked to note current and planned activity to support the development of the green economy in Kent.

1. Introduction

1.1 Changes in our climate are already affecting Kent and Medway and a resilient future depends on us acting now in response to the main climate risks that Kent and Medway face, in particular higher temperatures, increased flooding and coastal change, more frequent storms and heavy rainfall, drought, and soil erosion (Kent and Medway Climate Change Risk and Impact Assessment 2019). It is crucial that the impacts of climate change are planned for and considered alongside other drivers of social, environmental, and economic change to reduce the vulnerability of our communities, natural environment, and economy to climate change risks. Rising temperature and consequential changes in the sea level and weather patterns are an “externality” of economic activity, and the public sector has a major role to play in coordinating a response that deals with these changes in Kent.

1.2 The United Nations Environment Programme definition of a green economy is an economy that is ‘low carbon, resource efficient and socially inclusive.’

In a green economy, growth in employment and income are driven by public and private investment into such economic activities, infrastructure and assets

that allow reduced carbon emissions and pollution, enhanced energy, and resource efficiency, and prevention of the loss of biodiversity and ecosystem services.

- 1.3 In recent years, Kent's carbon dioxide emissions have fallen progressively: between 2005 and 2019, per capita CO₂ emissions fell by around 50%¹. However, the UK's commitment to achieve 'net zero' emissions (over a 1990 baseline) by 2050 will require further, far-reaching changes in industrial processes, transport networks, heating systems and construction. Decarbonisation is therefore a structural change that will impact all aspects of Kent's economy, presenting opportunities for the development of new technologies and services and challenges for firms that need to adapt.
- 1.4 The UK Government define clean growth as 'growing our national economy whilst cutting greenhouse emissions,' whilst ensuring 'an affordable energy supply for business and consumers'. The clean growth sector, therefore, by definition, is a sub-sector of the green economy solely focusing on decarbonisation and energy or resource efficiency.

2. Defining the 'clean growth' opportunity, and measuring its size in Kent

- 2.1. Although decarbonisation will affect all sectors of the economy, efforts have been made to identify those areas of activity that are likely to be at the forefront of change, such as those engaged in environmental protection, energy production, renewables, and so on.
- 2.2. This has led to two related definitions of the 'low carbon' or 'clean growth' opportunity. In 2015, a government report defined a 'Low Carbon and Renewable Energy Economy' (LCREE), which is the main source of official data on the size of the 'sector'. The Office for National Statistics also reports on the scale of the Environmental Goods and Services Sector (EGSS).
- 2.3. Drawing on these two sector definitions, the Clean Growth Southeast report, funded by the Southeast Local Enterprise Partnership, was published in December 2021². This maps low carbon businesses across the South East Local Enterprise Partnership, identifies barriers to and opportunities for growth, quantifies the carbon footprint across the region and proposes a pilot Clean Growth Programme to support a green economic recovery and contribute to the Government's Net Zero Growth strategy.
- 2.4. The Clean Growth South East report highlights the potential of low carbon growth in Kent. For example:
 - There are **58 renewable energy projects in Kent** (existing and under construction). These total over 700MW of green energy production per year. 20 schemes currently in the planning pipeline will add a further 1000MW of green energy production per year.
 - Nearly **5,200 Kent and Medway businesses** were highlighted in this report as being part of the clean growth 'sector' in 2021, an increase of 957 from 2015

¹ BEIS, [UK Local authority and regional carbon dioxide emissions statistics](#)

² See Annex 1 for further details of the sector definition.

- This activity equates to over **37,000 employees and £3.18bn** in GVA. For comparison, this is roughly equivalent to Kent and Medway's manufacturing sector in employment and output terms and represents **7% of the total Kent and Medway GVA originating from the clean growth sector**³, and approximately **4% of all employees**⁴ in Kent and Medway working in the clean growth sector.

2.5. Beyond these headline numbers, it is the supporting of the 'supply' of the goods and services that we need on our Net Zero journey that will help us meet the ever-rising 'demand'. Simply put, the more capable our local green economy is of delivering our own decarbonising ambitions, the stronger and more resilient our wider performance will be economically but also from an employment, environmental and social perspective.

3. Current Work Activity

Supporting business decarbonisation and business growth

3.1. The County has been leading the way in spearheading promotion of and engagement with the Low Carbon and Clean Growth agenda for many years under the Low Carbon Kent banner. This aims to support SME *demand* for investment in decarbonisation (increasing business sustainability and reducing risk), as well as the *supply* of new goods and services. The European Regional Development Funded Low Carbon Across the South East (LoCASE) programme has been running since 2016 and has delivered support for over 1,400 small and medium enterprises across the South East Local Enterprise Partnership region, including over £7.5m in grant funding.

3.2. **Waste and the circular economy** figure prominently in opportunities for focus and employment in the Clean Growth South East report. Already we are focussing on these themes through the Interreg Funded Upcycle Your Waste and BLUEPRINT projects. The former looks to find novel and viable business solutions to challenge the status quo of linear waste streams, having already carried out waste surveys on 127 SMEs and spoken to 70 others on barriers and opportunities. The aim is to work up pilots across the county to re-use, repurpose, re-manufacture and reveal a whole new set of business models. BLUEPRINT's focus on increasing recycling rates and behaviour change means its concept was originally about social change, but it delivers economic change through exploring, for example, how to develop enduring closed loop paper cup recycling and social enterprise training of disadvantaged individuals to secure jobs in the circular economy. This aligns with ambitions for refreshed local waste and minerals plans as part of circularity in wider infrastructure and growth strategies. The outcomes of the Upcycle Your Waste pilots are due to be reported in Spring 2022 and will be used to inform the focus of activity for the remaining project delivery until July 2023 when the schemes end.

³ https://www.kent.gov.uk/_data/assets/pdf_file/0012/8202/Gross-Value-Added-bulletin.pdf

This 2021 bulletin reports the GVA statistics from 2019. The total GVA for Kent and Medway in 2019 was £45.211 bn.

⁴ Nomisweb reports the employee numbers from Jul 20 to Jun 21 for both Kent and Medway.

<https://www.nomisweb.co.uk/reports/lmp/la/1941962885/report.aspx?town=kent#tabempunemp>
And <https://www.nomisweb.co.uk/reports/lmp/la/1946157282/report.aspx>

- 3.3. We have also added the theme of circularity in waste to our Steps to Environmental Management (STEM) accreditation and ensure that all businesses engaged (both Kent and beyond, and across any sector, not just those within Low Carbon and Renewable Energy) take the chance to think about their wider impacts, not just to remain compliant with STEM but also to adapt and move towards continuous environmental improvement. It is this cross-cutting theme that will lend itself to the added focus coming out of COP26 as 'net zero' pledges at all levels of our economy seek support to benchmark footprints, design action plans and deliver projects to realise this 'clean growth' potential. As such, work has been undertaken by the KCC Sustainable Business and Communities team and others in the Kent and Medway Climate Change Network (a public sector, officer level group, providing support around the delivery of the Kent Environment Strategy, with a focus on organisational resource efficiency, environmental sustainability and climate change resilience) to link Social Value Key Performance Indicators with KCC and borough/district procurement teams in setting minimum environmental standard for contractors. Support will be offered to engage and involve them to measure and improve their performance, thereby also reducing supply chain emissions as a result.
- 3.4. KCC Business and Enterprise team is leading on the Interreg Funded C-Care project as part of the wider covid-response package This includes a key 'green economic recovery' theme to ensure that we showcase building back better in all sectors. In doing so the scheme enables local suppliers of 'green' goods and services to join a £150K framework for a fully funded (Interreg Channel-programme-derived) voucher scheme for 100 Small and Medium Enterprises (SMEs). The green recovery vouchers will enable the SME to purchase goods and services from a framework comprising almost exclusively of local suppliers for energy efficiency measures, waste reduction interventions, sustainable transport solutions, biodiversity solutions and 'Net Zero' transition planning & feasibility studies. As such, this will be an excellent opportunity for KCC's supply chain to take some small but important steps in the right direction for our small and medium sized enterprise community.
- 3.5. The Kent and Medway Growth Hub is increasingly active in aligning general business support and growth with the green economy, assisting the Greater South East Energy Hub's drive to recruit Kent-based installers to domestic retrofit schemes.
- 3.6. On the withdrawal from the European Union, the Government pledged to establish a new fund, called the UK Shared Prosperity Fund, which will replace European Union structural funds. First details on this Fund were published in January 2022 as part of the Government's Levelling Up paper. The Fund will be allocated against investment plans that District and Borough authorities will draw up, there is no automatic role for the County Council. There is however scope for Districts to include green economy initiatives within their investment plans as these are drafted, as two of the three specified themes for these investment plans are 'local businesses' and 'people and skills'. Investment plans are to be drawn up by summer 2022. Current European Union funding is confirmed until April 2023 and therefore, if the roll out of the Shared Prosperity Fund is delayed, the team and resource currently dedicated to the majority of

the work highlighted in this paper will be impacted if KCC is unable to invest more in terms of base funding for staff.

- 3.7 In March 2021, the Government launched the UK Community Renewal Fund, a one-year pilot scheme to allow communities and businesses to trial new approaches and innovative ideas at the local level, ahead of the launch of the above UK Shared Prosperity Fund. In the UK Community Renewal Fund prospectus, local businesses and organisations were encouraged to submit project bids that *‘Support decarbonisation measures – for example encouraging local businesses and organisations to reduce greenhouse gases through investment in new technology or energy efficiency measures that can have bottom line benefits and improve business productivity’*. KCC officers promoted the opportunity to bid across business, university, college, and voluntary and community sector networks.
- 3.8 In November 2021, the Government announced that the following two Kent-based projects, focussing on clean growth, had been awarded UK Community Renewal Funding:
- The Net Zero Pathway for Change project, led by the Kent Invicta Chamber of Commerce, which will provide businesses in Kent with further access to carbon reduction advisers, workshops, University collaboration through innovation grants, and funding to support the implementation of carbon reduction activities.
 - The Growing Green project, which is aligned to the work of the Growing Kent & Medway consortium and led by NIAB EMR. ‘Growing Green’ will enable micro- and small and medium enterprises in the horticultural and food and drink sectors, which don’t normally access innovation support, to embark on an innovation journey for the net-zero economy. It is an integrated and incentivised business support programme that is developed and tested through co-innovation between businesses, Research and Development specialists and business support providers.
- 3.9 Across all of the above, **KCC’s business engagement strategy revolves around a joined-up service provision**. When KCC business-facing teams are speaking to a firm about a particular project that might be most pertinent to them, we also introduce other sustainability aspects which might not be on their agenda and always try to cross-refer across teams and directorates where relevant. This extends to programmes delivered by our partners: for example, through the Kent and Medway Growth Hub. As every business moves towards a low carbon business over the medium term, this joined-up approach will become increasingly important.

Developing skills for a low carbon future

- 3.10 Skills provision and shifting requirements to meet the ambitions of the region have been explored by South East Local Enterprise Partnership Skills Board and the Kent and Medway Employment Task Force. Skills for decarbonisation were highlighted by gaps exposed nationwide by the collapse of the Government’s Green Homes Grant; the Kent and Medway Workforce Skills

Evidence Base also demonstrates the cross-sectoral nature of low-carbon skills and identifies them as a high priority.

- 3.11 Recent progress includes Mid Kent College's new training centre which is set to fill a role in training and re-training a workforce for installation of renewables such as heat pumps as well as focus on modular construction and retrofitting. This is funded by the Department for Education's Strategic Development Fund, which a consortium of Kent colleges was awarded in 2021. In parallel, the emerging Local Skills Improvement Plan, being led by Kent Invicta Chamber of Commerce, will develop new solutions to 'short course' provision to meet employer need.
- 3.12 A follow on Low Carbon Homes conference previously funded by Triple A (our successful Horizon 2020 project) will look to further develop the sector locally and regionally later in 2022 through LoCASE support.

Decarbonising transport

- 3.13 Our current approach, bringing together KCC teams such as Transport Innovations, Waste, Planning and Business & Enterprise to implement the Kent Environment and Energy & Low Emissions Strategies showcases how KCC's approach is broad, realising that local businesses and communities are intrinsically linked in realising Net Zero ambitions and driving change. For example, KCC's commitment to cover two years of delivery revenue costs in order to secure Highways England funding for a fleet of 48 electric vans (through the KCC Transformation Fund) has meant that the Kent REVS (Realising Electric Vans Scheme) has been able to successfully launch, enabling over 175 interested businesses and charities around Kent to sample for free a range of models for up to two months. This has also meant working with our Local Authority partners in developing charging infrastructure and is set to be further enhanced by the EV600 initiative to install charging hubs across the county. Public private partnerships such as this can have wider benefits when looking at options for developing infrastructure. Whilst this activity is making inroads to decarbonising the KCC fleet of vehicles and of enabling some community level activity KCC's role is much wider than this and requires the organisation, through its commitments in the Kent Environment Strategy and the Energy and Low Emissions Strategy, to consider and enable transport innovation to contribute county wide to the decarbonisation of the transport sector.

Active travel schemes (including those offering bike, e-bike, or e-scooter rental/repair for example) mobility as a service and other initiatives are also becoming increasingly popular as part of local planning.

Developing renewable energy

- 3.14 This in turn ties in with the Interreg funded Inn2POWER project and offshore wind supply chain work KCC is looking to build on by looking at Green Hydrogen infrastructure and opportunities through part-funded specialist support, backed by the expertise and learning of European partners. With three hydrogen production sites at various stages of development in Kent and

Medway, upwards of 30MW of additional currently unreported supply could finally break the ‘chicken and egg’ situation and enable promotion and support of demand as well as infrastructure supply. Having both a supply of hydrogen to be used for fuel and the associated infrastructure to make use of the fuel could be an important part of the county’s armoury in contributing to tackling road transport emissions as a chief source of emissions and carbon footprint in the region, as well as decarbonisation of the natural gas grid through blending. Hydrogen can be used to replace natural gas in grid infrastructure either wholly or by adding as a blend to natural gas supplies and is highly efficient with 1kg hydrogen gas generating the same energy as 2.8kg of natural gas. The Energy Network Association suggest that blending 20% hydrogen into the existing UK gas grid will reduce carbon emissions by the equivalent of 2.5 million cars a year, without any changes needing to be made to people’s cookers, boilers, or heating systems. With the increasing use of hydrogen and technical advances, the costs of production, distribution and product manufacturing will become increasingly affordable for businesses across Kent enabling businesses to benefit from both reduced emissions and costs through increased efficiency. The Thames Estuary is particularly ambitious on hydrogen’s role as an economic driver locally, with opportunities and future plans outlined in The Thames Estuary Growth Board’s Hydrogen Route Map published in October 2021.

Investing in natural capital

- 3.15 The role of natural capital and carbon sequestration will be of paramount importance to Kent reaching its Net Zero ambitions. The green economy includes some crucial players and sub-sectors (such as landscape designers, grounds maintenance and arboriculture firms) which need to be included in this theme. As such, initiatives and pledges like Plan Tree, Plan Bee and the wider adoption of increased biodiversity awareness and investment in local and regional strategies are developing. On this issue, there is a South East Local Enterprise Partnership wide ‘nature-based solutions’ study underway (led by East Sussex CC but including KCC as a stakeholder) and Kent Wildlife Trust is also seeking to explore the role that our business community can do to help realise the wider ‘local offsetting’ ambitions through their supply chains.

Supporting future investment

- 3.16 The Low Carbon Kent partnership through South East Local Enterprise Partnership helps businesses who are looking to deliver low carbon services and innovation by accessing European Regional Development Fund (ERDF) grant funding and innovation support. We’ve recently secured Government agreement to not only continue this in the South East but also form a partnership with Local Authorities in three other Local Enterprise Partnership areas – EM3, Coast2Capital and Solent – to realise the same shared ambitions across the South and East.
- 3.17 The launch of the last European Regional development Fund project *South East New Energy* in January 2022 will further identify and tackle barriers to rapid decarbonisation by focussing on community energy, large energy users, net-zero housing (including retrofit) and piloting innovation opportunities.

KCC's position in the partnership should enable us to focus on some of these key priorities and benefit from shared objectives of the wider collective in adopting best practice and learning across our local economy.

4 Financial Implications

Public sector funding

- 4.1 Most of the projects/initiatives outlined above are funded from Government and European Union grants and funding streams. Historically, the European funds (especially ERDF) have been especially important in supporting the low carbon agenda, and much of our business support activity has been reliant on these sources. KCC does fund core staff roles within the Sustainable Business and Communities team and provides revenue funding totalling £277,000 per annum (21/22 budget) to both support the delivery of the Kent Environment Strategy and the Energy and Low Emissions Strategy and to enable match funding for the numerous Interreg schemes that are underway. The emerging risk for the future delivery of green economy activity is the end of Interreg funding in 2023 and the subsequent loss of 78% of the staff team currently engaged in activity contributing to the green economy work.
- 4.2 There is still some uncertainty regarding future funding, given that the last EU-funded projects will end in mid-2023. Further clarity around the framework for future funding has been provided in the Government Levelling Up White Paper released in February 2022 (see 3.6 above), but this offers limited opportunity to the County Council. Whilst we consider these implications we continue to seek to be as well placed as possible to take advantage of new funding streams and strategic partnerships as they develop, be that via Greater South East Energy Hub, Clean Growth Working Group, South East Local Enterprise Partnership, or other emerging partners.
- 4.3 The County Council is well-placed to contribute capability and knowledge to the ongoing development of a green economy in Kent. The Government's Heat and Buildings Strategy October 2021, Net Zero Strategy and Review October 2021, and Environment Act November 2021 are unclear in the short term whilst secondary legislation is enacted. Certainly, inclusion of circular economy principles and practice in upcoming waste frameworks has enabled these areas to be explored further for contractors and our own teams to realise potential benefits for the local green economy.

5 The scale of wider opportunities

- 5.1 The opportunity to explore partnerships with 'Green Energy' projects should not be overlooked. Clean Growth South East assessed investment in over 1,500 current and future clean growth projects and mapped a significant pipeline of Clean Growth investments expected in the South East of England in the short, medium, and longer term. In the short to medium term out to 2030, the most significant investments in the sector are expected to be in Offshore wind, Transport infrastructure (including major road infrastructure and port development projects), and in the development of regional Nuclear Power sites. Investment is also expected in power transmission, Oil & Gas Decommissioning, Energy Storage and Solar Photovoltaics.

- 5.2 In the longer term out to 2050, cumulative capital investments of £122bn are foreseen in the Clean Growth Sector with the largest investments being made in Offshore Wind, Transport and Nuclear projects. Smaller but still significant investment categories include Oil & Gas Decommissioning, some remaining gas exploitation, Solar Photovoltaics and Energy Storage. Offshore Wind, Transport and Nuclear represent consistent and significant opportunity areas for the South East Local Enterprise Partnership region and opportunities for public sector collaboration with industry to support and encourage investment in these areas could support Clean Growth across the region at a large scale. The assessment also shows support should be offered where possible to the continued growth in the areas of Oil & Gas Decommissioning, Solar Photovoltaics and Energy Storage.
- 5.3 It is noted that this modelling includes solely the initial capital investment in development of energy sector project sites, or in the construction of transport infrastructure projects of national significance. The assessment does not include the ongoing investments related to these new and existing developments for instance, spend necessary in maintaining transport infrastructure and in operating and maintaining renewable energy projects. In the offshore wind sector alone, operations and maintenance of projects located in the East and South East of England is expected to incur a total cumulative cost in the region of £30bn in the period up to 2050.
- 5.4 It is also noted that hydrogen developments have not been included for the purposes of our investment forecast analysis due to the limited published information sources in the region and across the UK at the time of this assessment. However, there are significant plans to develop hydrogen production facilities in the region in the planning pipeline. These caveats on the assessment provided indicate that the Clean Growth Opportunity for the region and its supply chains may be even more significant than the investment forecasts suggest.

6 Other implications

- 6.1 Other implications including legal, equalities and data processing are considered on a project-by-project basis as part of the governance for grant funding and project delivery. In a general sense, the increased scrutiny and tightening of standards and supply chain transparency means that the 'green economy' now resonates strongly with more stakeholders, communities, and the society as a whole. There are the obvious links of local and national planning constraints/opportunities that cut across many of the themes of this paper.

7 Conclusions and potential opportunities and priorities for the future

- 7.1 KCC has, for many years, been pro-active in championing and supporting the green economy both working in partnerships and directly supporting businesses via access to specialist advice and grants to invest in green infrastructure and processes to support a lower carbon economy. It is partly for that reason that we received the national Association of Directors of Environment, Economy, Planning & Transport (ADEPT) Delivering Clean Growth award in 2021. There

is an opportunity to build on this and extend it, in the light of the increasing salience of decarbonisation, to all aspects of Kent's economic strategy.

Supporting business opportunities

- 7.2 The Clean Growth South East programme has begun to build a recognisable programme, current database, and a network of businesses through delivery of the pilot programme. There is an opportunity to keep this running acting as an umbrella brand through which information and business opportunities relevant to the Clean Growth Sector across the South East Local Enterprise Partnership area can be cascaded. This activity could be managed by the SELEP (subject to its future funding and role), KCC or a nominated third party as appropriate. Low Carbon Kent will seek in 2022 to further build resources and an environmental toolkit to help transition more firms - whatever their sector - to a low carbon economy
- 7.3 Achieving clean growth goes hand in hand with reducing carbon emissions. The Clean Growth South East report explored how an analysis of the region's carbon footprint can inform the areas where practical support and achievable interventions targeting Clean Growth could have the greatest impact on carbon emissions across the region, targeting areas of the economy that contribute the greatest portions of the region's carbon emissions, transport, and domestic emissions.
- 7.4 It is recommended that interventions specifically supporting innovative companies in the transport and domestic energy efficiency sectors across the supply chain are considered, helping bring to market new services or solutions to address carbon emissions in these areas, and to support the growth of a local supply chain and base of expertise.

Working with larger firms

- 7.5 There may also be opportunities for specific projects or programmes to be run in collaboration with regional point source carbon emitters. These are identified points (organisational or sector specific) of largescale emissions the region with whom a targeted intervention could be developed. This will engage these emitters and, through action with them and their supply chain, focus on carbon emissions through energy efficiency at these sites and through their supply chains.

Mainstreaming decarbonisation

- 7.6 Beyond actions to support firms in the 'vanguard' of decarbonisation, public sector support for business could be linked with greenhouse gas reductions, with Key Performance Indicators focussed on achieving ambitious emissions reductions, (as well as more traditional measures such as the number of businesses targeted, jobs created or GVA generated).
- 7.7 More broadly, delivering a lower carbon Kent will be central to the emerging Kent and Medway Economic Strategy, reflecting the themes set out in this paper (and building on the additional evidence base in the Clean Growth South East report). The reduction in emissions from KCC financial support for

business is likely to be a tiny fraction of what KCC can, and should, itself achieve. Therefore, although beyond the scope of this paper, this will also need to be reflected in KCC's approach to transport, property and other areas in which the Council can make a significant contribution to decarbonisation.

8. Recommendation(s)

8.1 The Cabinet Committee is asked to note current and planned activity to support the development of the green economy in Kent.

9. Contact details

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Annex 1: Defining the low carbon 'sector'

Since 2015, data collected by the Office for National Statistics (ONS) via a survey of business within the LCREE definition has been the primary source of official information on LCREE activity in the UK and is used by BEIS as the official metric to quantify the Clean Growth economy.

The Office for National Statistics (ONS) also reports annually on the Environmental Goods and Services Sector (EGSS) framework, adopted under the United Nations System of Environmental Economic Accounting. The EGSS is made up of areas of the economy engaged in producing goods and services for environmental protection purposes, as well as those engaged in conserving and maintaining natural resources, aiming to quantify the green economy.

For the Clean Growth South East study commissioned using South East Local Enterprise Partnership (SELEP) funding, KCC and partners adopted a definition for the clean growth sector in line with both LCREE and EGSS frameworks, against which to quantify and measure the performance of the local sector. This definition details sub-sector categories, mapped against the relevant Standard Industrial Classification (SIC) Codes covering key business classifications that contain energy, low carbon, and renewables activity.

From: David Brazier, Cabinet Member for Highways and Transport
 Susan Carey, Cabinet Member for Environment
 Simon Jones, Corporate Director for Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 17 March 2022

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 two risks featuring on the Corporate Risk Register for which the Corporate Director is the designated 'Risk Owner' on behalf of the Corporate Management Team; 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.

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 The Corporate Director for the Growth, Environment and Transport directorate is the lead Director for two 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. The risks are regularly reviewed by directorate and divisional management teams.

Risk Reference	Risk Description	Current Score	Target Score
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	20 (High)	16 (High)
<p>The scope of the risk has broadened since the coronavirus pandemic, as the Authority continues to work with partners to fully understand both short and longer term Covid-19 impacts. The Kent and Medway Economic Partnership has produced a comprehensive Economic Renewal and Resilience Plan to aid local recovery, which the Authority continues to contribute to implementation of.</p> <p>An active pipeline of local projects is in place for potential funding announcements, and business growth across the County are supported through various schemes including the Kent and Medway Business Fund.</p>			
CRR0042	Post UK/EU Transition border systems, infrastructure, and regulatory arrangements	20 (High)	12 (Medium)
<p>KCC now operates a full, external border as a sovereign nation and controls are now placed on the movement of goods between the UK and the EU. The new border controls are currently being put in place for 1st July 2022. Actions being taken include recruiting and training additional staff to provide capacity for these changes.</p>			

2.2 A new Corporate Risk on the Impact of Climate Change is being considered. It would encompass the longer-term impacts on the Council's services, staff and assets, commissioned services, strategic infrastructure, population health, economy, and natural environment. It goes beyond the current risks already identified of severe weather impacts (GT0003) and of replacing funding that previously came via Interreg (GT0026).

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
GT0004	Skills shortage and capacity issues	20 (High)	12 (Medium)
<p>As part of the external bidding process officers have to submit suitable business cases, which 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>			

Risk Reference	Risk Description	Current Score	Target
GT0001	Health and Safety, and wellbeing considerations	20 (High)	10 (Medium)
<p>Services across the directorate need to pay due regard to potential Health and Safety issues due to the nature of the work they undertake, in addition to the impact of working from home on the wellbeing of staff.</p> <p>A strategic roadmap has been put in place to address changed circumstances, with a focus on staff wellbeing, physical health, and positive communication.</p>			

Risk Reference	Risk Description	Current Score	Target
GT0025	Capital Investment and Asset Management	15 (Medium)	9 (Medium)
<p>There is a risk of insufficient capital funding for Highway Asset Management and Infrastructure growth, as well as achieving Net Zero for the KCC estate by 2030.</p> <p>Actions are taking place to source additional capital funding with ongoing oversight within the directorate.</p>			

Risk Reference	Risk Description	Current Score	Target
GT0003	Directorate preparedness for, and management of, severe weather incidents	12 (Medium)	9 (Medium)
<p>This is a directorate-focused version of the corporate emergency response and resilience 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 continue to play an important role in planning for, responding to, and recovering from these events. This risk has been updated to reflect the current risk of concurrent emergencies.</p>			

Risk Reference	Risk Description	Current Score	Target
GT0024	Information Governance. Management of personal data.	12 (Medium)	6 (Low)
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.			

Risk Reference	Risk Description	Current Score	Target
GT0008	Ash Dieback. Destruction of the Ash species and associated costs to KCC.	12 (Medium)	12 (Medium)
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.			

Risk Reference	Risk Description	Current Score	Target
GT0021	Internal services provided to the Directorate do not meet an acceptable standard	12 (Medium)	9 (Medium)
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), and the directorate's services are increasingly being involved as key stakeholders in matters of strategy and service design. This is in addition to liaising with corporate services to ensure they can provide expert advice at the right time.			

Risk Reference	Risk Description	Current Score	Target
GT0027	Failure of ICT systems	12 (Medium)	12 (Medium)
The directorate is growing more reliant on information held electronically and would be impacted by staff being unable to continue working remotely due to equipment failure. Business Continuity Plans have been updated to include plans to mitigate against this risk and equipment is upgraded when available and necessary.			

Risk Reference	Risk Description	Current Score	Target
GT0026	Net Zero and Insufficiency of Funding	12 (Medium)	9 (Medium)
This risk relates to the capital investment needed in order to meet the 2030 Net Zero objective, which is not yet fully identified. Funding has been secured for estate decarbonisation and funding opportunities continue to be sought and applied for.			

Risk Reference	Risk Description	Current Score	Target
GT0019	Delivery of in-year budget targets.	Medium (12)	9 (Low)

At the time of reporting to Cabinet in December 2021, the GET directorate was forecasting a revenue variance of -£0.2m.

Risk Reference	Risk Description	Current Score	Target
GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	12 (Medium)	4 (Low)

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.

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 and impact of Covid-19;
- EU Transition and associated risks;
- Sufficiency of capital funding for highway asset management;
- Connectivity and Technology requirements;
- Operational risks such as health and safety concerns in household waste recycling centres.

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

**January 2022 – FOR PRESENTATION TO ENVIRONMENT & TRANSPORT CABINET
COMMITTEE – 17th March 2022**

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 2021
CRR0003	Securing resources to aid economic recovery and enabling infrastructure	20	16	↔
CRR0042	Post-Transition UK/EU border systems, infrastructure, and regulatory arrangements	20	12	↔

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk considering 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.

The overall risk score is derived from multiplying the likelihood and impact scores.

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 growth	CRR0003	Risk Title	Securing resources to aid economic recovery and enabling infrastructure for			
<p>Source / Cause of Risk</p> <p>The Covid-19 pandemic has impacted on the economy in Kent & Medway and the impacts 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, and employment outputs.</p> <p>UK funds will not fully replace EU structural funds lost following EU Transition.</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</p>	<p>Risk Event</p> <p>The inability to fully secure sufficient funding, including contributions from development, to deliver the infrastructure necessary to support growth may require gap funding for KCC to fulfil its statutory duties.</p> <p>Deferral of developer contributions and/or elongated planning consents leads to delayed or compromised infrastructure.</p>	<p>Consequence</p> <p>Key opportunities for growth missed.</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 strategic / enabling infrastructure becomes constrained.</p> <p>Reputational risk associated with delayed delivery of infrastructure required.</p> <p>Additional revenue costs incurred due to infrastructure delays e.g., Home to School transport costs.</p>	<p>Risk Owner</p> <p>Simon Jones, Corporate Director Growth, Environment and Transport (GET)</p> <p>Responsible Cabinet Member(s):</p> <p>On behalf of Cabinet:</p> <p>Derek Murphy, Economic Development</p> <p>David Brazier, Highways & Transport</p>	<p>Current Likelihood</p> <p>V. Likely (5)</p> <p>Target Residual Likelihood</p> <p>Likely (4)</p>	<p>Current Impact</p> <p>Serious (4)</p> <p>Target Residual Impact</p> <p>Serious (4)</p>	

the current funding systems, including Section106 contributions, Community Infrastructure Levy, and other growth levers.	
Control Title	Control Owner
Active pipeline in place of projects for potential funding arrangements.	David Smith, Head of Business and Enterprise (KCC lead)
Multi-agency Kent and Medway Employment Task Force has been established.	David Smith, Head of Business and Enterprise (KCC lead)
Single Monitoring System (SMS) is used to track individual s106 planning obligations from the Council's initial request for developer contributions through the issue of invoice for payment.	David Smith, Head of Business and Enterprise (KCC lead) / Stephanie Holt-Castle, Director Growth and Communities
Strong engagement of private sector through Kent and Medway Economic Partnership (KMEP), Business Advisory Board and Kent Developer Group	David Smith, Head of Business and Enterprise (KCC lead)
Strong engagement with South-East LEP and central Government to ensure that KCC is in a strong position to secure resources from future funding rounds.	David Smith, Head of Business and Enterprise (KCC lead)
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 (GET) / Stephanie Holt-Castle, Director Growth and Communities

Local Transport Plan 4 produced and approved by County Council	Tom Marchant, Head of Strategic Planning and Policy	
Government consultations on proposals for reform of the planning system in England considered and responded to.	Tom Marchant, Head of Strategic Planning and Policy	
Officers are working on bids to secure funding as appropriate including Local Growth Fund, Housing Infrastructure Fund, Major Roads Network	Joe Ratcliffe, Transport Strategy Manager	
Economic Recovery Dashboard in place	Rachel Kennard, Chief Analyst	
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	
Growth and Infrastructure Framework for Kent and Medway published, setting out the infrastructure needed to deliver planned growth.	Stephanie Holt-Castle, Director, Growth & Communities	
Action Title	Action Owner	Planned Completion Date
Contribute to implementation of the Kent and Medway Economic Partnership's local Economic Renewal and Resilience Plan, key delivery principles of which are: <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 economy in the return to growth). 	David Smith	April 2022

Participation on the Renewal and Resilience Group Plan group and the Employment Taskforce plans are being scoped to support key delivery principles.		
The Kent & Medway Business Fund opened to pre application on 31 October, with the KMBF Small Business Boost opening in December 2021. The next phase of the Innovation Loan is to be scoped.	David Smith, Head of Business and Enterprise (KCC lead)	March 2022
Workstreams include Government Relations, Infrastructure Priorities, Joint Planning, Delivery modelling, KCC Support of Housing Growth, Governance, and Infrastructure Proposition Bid.	Simon Jones, Corporate Director Growth, Environment and Transport (GET)	April 2022

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 ended, and the United Kingdom now operates a full, external border as a sovereign nation. This means that controls are now placed on the movement of goods between the UK and the EU.	That changes in border customs, checking and processing routinely affect local communities and both the strategic and local road networks.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing Dover Ports and Eurotunnel.	Simon Jones, Corporate Director GET	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 2022. KCC has been 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 necessary infrastructure, legislation, and controls to ensure long term plan for frictionless border movements.	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):	Target Residual Likelihood	Target Residual Impact	
KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.		Significant detrimental impact on county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.	David Brazier, Highways & Transport	Possible (4)	Serious (4)	
		Significant increase in imported goods subject to statutory checks by	Mike Hill, Community & Regulatory Services			

	<p>Trading Standards including consumer goods and animal feeds.</p> <p>Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards.</p> <p>Shortages and delay may impact supply chains.</p>
Control Title	Control Owner
KCC engagement with and support for the Kent Resilience Forum	Lisa Guthrie, Head of Kent Resilience Team
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.	Simon Jones, Corporate Director GET
Several training exercises have taken place to prepare for various scenarios	Simon Jones, Corporate Director, GET / Tony Harwood, Resilience and Emergencies Manager
KCC involvement in Operation Fennel Strategic and Tactical Groups (multi-agency planning groups for	Simon Jones, Corporate

potential disruption at Port of Dover and Eurotunnel).	Director GET	
Operation Fennel strategic plan in place	Simon Jones, Corporate Director GET	
KCC Cross Directorate Resilience Forum reviews latest situation regarding transition impacts	Tony Harwood, Resilience and Emergencies Manager	
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 services are continually reviewing business continuity arrangements, taking potential scenarios into consideration (cross-reference to CRR0004), with co-ordination via Directorate Resilience Groups	Service Managers	
KCC membership of the Delivery Models Operational Group and associated working groups such as Emergency Planning, Infrastructure etc.	Steve Rock, Head of Trading Standards	
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.	Simon Jones, Corporate Director GET	July 2022
Recruitment of additional staff for Ports Team to provide capacity and deal specifically with imported goods through the 7-8 Ports and Inland border facilities in Kent.	Steve Rock, Head of Trading Standards	July 2022
Recruitment of additional animal health officers to provide capacity to deal with increased pressures on animal health and welfare in Kent.	Steve Rock, Head of Trading Standards	December 2021

Recruitment of Trainee Trading Standards Officers to increase capability of the service to cover statutory functions requiring qualified staff, in particular Animal Feed.	Steve Rock, Head of Trading Standards	December 2021
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From: David Brazier, Cabinet Member for Highways and Transportation
Susan Carey, Cabinet Member for Environment
Simon Jones, Corporate Director for Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 17 March 2022

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 December 2021.

Fifteen of the nineteen KPIs achieved target and are RAG rated Green. Three KPIs were below target but did achieve the floor standard and are RAG rated Amber. One KPI was below floor standard and is RAG rated Red.

Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE the report to December 2021.

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 fourth report for the 2021/22 financial year.

2. Performance Dashboard

2.1. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2021/22. These KPIs, activity indicators and targets came before the Cabinet Committee for comment in June 2021. 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 December 2021.

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. Four out of five KPIs in Highways & Transportation achieved or exceeded target for latest month performance and were RAG rated Green. Streetlights, illuminated signs and bollards repaired in 28 calendar days dropped below target in November, and

below the floor standard in December. Management action on this KPI is detailed in the report.

- 2.5. Five of the digital take-up indicators in Highways and Transportation were RAG rated Green, with Concessionary bus passes missing target by 1 percentage point.
- 2.6. Six of the eight indicators for Environment and Waste were above target, leaving two that were below. Both the Municipal waste recycled and composted and HWRC recycling indicators are four percentage points below target, but above the floor target and so RAG rated amber. The volume of waste collected at HWRCs is around 70% of pre-pandemic levels.
- 2.7. The process for reviewing KPIs and targets for 2022/23 has continued for the indicators reported to this Committee and this will take into consideration demand and the resources available to services.

3. Recommendation(s):

The Environment and Transport Cabinet Committee is asked to NOTE the report to December 2021.

4. Contact details

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Environment and Transport Performance Dashboard

Financial Year 2021/22

Results up to December 2021

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Produced by Kent Analytics

Publication Date: February 2022



Guidance Notes

Data is provided with monthly frequency except for Waste Management and Greenhouse Gases where indicators are reported with quarterly frequency and as 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. Instead, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are within their expected range or not. Results can either be within their expected range (**Yes**), or **Above** or **Below** their expected range

Key Performance Indicators Summary

Highways & 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	RED	AMBER

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

Environment & Waste	RAG
WM01 : Municipal waste recycled and composted	AMBER
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
EPE14 : Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN
EW1: Percentage of statutory planning consultee responses submitted within 21 days	GREEN
DT05 : Percentage of HWRC voucher applications completed online	GREEN

Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	David Brazier

Key Performance Indicators

Ref	Indicator description	Sep-21	Oct-21	Nov-21	Dec-21	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	97%	98%	98%	98%	GREEN	95%	GREEN	90%	80%	94%
HT02	Faults reported by the public completed in 28 calendar days	90%	89%	91%	91%	GREEN	90%	GREEN	90%	80%	92%
HT04	Customer satisfaction with service delivery (100 Call Back)	90%	98%	98%	98%	GREEN	95%	GREEN	85%	70%	95%
HT08	Emergency incidents attended to within 2 hours	99%	99%	99%	98%	GREEN	98%	GREEN	98%	95%	97%
HT12	Streetlights, illuminated signs and bollards repaired in 28 calendar days	93%	94%	82%	67%	RED	88%	AMBER	90%	80%	86%

HT12 –The drop in performance in streetlights, illuminated signs and bollards repaired in 28 calendar days is due to several factors – an inability to recruit to vacancies, sickness, and staff having to self-isolate due to Covid in December particularly. An Early Warning was issued on 07/12/21 regarding performance and it was agreed at a risk reduction meeting that, to reduce the number of outstanding orders, a number of measures would be put in place including:

- An overtime incentive was introduced for weekend working
- Crews were asked to work between Christmas and New Year
- Bouygues sent out a request to the wider business looking for teams that could be deployed temporarily in Kent.
- Bouygues is reviewing crews in Planned works to free up another crew to join the Maintenance works
- Weekly monitoring meetings have been set up between KCC and Bouygues

Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	David Brazier

Activity Indicators

Ref	Indicator description	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Year to Date	In expected range?	Expected Range	
									Upper	Lower
HT01b	Potholes repaired (as routine works and not programmed)	879	847	766	1,020	1,053	10,172	Above	9,900	6,300
HT02b	Routine faults reported by the public completed	5,161	4,384	3,919	3,909	3,621	40,413	Yes	43,200	34,200
HT06	Number of new enquiries requiring further action (total new faults)	7,586	6,285	6,767	5,700	4,729	59,987	Below	81,000	66,000
HT07	Work in Progress (active enquiries/jobs) - end of month snapshot	7,542	6,824	6,884	5,828	5,535	N/a	Below	7,500	6,500
HT13	Streetwork permits issued	11,429	12,030	12,474	13,697	11,024	113,158	Above	105,900	87,900

HT01b – Activity is showing as above expected levels in the year to December largely due to high numbers of potholes reported during the summer as unusually wet weather had an impact on the roads. Numbers continue to be on the high side of expectations into winter.

HT06 – Whilst the routine faults requiring action in 28 days (drains blocked and potholes etc), have been higher than usual, overall enquiries including longer term repairs, streetlighting queries and pavement issues, have been lower than expected.

HT07 – Work in progress was impacted by higher demand in the summer from drainage and pothole enquiries, but due to a milder Autumn, work volumes have reduced below expectations at this time of year.

HT13 – The demand from utility companies, developers and indeed our own works to access road space in this quarter reached just over 37,000 permit requests. This demand for road space and managing the Kent network continues to put significant pressure on the team and does not show any signs of letting up. Recruitment for additional resource in the team is ongoing.

Division	Corporate Director	Cabinet Member
Highways and Transportation	Simon Jones	David Brazier

Digital Take-up indicators

Ref	Indicator description	Sep-21	Oct-21	Nov-21	Dec-21	Year to Date	YTD RAG	Target	Floor	Prev. Year
DT01	Percentage of public enquiries for Highways Maintenance completed online	59%	60%	55%	57%	59%	GREEN	55%	45%	57%
DT03	Percentage of concessionary bus pass applications completed online	70%	69%	65%	69%	69%	AMBER	70%	60%	72%
DT04	Percentage of speed awareness courses bookings completed online	83%	84%	87%	84%	87%	GREEN	85%	75%	84%
DT06	Percentage of Highway Licence applications completed online	100%	100%	100%	100%	99%	GREEN	90%	75%	95%
DT15	Percentage of KCC Travel Saver applications completed online (Rolling 12 months)	100%	100%	100%	100%	#N/A	GREEN	95%	85%	99%
DT16	Percentage of 16+ Travel Saver applications completed online (Rolling 12 months)	100%	100%	100%	100%	#N/A	GREEN	95%	85%	100%

DT03 - There will be some monthly variation with options to apply over the phone, by post and in libraries. Although it has been challenging to meet target in the past few months, it is expected for target to be achieved by January.

DT06 – All highway licences are now completed online since a new back-office system went live in August 2021.

DT15 and DT16 - All Travel Saver and 16+ Travel Saver applications are now completed online.

Division	Corporate Director	Cabinet Members
Environment & Waste	Simon Jones	Susan Carey

Key Performance Indicators (Rolling 12 months except WM08)

Ref	Indicator description	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	46%	46%	47%	46%	46%	AMBER	50%	45%
WM02	Municipal waste* converted to energy	52%	52%	51%	53%	54%	GREEN	49%	44%
01+02	Municipal waste diverted from landfill	97.9%	98.1%	98.1%	99.0%	99.8%	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRCs)	67%	70%	69%	68%	66%	AMBER	70%	65%
WM08	Overall score for mystery shopper assessment of Household Waste Recycling Centres	N/a	N/a	97%	96%	96%	GREEN	96%	85%

* This is waste collected by Districts, and by KCC via HWRCs.

WM01 – Overall recycling and composting is comparable with previous years but remains behind the aspirational target of 50%. Kerbside recycling and composting has dropped slightly to 43%.

WM03 – This remains below the 70% target. There was less recycling and more non-recycling taken to HWRCs in Quarter 3 this year compared to Quarter 3 last year.

Division	Corporate Director	Cabinet Members
Environment & Waste	Simon Jones	Susan Carey

Activity Indicators (Rolling 12 months)

Ref	Indicator description	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	In expected range?	Expected Range	
								Upper	Lower
WM05	Waste tonnage collected by District Councils	587,851	602,744	601,274	599,294	592,614	Above	550,000	530,000
WM06	Waste tonnage collected at HWRCs	79,993	73,002	89,405	96,438	95,721	Below	150,000	130,000
05+06	Total waste tonnage collected	667,844	675,746	690,680	695,731	687,444	Yes	700,000	660,000
WM07	Waste tonnage converted to energy at Allington Waste to Energy Plant	323,123	327,984	329,380	341,831	343,989	Above	340,000	320,000

WM05 – Volumes of kerbside waste remain above expected levels, although they are on a reducing trend. Most collection authorities continue to collect side waste, which is waste presented by residents next to their containers. Certain Districts have struggled to maintain collection schedules due to personnel shortages and sickness.

WM06 – The volume of waste taken to HWRCs did not increase on the last Quarter, being around 70% of expected levels. There are reports of residents continuing to attempt to re-use their waste in communities before attending the HWRC. When residents visit, they tend to visit less frequently but bring a larger load. Good levels of booking capacity exist which is spread evenly through the day.

WM07 – Overall kerbside volumes taken to Allington remain above budget, but this, however, is necessary to avoid residual waste being disposed of via landfill. Kerbside tonnage is showing signs of reducing but is still 10% higher than pre-pandemic levels, resulting in an increase in waste being taken to Allington compared to budgeted levels.

Division	Corporate Director	Cabinet Member
Environment & Waste	Simon Jones	Susan Carey

Key Performance Indicator (reported quarterly in arrears)

Ref	Indicator description	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	RAG	Target	Floor
EW2	Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes	19,102	18,235	16,940	16,251	16,519	16,601	GREEN	20,433	22,476

EW2 – At the mid-year point for 2021/22 (Quarter 2 into Quarter 3) greenhouse gas emissions were slightly higher than those recorded in 2020/21. An increase was expected following the end of more significant COVID restrictions, but this was not as high as anticipated. This means we are ahead of where we expected to be at this point in making progress towards the KCC Net Zero by 2030 target.

Key Performance Indicators (monthly)

Ref	Indicator description	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Year to Date	YTD RAG	Target	Floor
EW1	Percentage of statutory planning consultee responses submitted within 21 days	94%	94%	97%	85%	100%	92%	GREEN	85%	76%
DT05	Percentage of HWRC voucher applications completed online	98%	99%	99%	99%	100%	99%	GREEN	95%	85%

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From: Benjamin Watts, General Counsel
To: Environment and Transport Cabinet Committee – 17 March 2022
Subject: Work Programme

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.

1. Introduction

- 1.1 The proposed work programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the chairman, in consultation with the cabinet members, is responsible for the programme's fine tuning, this item gives all members of this cabinet committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme

- 2.1 The proposed work programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this cabinet committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a cabinet committee meeting, in accordance with the constitution].
- 2.2 The cabinet committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this cabinet committee will be included in the work programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow members to have oversight of significant services delivery decisions in advance.
- 2.4 When selecting future items, the cabinet committee should 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 the Democratic Services Officer between meetings, for consideration.

<p>4. Recommendation: The Environment and Transport Cabinet Committee is asked to consider and agree its Work Programme.</p>

5. Background Documents: None

6. Contact details

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Environment and Transport Cabinet Committee – Work Programme 2022

Item	Cabinet Committee to receive item
Verbal Updates by Cabinet Members and Corporate Director	At each meeting
Performance Dashboard	At each meeting
Work Programme	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Strategic Risk Register	Annually (March)
Annual Equality and Diversity Report	Annually (June/July)
Winter Service Policy	Annually (September)
Bus Feedback Portal update	Bi-Annual (every six months)

12 May 2022

No.	Item	Additional Comments
	Bus Feedback Portal update	Bi-Annual
	Fastrack Service, including ZEBRA (Zero Emission Bus Regional Areas)	
Page 145	Kent Design Guide	
	Minerals and Waste Consultation Outcomes	
	Traffic Management Act Part 6 Update	

6 July 2022

No.	Item	Additional Comments
	Annual Equality and Diversity Report	Annual

Items for Consideration that have not yet been allocated to a meeting	
North West Maidstone Transfer Station	Requested at E&T Cabinet Committee on 16 July 2019
Cycle Network - Update	Requested at E&T Cabinet Committee on 18 January 2022
Kent and Medway Energy and Low Emissions Strategy - Annual update	Summer 2022
Southern Water - Update	Requested at E&T Cabinet Committee on 18 January 2022. Late 2022
Coastal Environment Plan	Late 2022

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