

**ENVIRONMENT, HIGHWAYS AND WASTE POLICY  
OVERVIEW AND SCRUTINY COMMITTEE**

**Wednesday, 14th March, 2012**

**10.00 am**

Darent Room, Sessions House, County Hall, Maidstone







## AGENDA

# ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW AND SCRUTINY COMMITTEE

**Wednesday, 14th March, 2012, at 10.00 am**      Ask for      **Karen Mannering**  
**Darent Room, Sessions House, County Hall,**      Telephone      **01622 694367**  
**Maidstone**

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

### Membership (12)

Conservative (11):      Mr D A Hirst      (Chairman),      Mr N J Collor,      Mr J M Cubitt,  
Mr M J Harrison,      Mr J D Kirby,      Mr S C Manion,      Mr R F Manning,  
Mr R A Pascoe, Mrs E M Tweed, Ms A Hohler and Mr M J Northey

Liberal Democrat (1):      Mr M B Robertson (Vice-Chairman)

### Webcasting Notice

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### **UNRESTRICTED ITEMS**

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

#### Item No

#### **A. COMMITTEE BUSINESS**

- A1      Introduction/Webcasting
- A2      Substitutes
- A3      Declaration of interests by Members in items on the Agenda for this meeting
- A4      Minutes - 12 January 2012 (Pages 1 - 12)
- A5      Cabinet Member's Update (Oral Report)

## **B. PERFORMANCE REVIEW ITEMS FOR INFORMATION**

*Members are requested to inform the Chairman should they have a question relating to Items B1- B2 . Any such questions will be dealt with immediately prior to the close of the meeting or in writing.*

- B1 Financial Monitoring Report 2011/2012 (To follow)
- B2 KCC Quarterly Performance Report, Quarter 3, 2011/12 including mid year Business Plan monitoring (To follow)

## **C. ITEMS FOR DISCUSSION**

- C1 Bus Services to Tunbridge Wells Hospital at Pembury (Pages 13 - 26)
- C2 Member Highway Fund - Operational Review (Pages 27 - 34)

## **D. SELECT COMMITTEE UPDATE**

- D1 Select Committee - update (Pages 35 - 60)

## **MOTION TO EXCLUDE THE PRESS AND PUBLIC**

That under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

### **EXEMPT ITEMS**

(During these items the meeting is likely NOT to be open to the public)

- 1 Highways & Transportation Professional Consultancy Services - options (Pages 61 - 62)

Peter Sass  
Head of Democratic Services  
(01622) 694002

**Tuesday, 6 March 2012**

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

## KENT COUNTY COUNCIL

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### ENVIRONMENT, HIGHWAYS AND WASTE POLICY OVERVIEW AND SCRUTINY COMMITTEE

MINUTES of a meeting of the Environment, Highways and Waste Policy Overview and Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Thursday, 12 January 2012.

PRESENT: Mr D A Hirst (Chairman), Mr M B Robertson (Vice-Chairman), Mr N J Collor, Mr J M Cubitt, Mr M J Harrison, Ms A Hohler, Mr J D Kirby, Mr S C Manion, Mr R F Manning, Mr R J Parry (Substitute for Mr M J Northey), Mr R A Pascoe and Mrs E M Tweed

ALSO PRESENT: Mr B J Sweetland and Mr D L Brazier

IN ATTENDANCE: Mr M Austerberry (Corporate Director, Environment and Enterprise), Mrs C Arnold (Head Of Waste Management), Mr J Burr (Director of Highways and Transportation), Mr P Crick (Director of Planning and Environment), Mr R Fitzgerald (Performance Manager), Mr D Hall (Future Highways Manager), Mr H Miller (Acting Finance Business Partner), Mr S Palmer (Head of Highway Operations), Mr T Pierpoint (Public Transport Team Leader), Mr T Read (Head of Highway Transport) and Mrs K Mannering (Democratic Services Officer).

### UNRESTRICTED ITEMS

#### 1. Minutes - 22 November 2011

*(Item A4)*

(1) Mr Manning referred to paragraph 52 of the Minutes, and updated Members on the progress of the Working Group set up to consider the management of road works across Kent. The working group had met to decide its objectives in looking at reducing congestion. An in-depth report would be submitted to a meeting of the new Cabinet Committee.

(2) RESOLVED that the Minutes of the meeting held on 22 November 2011 are correctly recorded and that they be signed by the Chairman.

#### 2. Cabinet Member's Update (Oral Report)

*(Item A5)*

(1) Mr Sweetland gave a verbal report on the following issues:-

##### *Planning & Environment*

Local Development Frameworks

Minerals and Waste Development Framework (Delivered by Mr Brazier)

Flood Risk Management (Delivered by Mr Brazier)

##### *Waste Management*

Household Waste Recycling Centres; Eat Kent Project; and Mid Kent Project

### *Highways & Transportation*

General Overview; Winter Service; Parish Handy Man Scheme; Highway Management Centre (HMC); and Member Highway Fund

### *Regeneration Projects*

Cyclopark (Delivered by Mr Brazier)

(2) RESOLVED that the update be noted and a copy circulated to Members of the Committee.

## **3. Financial Monitoring 2011/12**

### *(Item B1)*

(1) Members were asked to note the November budget monitoring exception report for 2011/12, reported to Cabinet on 9 January 2012.

### *Revenue*

(2) The overall position for EHW Directorate reported to Cabinet on 9 January showed a reduction of £249k in the forecast underspend since the previous monitoring.

(3) A shortfall in the Commercial Services contribution of £349k had been identified which was due to a combination of a reduction in lease car numbers and an inability to absorb unbudgeted Total Contribution Pay (TCP) costs. Cabinet had been asked to approve a virement of £199k from the Finance and Business Support portfolio to offset the shortfall on lease cars. A review of activities within the Partnership and Behaviour Change element of the Waste budget had identified an additional £100k saving.

### *Capital*

(4) There had been a small number of adjustments to the predicted capital outturn, which were explained in the November exception report, with further information contained with the October full monitoring report.

(5) RESOLVED that the budget variations for the EHW Portfolio for 2011/12 based on the November exception report to Cabinet be noted

#### **4. Budget 2012/13 and Medium Term Financial Plan 2012/15** *(Item B2)*

(1) The Committee considered budget proposals for the Environment, Highways and Waste Portfolio, with reference to the draft KCC budget launched on 20 December 2011. Members were invited to comment on the key issues on the proposed budget changes for the services provided by the Enterprise and Environment Directorate.

##### *Revenue Budget Proposals*

(2) The draft budget book included a portfolio summary, an updated A to Z of services and for the first time a detailed variation statement for each line in the A to Z showing all the changes between 2011/12 and 2012/13. The introduction of an A to Z of services rather than a portfolio by portfolio presentation of the budget was largely welcomed last year.

(3) The MTFP set out the overall assumptions about the likely resources available over the next 3 years. It also set out the forecast additional spending demands and the savings/income which would be necessary to achieve a balanced budget each year. The savings had been expressed as target amounts for efficiencies and service reforms under a number of themes. The MTFP included a portfolio by portfolio analysis of the main changes within the proposed 2012/13 budget. This was presented in the same format as the previous multi year presentation. Experience had shown that although a 3 year plan by portfolio was produced, nearly all of the issues related to the first year and the detail for years 2 and 3 were largely aspirations and changed significantly when the budget for those years came to be approved at a later date.

(4) As in 2011/12 the detailed budgets for individual service units and budget managers would be produced after County Council had agreed the draft budget in A to Z format. The detailed manager analysis would include staffing information for individual units.

##### *Capital Budget*

(5) The starting point for the capital programme was the existing published capital programme for 2011/14. The presentation of the capital programme for individual schemes had been revised to shift the focus away from planned spending year by year and more towards the totality of spend and how this was financed. It would enable debate to focus on the merit of schemes, their affordability and overall timeliness rather than the detail of re-phasing individual amounts between years.

(6) During debate Members were assured that should the Government agree to the progress KCC planned for dualling the A21, the cost of a Public Enquiry had been included in the capital budget.

(7) Mr Manning thanked all the officers for the spirit with which they had taken on board the cuts that were needed to deliver almost the same front line services.

(8) RESOLVED that the revenue and capital budget proposals for the Environment Highways and Waste portfolio, be noted.

## **5. KCC Quarterly Performance Report, Quarter 2 2011/12, including mid year Business Plan monitoring**

*(Item B3)*

(1) The Quarter 2, 2011/12, KCC Performance Report was presented to Cabinet on 5 December. A light touch mid year Business Plan monitoring exercise was conducted in November with the aim of identifying achievements and also areas where tasks were not completed.

(2) The Quarterly Performance Report replaced the previous Core Monitoring and was still in development. A summary of performance for quarter 2 for the Enterprise and Environment directorate was provided in Appendix 1 of the report, detailing the main results against the key performance indicators. The process contributed to the management of the overall performance of the authority and the reports were to be published on the external web site as part of KCC's transparency agenda.

(3) A summary of the highlights of the mid year Business Plan monitoring for Enterprise and Environment was set out in Appendix 2 of the report. A number of achievements had been reported by Divisions up to the half year point. The majority of projects, developments and activities were reported as progressing as expected, with completion by the end year.

(4) Mr Cubitt stated that the report showed a massive improvement across the board, and that it was right to recognise and thank the officers for their work.

(5) RESOLVED that the report be noted.

## **6. Highway Management Centre and Highway Network Management**

*(Item C1)*

(1) The report provided an update on how KCC's new Highway Management Centre (HMC) at the Aylesford Highways Depot was helping to improve highway services and network management across the County using technology and by integrating services.

(2) The HMC was opened in September 2011 and was located on the first floor of the new Aylesford Highways Depot. The Centre sought to 'Keep Kent Moving', ensuring the highway network was operating efficiently by:

- managing the day-to-day highway maintenance activity;
- co-ordinating responses to incidents across the County;
- increasing traffic management efficiency; and
- keeping people informed.

(3) The UTMC (Urban Traffic Management and Control) project included investment, initially in Maidstone, in:



- CCTV cameras
- Automatic Number Plate Recognition (ANPR) cameras
- Classified Counters
- Variable Message Signs (VMS)

The project produced a number of measurable benefits including:

- Travel time savings by opening the traffic management centre on Saturdays;
- Travel time savings during incidents of £100,000 per annum in Maidstone based upon the number of incidents recorded; and also
- Increase in under-used car park occupancies and travel time savings of £140,000 as a result of the new Car park VMS, supported by the car park data in Maidstone.

(4) The benefits could be transferred to other towns and the project had been extended to cover Canterbury, Gravesend, Tunbridge Wells and Dartford. The Dartford scheme was underway and would be completed over the current and next financial year. It was expected that development would provide similar benefits to the Maidstone implementation.

(5) The HMC had only been operating for a short time but there had been a number of examples that demonstrated the benefit of integrating services and maximising the use of technology. Two examples were set out in the report. The HMC would also be a key element of the work being carried out to mitigate the impact of the Olympic Games by enabling management of the road network and by working with other agencies.

(6) As the HMC developed, the measurement of the benefits would be key to delivering service efficiency and identifying further areas to explore for improvement. Extending the hours of opening and improving communication links with the Police were key development areas currently being considered. The identification of benefits in the HMC would ensure that funding in the technology that supported the centre was focussed on the areas of maximum benefit. Further expansion was being considered for Ashford if funding was available.

(7) A Member visit to the HMC had been arranged for Thursday, 26 January 2012.

(8) RESOLVED that the content of the report be noted.

## **7. Expectation Management (Service clarity)**

*(Item C2)*

(1) The report outlined an approach to increasing the transparency of the agreed service levels of the Highway & Transportation service. Its purpose was to make clear what could be delivered in these challenging times and to ensure that resources

were best targeted and utilised. Accountability, honesty and deliverability were key to the future success of this high profile service area.

(2). An open and transparent 'expectation management' programme to set out clearly what service level 'our customers' could expect from Highways & Transportation had been developed. Priorities must now be clarified more than ever before, with safety critical matters and programmed asset management remaining of critical importance. The draft appendices to the report were intended to highlight what was done, what had to be done and why. It clearly detailed the levels of service and resource that were to be provided and formed the basis for future communication with customers. As they currently stood they were not intended to be used in isolation. Information published on the KCC website would be clear on the levels of service that residents could expect and how localism/self-help might be able to assist them. It would also help the Contact Centre in answering more calls directly.

(3) A key benefit of the exercise had been in revisiting why things were done and the benefits/outcomes that actions had on the highway asset and the users of the service. This would enable customers to learn more clearly how and why decisions were made. Initial feedback on the initiative had already been extremely positive.

(4) It was important to ensure that the staff in Highways and Transportation embraced localism and that processes were sufficiently flexible to permit local communities to engage where they wished to do so. The openness and transparency would support the concept of local communities adding value to the services that were delivered and would help to mitigate any negativity surrounding budget limitations.

(5) During debate the following issues were raised:-

(a) Mrs Tweed referred to

- (i) the removal of tree stumps following the cutting down of trees and the associated safety aspect. Mr Sweetland stated that he had funded the removal of a number of tree stumps and pavement repairs from his Member Highway Fund.
- (ii) the lack of clarity as to who was responsible for grass cutting, and the need for a definitive list. Mr Burr stated that the County Council was fully responsible for grass cutting in Kent, and undertook to provide a list of which District Councils acted as contractors.
- (iii) funding for roundabout maintenance in Ashford. Mr Sweetland undertook to contact Mrs Tweed direct.

(b) Ms Hohler referred to the published gully cleansing schedule. Mr Burr undertook to circulate the relevant link.

(6) RESOLVED that the report and Members' comments during debate be noted.

## **8. Highways and Transportation Enterprise Term Maintenance Contract** *(Item C3)*

(1) On 1 September 2011, Highways and Transportation commenced a new Term Maintenance Contract with Enterprise AOL, to provide core maintenance services, including;

- Routine maintenance, carriageway, footway structure repairs
- Winter Service
- Emergency out of hour's response
- Drainage gulley emptying and repairs
- Signs and lines maintenance
- Integrated transport schemes
- Street lighting
- Scheme delivery
- Tunnels and Structure

The initial contract term was five years; which could be extended by a further five years but was subject to satisfactory performance and assessment by the County Council. The report detailed an assessment and impact of the contract.

(2) Enterprise had invested heavily in the contract, they had mobilised a fleet of 198 vehicles which included the 63 gritting vehicles. In the first three months of operation 19,836 orders (£5.2m) had been completed, 2,100 salt bins filled and 4,000t out of the 23,000t salt stock had been used and replenished. Kent had invested heavily in training (2,648 hours), which was vital to ensure that officers understood the contract, complied with its requirements and ensured that best value was achieved.

(3) Enterprise and Kent had worked well during the start of the contract. Kent's approach had been to be firm but fair in all commercial/contractual matters, the principles of the price list were robustly adhered to where new rates or pricing queries had been resolved. Routine enquiries reported by the public completed in 28 days were just above standard at 91%.

(4) The contract handover had been almost seamless with only a slight drop in output experienced. Two service areas that were affected were street lighting maintenance and MHF schemes. Both the areas had been subject to increased focus to resolve the delays and actions had been taken to ensure that full programmed delivery could be assured and output increased. Whilst IT systems had been live from 1 September 2011, developments had been undertaken to improve the interfaces across both Enterprise and KCC systems. Specifically it was found that a minority of job statuses had not been consistent across systems, which had now been resolved.

(5) The operation of the new contract had to be viewed as a success to date. As expected there were areas that still required attention (i.e. drainage), but these were limited and were constantly improving. The transfer of productivity and quality risk to Enterprise had proved to be the right decision and KCC were achieving greater value from the contract.

(6) RESOLVED that the following be noted:-

- (a) the implementation of the Term Maintenance Contract had resulted in some promising early results;
- (b) further operational improvements and staff development were required to extract full efficient working; and
- (c) IT System enhancements across both organisations were identified and were planned to be delivered.

## **9. Bus Services to Pembury Hospital**

*(Item C4)*

(1) KCC was currently administering significant enhancements to bus services to the new Tunbridge Wells hospital in Pembury on behalf of the Maidstone and Tunbridge Wells NHS Trust. It was a short term provision awaiting the resolution of planning issues (Tunbridge Wells Borough Council) related to the site. Members were asked to consider KCCs long term involvement in the provision of bus services for the hospital. The report presented a number of options for Members to consider.

(2) The new Tunbridge Wells hospital opened on 21 September 2011 in Pembury. The hospital, which was delivered by the Maidstone and Tunbridge Wells NHS Trust (the NHS Trust), had replaced the Kent and Sussex hospital in Tunbridge Wells town centre and services had been transferred from Maidstone Hospital to the new site. The new Tunbridge Wells hospital was in an out of town location and had limited access by modes other than the private car. When planning consent for the hospital was given Tunbridge Wells Borough Council (TWBC) and KCC ensured that the NHS Trust were obligated to provide significant enhancements to the local public transport network. However, after consent was granted, and the cost of the bus services became clear, the NHS Trust did not consider the specified improvements to be affordable. They therefore approached TWBC and KCC to investigate the feasibility of altering their obligations with regards to bus services.

(3) When it became apparent that the situation would not be resolved until early in 2012, the NHS approached KCC to seek help in providing an interim solution, to provide a local network of bus services to provide sustainable access to the hospital. Following the completion of a contractual agreement between KCC and the NHS Trust, KCC secured the provision of the high frequency services, acting as agents on behalf of the Trust. All costs were being met by the NHS Trust and the services commenced operation on 13 November 2011 for a fixed six month period. The services would operate until 13th May 2012. Before this date arrangements needed to be made to provide sufficient sustainable access to the new Tunbridge Wells hospital in the long term. This was legally an issue for the NHS Trust and TWBC to resolve, although KCC as the Local Transport Authority were a key stakeholder.

(4) There were various models which could be employed to resolve the long term service provision, with varying levels of involvement for KCC:-

- KCC became party to a Section 106 agreement, whereby NHS Trust provided fixed amount of funding and KCC provided services. NB. Service level partly reliant on revenue generation.

- KCC became party to a Section 106 agreement, whereby KCC provided services but the NHS Trust underwrites risk of services not meeting required levels of revenue generation. NB. Service level guaranteed
- KCC act as agents/contractors in providing services on behalf of the NHS.
- KCC had no direct involvement

It was noted that the ultimate resolution would require agreement from both the NHS Trust and TWBC and that any position that KCC decided to adopt might not be acceptable to other parties, and vice versa.

(5) Mrs Hohler proposed that option 2 should be employed with an additional clause that, before any agreement was entered into, KCC and other consultees confirm that there was a sustainable, viable and satisfactory provision included for residents of Hadlow, West Malling and Borough Green being provided for.

(6) Mr Robertson proposed that the option should include “subject to further consideration to fulfilling, as far as possible, that those planning conditions related to the rural areas”.

(7) Mr Manning proposed that the option should include “KCC enter into negotiations”.

(8) RESOLVED that:-

- (a) Members note the background to the provision of bus services to the new Tunbridge Wells hospital; and
- (b) KCC immediately enter into negotiations to become party to the Section 106 agreement, whereby the NHS Trust funds the bus services and underwrites those not meeting the required levels of revenue. These services will seek to provide access to those communities as covered by Condition 29 of the planning consent.

## **10. Growth Without Gridlock - Update**

*(Item C5)*

(1) Following the recent Autumn Statement by the Government, which outlined a range of major transport proposals, it was an opportune moment to update Members on progress with the key proposals contained in the County Council’s 20 year transport delivery plan, Growth without Gridlock.

(2) *Additional Thames Crossing*

Officers had been working with partners in the South East Local Enterprise Partnership (SELEP) to press the DfT for increased capacity and improvements to the crossing of the Thames, one notable success being the recent announcement to postpone the increase of charges on the Dartford Crossing. Following the Government’s commitment in the Comprehensive Spending Review to undertake an unbiased assessment of the three crossing options, they had now invited tenders to

carry out the work which was expected to commence in February 2012 with consultation to follow in mid 2013.

(3) *Operation Stack*

In response to the Operation Stack Summit in July, three low cost lorry park proposals had been developed with input from the Highways Agency and Kent Police. The next step was to complete the environmental impact assessment and prepare a planning application.

(4) *A21 Dualling Tonbridge to Pembury*

In October 2011, the County Council submitted a revised proposal that could be delivered locally by KCC for less than £70m, compared to the Highways Agency scheme cost of £120m. The County Council was extremely disappointed that the scheme was not given the go-ahead in the recent Autumn Statement. To help build the case for the scheme, an Economic Impact Assessment was currently being carried out which would be submitted to Ministers in spring 2012.

(5) *Rail improvements for East Kent*

A new peak time high speed service to/from Deal and Sandwich, supported by the County Council, commenced in September with passenger uptake better than expected. The recent successful bid for Regional Growth Funding of £40m included allowance for Business Critical Infrastructure Grants which would support the delivery of infrastructure projects such as high speed rail enhancement on the Ashford to Ramsgate line. The construction of a Thanet Parkway Station was the subject of a first-round Regional Growth Fund bid in January 2011. Unfortunately the bid was unsuccessful, but the business case for the Station nevertheless remained very strong, with a Benefit-Cost Ratio of 5:1, and KCC would continue to work with Thanet District Council, Manston Airport and local businesses to identify suitable delivery opportunities.

(6) *Funding for transport infrastructure*

Throughout the past 12 months, officers had met with Ministers and officials at DfT and DCLG, to call for greater flexibilities and freedoms around funding streams and local delivery. A business case for hypothecation of funding from new revenue streams was being developed with DfT officials, alongside discussions with investment bankers to gauge market appetite for investment in strategic transport infrastructure. The Government had proposed a new system of funding major schemes beyond 2015 through Local Transport Consortia which would provide greater freedoms and decentralisation of decision making to Local Transport Authorities.

(7) During debate the following issues were raised:-

- (a) Mr Collor asked for the number of times Operation Stack had been activated. Mr Sweetland informed Members that over the last 5 calendar years there had been 31 incidences –

- Bad weather 11
- Volume of traffic 4
- Technical problems with the Channel Tunnel 9
- French industrial action 4
- Ferry operators industrial action 3

(b) Mr Pascoe asked if it was possible to prevent lorries entering Kent. Mr Crick said that variable message signing on motorways was deployed to deter drivers from entering Kent when Operation Stack was in force, but ultimately we could not force drivers not to carry on their journey. Mr Crick undertook to supply Members with the relevant information, together with the number of days involved with the 31 incidences.

(c) Mr Cubitt referred to the additional Thames Crossing and asked if an environmental impact assessment was being carried out on the 3 options. Mr Crick agreed that one was going to be undertaken.

(d) Mr Harrison referred to Operation Stack and the lack of facilities at lay-bys which were occupied by lorries. Mr Sweetland referred to the environmental impact assessment, and consequent planning consent. Mr Crick stated that a revised scheme for an Operation Stack lorry park at Aldington had been estimated to be in the region of £25m.

(e) Mr Manning referred to Operation Stack and the discussion which took place 4/5 years ago, relating to the quick movable barrier which cost the Highways Agency £500k per annum to rent whether or not it was actually deployed. Regardless of current negotiations he stated that it was typical of the arrogance of the Highways Agency. No reference was ever made to the costs and time involved.

(8) RESOLVED that the progress outlined in the report, be noted.

## **11. Select Committee - update**

*(Item D1)*

(1) The report updated Members on the following reviews which were underway – Dementia; Educational Attainment at Key Stage 2; and The Student Journey.

(2) Background research had begun on the Select Committee topic review on Domestic Abuse, and the Committee would start its work in early 2012. There would be resources available to start two new Select Committee reviews in May 2012.

(3) RESOLVED that:

(a) the review work currently underway be noted; and

(b) Members advise the Democratic Services Officer of any topics which they would like to put forward for consideration for inclusion in the future Select Committee Topic Review Work Programme.

## EXEMPT ITEMS

*(The following is an unrestricted minute of matters which the POSC resolved under Section 100A of the Local Government Act 1972, the press and public should be excluded from the meeting on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act).*

### **12. Highways & Transportation Consultancy Services**

*(Item 1)*

(1) The report set out a summary of the operation of the Highways and Transportation Consultancy Contract. It highlighted areas for improvement and timescales for deciding on the requirements for any future service provision.

(2) As the existing contract with Jacobs ran until March 2013, KCC H&T was taking the opportunity to consider a variety of issues, which were :-

- What improvements/efficiencies could be delivered through the existing Consultancy Services contract?
- What level and type of service did H&T require in the future?
- Should a new procurement exercise be commenced to replace the existing contract or should a contract extension be considered.

(3) There were three broad options available.

- Tender for a new Consultancy Contract to commence in April 2013. (Likely to cover all requirements of E&E, not just H&T)
- Tender for a new Framework Consultancy which enabled different specialist providers to compete for work on an ongoing basis. This could be done in conjunction with other KCC services
- Negotiate an extension of contract with Jacobs until 2016 (at the latest).

(4) RESOLVED that a small working group be established, by Mr Burr and Mr Manning, to explore the options available and advise the Service Director on their preferred option.



**By:** Bryan Sweetland – Cabinet Member for Environment Highways & Waste  
John Burr – Director of Highways and Transportation

**To:** Environment, Highways & Waste Policy Overview & Scrutiny Committee - 14th March 2012

**Subject:** Bus Services to Tunbridge Wells Hospital at Pembury

**Classification:** Unrestricted

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**Summary:** This report provides Members with an update of the current position regarding bus services to the new Tunbridge Wells Hospital at Pembury, following a discussion at the previous Policy Overview and Scrutiny Committee meeting.

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## 1. Introduction

- 1.1 At its meeting on 12th January 2012, the Environment, Highways and Waste Policy Overview and Scrutiny Committee considered a report (presented in Appendix A) detailing the progress that had been made regarding the provision of bus services to the new Tunbridge Wells Hospital. The key points of context are:
- 1.2 The NHS Trust are obligated to provide enhancements to four specific bus routes as part of the planning consent for the hospital. The routes would provide direct services from Maidstone, Crowborough, Tunbridge Wells and West Malling via Tonbridge, Borough Green and Wrotham to the new facility.
- 1.3 The gross cost of providing the services is estimated to be around £11M over five years. The NHS Trust considers that this is unaffordable and there are concerns about the ongoing viability of some of the services. The NHS has therefore applied to Tunbridge Wells Borough Council (TWBC) for the removal of this condition subject to the completion of a Section 106 legal agreement securing a fixed financial contribution towards provision of bus services, proposed at £2.1M.
- 1.4 The NHS has fully funded interim bus services until 13th May, which are being administered by KCC (as agents to the NHS) to provide high frequency services to Tunbridge Wells and Tonbridge town centres.
- 1.5 In January POSC resolved that:
  - a) Members note the background to the provision of bus services to the new Tunbridge Wells hospital; and
  - b) KCC immediately enter into negotiations to become party to the Section 106 agreement, whereby the NHS Trust funds the bus services and underwrites those not meeting the required levels of revenue. These services will seek to provide access to those communities as covered by Condition 29 of the planning consent.

## 2. Developments

- 2.1 As a result of the January meeting of the Policy Overview and Scrutiny Committee, a special meeting of the Tunbridge Wells Joint Transportation Board was arranged to consider the situation. The JTB report is presented for Members' information in Appendix B and a verbal update of the outcome of the JTB meeting on the 27 February will be provided for the Committee.
- 2.2 The NHS Trust has now received detail information from Community Transport Providers and are developing a detailed proposal for providing enhancements to Community Transport.
- 2.3 Further details of the performance of the interim services are now available. The enhanced services carry around an additional 150 journeys each day to and from the hospital. This is encouraging given that the services have not been marketed and awareness is low. If there were no further increases in passenger numbers, the gross cost of providing the services over five years to the NHS is expected to be around £2.7M.
- 2.4 Officers are in discussion with the NHS Trust and TWBC to progress the matter and deliver an appropriate solution in line with the previous resolution from the Committee.

## 3. Recommendation

- 3.1 It is recommended that:
  - Members note the current position with regards to Bus Services to the new Tunbridge Wells hospital.

**Contact Officer:** Tom Pierpoint  
Public Transport Team Leader  
✉ [Tom.Pierpoint@kent.gov.uk](mailto:Tom.Pierpoint@kent.gov.uk)  
☎ 01622 221303

**By:** Bryan Sweetland, Cabinet Member – Environment,  
Highways & Waste  
John Burr – Director of Highways & Transportation

**To:** Environment, Highways & Waste Policy Overview &  
Scrutiny Committee

**Subject:** Bus Services to Pembury Hospital

**Classification:** Unrestricted

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**Summary:** KCC is currently administering significant enhancements to bus services to the new Tunbridge Wells hospital in Pembury on behalf of the Maidstone and Tunbridge Wells NHS Trust. This is a short term provision awaiting the resolution of planning issues (Tunbridge Wells Borough Council) related to the site. Members are asked to consider KCCs long term involvement in the provision of bus services for the hospital. This report presents a number of options for Members to consider.

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## **1. Introduction**

- 1.1 The new Tunbridge Wells hospital opened on 21<sup>st</sup> September 2011 in Pembury. The hospital, which was delivered by the Maidstone and Tunbridge Wells NHS Trust (the NHS Trust), has replaced the Kent and Sussex hospital in Tunbridge Wells town centre and services have been transferred from Maidstone Hospital to the new site. The new Tunbridge Wells hospital is in an out of town location and has limited access by modes other than the private car. When planning consent for the hospital was given Tunbridge Wells Borough Council (TWBC) and KCC ensured that the NHS Trust were obligated to provide significant enhancements to the local public transport network. However, after consent was granted, and the cost of the bus services became clear, the NHS Trust did not consider the specified improvements to be affordable. They therefore approached TWBC and KCC to investigate the feasibility of altering their obligations with regards to bus services.

## **2. Background**

- 2.1 The planning consent for the hospital contains a condition which commits the NHS Trust to provide four specified bus services for five years. The gross cost of these services is estimated to be around

£11m, which the NHS Trust considers to be unaffordable and not in line with the scale of the development. The NHS Trust originally intended to sign a Section 106 agreement contributing £1.6m towards bus services. Whilst this was not progressed in favour of making bus service provision a condition of the planning consent, the NHS Trust point to this as a demonstration of a reasonable contribution in line with the scale of the development.

- 2.2 KCC officers consider that some of the services specified in the Planning Condition are very unlikely to become commercially sustainable at the end of the funding period and therefore do not represent good value for money. It is considered that the money could be better used to provide improvements to the bus network in the Tunbridge Wells area that provide for mass staff, patient and visitor movements and can deliver modal shift away from the private car. KCC therefore explored a new suggested network of high frequency services linking the hospital to Tunbridge Wells and Tonbridge with additional services to Maidstone.
- 2.3 The NHS Trust formally applied to TWBC to change the existing planning condition in June 2011. The application proposed that a Section 106 agreement be signed between the NHS Trust, TWBC and KCC which would commit the NHS Trust to provide £2.1m over five years to KCC to provide bus services. The gross cost of the services would exceed £2.1m, but it was anticipated that revenue (passenger fees) would increase year on year and therefore cover costs. The application proposed that the services would be managed throughout the funding period by a management board made up of the three interested parties, who would make changes to the services if there were likely to be any revenue shortfall.
- 2.3 Tonbridge and Malling Borough Council (TMBC) formally objected to the planning application (S106) because of the proposed loss of a direct service to West Malling. Following discussions between TWBC, TMBC and Sevenoaks DC and the NHS Trust, it was agreed to review the current proposals and try to address the lack of direct services from the rural hinterlands through use of the voluntary transport sector. TWBC has confirmed to the NHS Trust that they will not enforce Condition 29 until the current planning application has been determined, and that they will not determine the application until all of the issues have been resolved.

### **3. Current Situation**

- 3.1 When it became apparent that the situation would not be resolved until early in 2012, the NHS approached KCC to seek help in providing an interim solution, to provide a local network of bus services to provide sustainable access to the hospital. Despite the concerns raised by the local authorities, KCC's view is that the high frequency services to the local centres are the most appropriate solution. Ideally, direct services

would be provided between all rural villages and the hospital, but this is not feasible and any such services are very unlikely to become commercially sustainable after the funding has expired, meaning that they would cease to operate. Following the completion of a contractual agreement between KCC and the NHS Trust, KCC secured the provision of the high frequency services, acting as agents on behalf of the Trust. All costs are being met by the NHS Trust and the services commenced operation on 13<sup>th</sup> November 2011 for a fixed six month period.

- 3.2 The new services, combined with existing, provide, on average, a ten minute frequency between Tunbridge Wells and the hospital and fifteen minute frequency between Tonbridge and the hospital, with a £2.50 return fare available from both town centres. A half hourly frequency is also provided between the hospital and Maidstone in the off peak. The six buses per hour between Tunbridge Wells and the hospital are operated by three different bus operators (Arriva, Countryliner and occasionally Nu Venture) and KCC have ensured that return tickets are accepted on all services. Furthermore, the £2.50 fare is significantly cheaper than the commercial fare that would be charged. The services will operate until 13th May 2012. Before this date arrangements need to be made to provide sufficient sustainable access to the new Tunbridge Wells hospital in the long term. This is legally an issue for the NHS Trust and TWBC to resolve, although KCC as the Local Transport Authority are a key stakeholder.

#### **4. Long Term Solution**

- 4.1 There are various models which could be employed to resolve the long term service provision, with varying levels of involvement for KCC, these are :-
- KCC become party to a Section 106 agreement, whereby NHS Trust provide fixed amount of funding and KCC provide services. NB. Service level partly reliant on revenue generation.
  - KCC become party to a Section 106 agreement, whereby KCC provide services but the NHS Trust underwrites risk of services not meeting required levels of revenue generation. NB. Service level guaranteed
  - KCC act as agents/contractors in providing services on behalf of the NHS.
  - KCC have no direct involvement

It should be noted that the ultimate resolution will require agreement from both the NHS Trust and TWBC and that any position that KCC decide to adopt may not be acceptable to other parties, and vice versa.

- 4.2 We clearly wish to avoid exposure to open ended financial commitments. Especially when the responsibility is not essentially KCC's.

4.3 Transparency of responsibility and ownership is important in this matter, to ensure that good quality and appropriate services are provided and maintained.

## **5. Recommendations**

5.1 It is recommended that:

- Members note the background to the provision of bus services to the new Tunbridge Wells hospital and consider the approach KCC should take to assist in provision of services in the long term.

John Burr  
Director – Highways & Transportation  
john.burr@kent.gov.uk

**To:** Tunbridge Wells Joint Transportation Board

**By:** Tim Read, Head of Transportation, KCC  
David Candlin, Head of Economic Development and  
Regeneration, TWBC

**Date:** 27 February 2012

**Subject:** Buses to Tunbridge Wells Hospital

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**Summary:** This report does not contain the views of Tunbridge Wells Borough Council (TWBC) as Local Planning Authority. These will be set out in a future report to be presented to the TWBC Joint Area Planning Committee. The intended outcome of this report is that the view of the Joint Transport Board as to the nature of the long term public transport provision to the Tunbridge Wells Hospital will inform the KCC Cabinet Member for Environment, Highways and Waste and assist in the formulation of the KCC response to TWBC on the current planning application.

The opening of the new Tunbridge Wells hospital run by the Maidstone and Tunbridge Wells NHS Trust was completed in September 2011. Planning permission for the new hospital was granted by TWBC subject to a condition which required the NHS Trust to facilitate access to the Pembury site by bus for a period of at least five years with four specific routes being identified. The NHS has applied to TWBC for the removal of this condition subject to the completion of a S106 legal agreement securing a contribution towards provision of bus services to the majority of destinations outlined in condition 29. The NHS has fully funded interim bus services, which with the assistance of KCC are operating in accordance with this. However, these will end on the 13<sup>th</sup> May unless a further agreement is reached. It is considered by KCC Officers that the NHS should provide the interim services in the longer term, along with enhancements to Community Transport services to provide direct access to the hospital from the rural hinterlands and to those who are unable to use conventional public transport services. It is essential that the situation be resolved expediently to ensure that the NHS Trust provide adequate sustainable access to the Tunbridge Wells hospital.

## 1 Introduction

- 1.1 The new Tunbridge Wells hospital opened on 21<sup>st</sup> September 2011 in Pembury. The hospital, which was delivered by the Maidstone and Tunbridge Wells NHS Trust (the NHS Trust), has replaced the Kent and Sussex hospital in Tunbridge Wells town centre and some services have also been transferred to the new site from Maidstone Hospital.
- 1.2 The new Tunbridge Wells hospital is in an out of town location and has limited access by modes other than the private car. When planning permission for the hospital was given TWBC and KCC ensured that significant enhancements to the local public transport network on four specified service routes to the hospital were secured for a period of no less than five years. This was done through condition 29 of the planning permission, the details of which are set out below:

*29. No part of the development hereby permitted shall be occupied until a Bus Plan in accordance with condition 28, to facilitate access to the site by buses for staff, patients and visitors to the hospital has been submitted to and approved in writing by the Local Planning Authority, in consultation with the Highway Agency and Kent County Council. The Bus Plan shall include the following matters:*

*(a) Buses serving the site shall including:*

*(i) A service to and from Tunbridge Wells town centre, calling at Pembury Road, Tunbridge Wells Station, High Brooms and Longfield Road, at an average frequency of 3 buses per hour,*

*(ii) A service to and from Tonbridge town centre, calling at Tonbridge Station and Tonbridge High Street, including Hadlow, West Malling and Borough Green at an average frequency of 2 buses per hour,*

*(iii) A service to and from Crowborough town centre, calling at Tunbridge Wells station, at a frequency of 1 bus per hour, and*

*(iv) A service to and from Maidstone Town Centre, calling at Paddock Wood and Maidstone, at a frequency of 1 bus per hour.*

*(b) Details of routes, stops and service frequencies (the service shall generally operate between 0600hrs and 2300hrs on every day throughout the year although frequencies could be reduced on Public Holidays and in the evenings).*

*(c) The start of the services shall coincide with the opening of the hospital and will run for a period of at least 5 years thereafter.*



*(Note: this requirement was amended by TWBC application ref 10/02250 such that the start of the services became due on completion of occupation)*

*(d) The Bus Plan shall provide for monitoring and annual review of the effectiveness of the services and for variation thereof, subject to written agreement with the Local Planning Authority.*

*Reason: To provide suitable traffic management policies which aim to reduce the use of the private car in accordance with Policy TP1 of the Local Plan.*

- 1.3 In June 2011, the NHS Trust applied to TWBC to remove condition 29 subject to the signing of a Section 106 agreement, which commits them to provide a fixed amount of funding towards the provision of bus services to the majority of destinations outlined in condition 29 over a five year period. However, a formal objection to the reduced level of service, concerns over access to the hospital from rural areas and the outstanding submission of supporting information from the applicant has delayed determination of the application.
- 1.4 This report outlines short term bus service provision and sets out a proposal for bus service enhancements to be provided in the longer term.

## **2 Background**

- 2.1 The planning permission for the hospital contains the aforementioned condition 29 which requires that the NHS Trust provide a comprehensive network of specified bus services for a minimum period of five years. The gross cost of these services is estimated by KCC and commercial bus operators to be around £11m, which the NHS Trust considers to be unaffordable and unreasonable.
- 2.2 The NHS Trust formally applied to TWBC to change the existing planning condition in June 2011. The application proposed that a Section 106 agreement be signed between the NHS Trust, TWBC and KCC which would commit the NHS Trust to provide £2.1m over five years to KCC for the provision of bus services. It was proposed that this be used to provide services with a gross cost of around £3M, with the shortfall being made up by patronage growth. The application proposed that the services would be managed throughout the funding period by a management board made up of the three interested parties, who would approve changes to the services if there were likely to be any revenue shortfall.
- 2.3 Tonbridge and Malling Borough Council (TMBC) formally objected to the planning application because the proposal includes the omission of a direct service from West Malling, Borough Green and Wrotham. Following discussions between TWBC (not as Local Planning

Authority), TMBC, Sevenoaks District Council and the NHS Trust it was agreed to review the current proposals and to try to address the lack of direct services from the rural hinterlands through use of the voluntary transport sector. TWBC has confirmed to the NHS Trust that they will not enforce Condition 29 until the current planning application has been determined, and that they will not determine the application until all of the issues have been addressed.

- 2.4 In addition to the planning application relating to bus services, the NHS Trust has recently applied for planning permission to use part of the close-by Notcutts Garden Centre site for additional car parking for use by staff. Whilst the application is for short term car parking over the next four years, it should be noted that KCC's view is that any additional car parking provided on site will have an effect on the long term viability of all bus services to the hospital.

### **3 Short Term Service Provision**

- 3.1 When it became apparent that the situation could not be resolved before the new hospital opened the NHS approached KCC to seek help in providing enhancements to bus services on an interim basis. Following the completion of a contractual agreement between KCC and the NHS Trust, KCC secured the provision of high frequency services, acting as agents on behalf of the Trust. The NHS Trust is funding the provision of service 217, which commenced on 18<sup>th</sup> September and services 209 and 278 which commenced on 13<sup>th</sup> November for a fixed six month period. All costs are being met by the NHS Trust. The network of services that are currently providing access to the hospital are shown in Appendix A.
- 3.2 The interim services combined with existing services provide, on average, a ten minute frequency between Tunbridge Wells and the hospital and fifteen minute frequency between Tonbridge and the hospital, with a significantly discounted £2.50 return fare available from both town centres. A half hourly frequency is also provided between the hospital and Maidstone in the off peak. Despite the high frequency services being provided by a range of different operators, KCC have secured an agreement for return tickets to be accepted on all services.
- 3.3 Without further intervention or commitment from the NHS Trust, notice will be given on the contracts on 14<sup>th</sup> March, such that they will cease operation on 13<sup>th</sup> May 2012. It is therefore imperative that the situation be resolved urgently to ensure that sustainable access to the new hospital remains in place.

### **4 Progress towards a long term resolution**

- 4.1 In KCC's view, two issues need to be addressed to resolve the situation: the enhancements to bus services on a more permanent basis and any support required for community transport services. It is

essential that the situation be resolved expediently to ensure that the NHS Trust provide adequate sustainable access to the Tunbridge Wells hospital.

#### 4.2 Bus Services

KCC Officers consider that some of the services specified in Planning Condition 29 are very unlikely to be commercially sustainable at the end of the funding period and therefore do not represent good value for money. It is considered that the money could be better used to provide improvements to the bus network in the Tunbridge Wells area that provide for mass staff, patient and visitor movements and can deliver modal shift away from the private car. Ideally, direct services would be provided to the hospital from all rural areas, as well as other town destinations but this is not feasible within financial limitations and rural services are unlikely to become commercially viable by the end of the funding period, meaning that they will cease to operate.

4.3 The service enhancements that have been provided in the short term are built upon the existing bus network in the area and deliver high frequency services linking the hospital to Tunbridge Wells and Tonbridge with additional services to Maidstone. Discounted fares make the services attractive and multi-operator ticketing allows easy interchange for those coming from other areas. The network of services that are currently providing access to the hospital are shown in Appendix 1.

4.4 Since services 209, 217 and 278 commenced operation they have carried approximately 23500 single passenger journeys, generating around £21,000 in additional revenue. This is an encouraging start, particularly when it is considered that the services have not been marketed to staff or the public, and there is very little knowledge of the services, frequency or discounted fares. Promotion of the services has not been undertaken due to their current temporary nature. Furthermore, the lack of certainty around their longer term future makes the services less attractive to regular users such as staff.

4.5 The gross cost of providing the services over 5 years is likely to be around £5M and with a net cost of £2.7M if there were no further growth in patronage and revenue. However, use of both the services and revenue are growing month on month. KCC and TWBC are both experiencing significant financial pressures and are therefore unable to provide any funding towards the service enhancements.

4.6 It is therefore considered by KCC that continuing the short term enhancements currently in operation is the most appropriate solution in the circumstances. The high frequency services are considered to maximise the opportunity to deliver modal shift away from the private car, reducing congestion around the hospital and maximising the likelihood of the services becoming commercially viable by the end of the funding period.

- 4.7 If the services are secured in the longer term, they will be marketed widely, with a 'Buses to Tunbridge Wells Hospital' leaflet produced and distributed, direct marketing to staff and information provided online and at bus stops and information points in town centres and NHS facilities. Further work will also be undertaken to promote and allow through ticketing, so that people travelling from areas that do not have direct services to the hospital, such as Sevenoaks, can purchase one ticket that allows them to interchange and access the high frequency services to access the hospital.
- 4.8 Community Transport Enhancements  
Whilst the enhancements to bus services described above are considered to be the most appropriate solution for mass staff, patient and visitor movements to and from the hospital, it is recognised that these services will not be suitable for everyone wishing to access the hospital.
- 4.9 The NHS Trust is pursuing the proposal to enhance community transport to serve rural areas. A forum of the NHS Trust and local Community Transport organisations, chaired by the Leader of TMBC Mark Worrall, is working to establish what enhancements can be made to Community Transport provision to provide direct access to the hospital for those who live in the rural hinterlands and those who are unable to use conventional public transport services. The NHS Trust is currently developing a proposal for enhancements to Community Transport. This is considered by KCC to be an essential part of the required mix of transport services providing access to the hospital, but any funding requirements, which are yet to be determined, need to be considered separately to the provision of bus services. It should also be noted that securing Community Transport Provision falls beyond the requirements of condition 29 as it currently stands.

## **5 Recommendation**

- 5.1 That the Joint Transportation Board is requested to consider the position as set out in this report and provide its view as to the nature of the long term public transport provision to the Tunbridge Wells Hospital. This view will inform the KCC Cabinet Member for Environment, Highways and Waste and assist in the formulation of the KCC response to TWBC on the current planning application.
- 

### **Contact officer:**

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## **Appendices**

### **Appendix A**

The network of services currently providing access to the hospital.

### **Appendix B and Appendix C**

Representations from a member of the public and a Kent County Councillor giving their personal views. These are for the information of the Joint Transportation Board and will also be forwarded to the Local Planning Authority for consideration under the current planning application.

### **Important note**

Any further representations received will be circulated to Board members at the meeting and will also be forwarded to the Local Planning Authority.

## **Background Papers – recent related meetings**

Minutes of the Tunbridge Wells Public Transport Forum dated 11 January 2012

<http://www2.tunbridgewells.gov.uk/Default.aspx?page=1502>

Report to the Environment, Highways & Waste Policy Overview & Scrutiny Committee 12 January 2012

<http://democracy.kent.gov.uk/ieListDocuments.aspx?CId=529&MId=3968&Ver=4>

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**By:** Bryan Sweetland, Cabinet Member – Environment, Highways & Waste  
 John Burr - Director of Highways & Transportation

**To:** Environment, Highways & Waste Policy Overview & Scrutiny Committee - 14th March 2012

**Subject:** Member Highway Fund – Operational Review

**Classification:** Unrestricted

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**Summary:** **This report updates Members on the operational progress of the Member Highway Fund to date and highlights areas for improvement.**

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## 1. Background

- 1.1 The Member Highway Fund (MHF) was introduced in Kent in 2009. In the original Member Highway Fund pack the (then) Cabinet Member highlighted its purpose as:
- 1.2 “Money for the highway should not be spent for spending’s sake. Every penny should be directed towards an identified problem. Kent Highway Services carefully prioritises its funding across the county so that issues of highest need or merit are tackled first. But sometimes this may mean that locally important problems miss out. The Member Highway Fund is a way to address that, allowing Members to identify local issues that officers can then provide advice on appropriate solutions and costs, within the framework of existing policies”. *NB. This point requires future clarification, due to recent policy changes and spending prioritisation.*
- 1.3 A number of protocols were set in place in 2009 and then updated in 2011 in order to provide some regulation of the use of the fund and to ensure compliance with County Council policies, and democratic process. These include approval by the Cabinet Member for the expenditure of funding, and clarification that the fund is to resolve local highway issues, that proposals must comply with existing KCC policies, must contribute to KCC’s overall objectives and represent value for money. It was also approved that each member would not be charged an investigation fee for their first four applications in the year but pay full costs on subsequent applications. To cover resource costs an overhead charge of 15% would be applied to the £25,000 each year, meaning each Member has £21,250 to spend on works.

## **2. Member Highway Fund Operational Progress**

- 2.1 The MHF has now been in operation for nearly 3 years and good progress has been made to commit to date £5.8 million to local highway schemes and projects. Approximately half of this money has been committed in the last 12 months.
- 2.2 A total of 1,197 schemes have been designed by Highways & Transportation in this period. The most popular scheme category has been the installation of new or improved pedestrian crossings, where £874k has been spent. Almost £400k has also been used to fund changes and improvements to local speed limits and £318k spent on traffic management/ calming schemes. MHF has also funded 54 vehicle activated signs, 150 salt bins and 93 new dropped crossings, 18 local bus services, 8 cycle path schemes, and significant financial contributions have been made towards Road Safety education and enforcement campaigns. A full breakdown of scheme types, numbers and costs can be found in Appendix 1.
- 2.3 As part of the restructuring of the Highways department a dedicated MHF Team was set up in July 2011 to assist Members in committing and spending their Funds. The team consists of 12.5 FTE's and is currently supplemented with 3 additional staff. The team structure can be seen in Appendix 2. This team has processed 458 applications to date and assisted Members in committing 40% of the total three year budget for the MHF in the last six months. Appendix 3 shows a graph of the recent profile for the commitment of the MHF and Appendices 4 & 5 show the total amount Members have individually committed.
- 2.4 The majority of the MHF applications are currently progressed through the 6 area engineers. This means that each engineer is responsible for dealing with 14 members each (there is some regional variance). Each engineer has to deal with on an average 64 applications per year, which range from simple contributions to larger complex schemes. This allows on average an engineer to spend less than 3 working days per application from inception to delivery.
- 2.5 In September 2011 Enterprise started as the new Highways Contractor and is responsible for the delivery the MHF schemes requiring highway works. As of the end of January 2012 nearly £700k of works orders has been placed with Enterprise with a further £1.4m to be placed for currently committed schemes. To date, approximately £270k works have been completed.
- 2.6 The recent Highway Tracker Survey of County Members indicated that 69% of Members are satisfied with the overall process of the Member Highway Fund. Concerns have been raised about communication and time taken to deliver schemes.

## **3. Communication**

- 3.1 The current communication strategy employed by the MHF team to ensure Members are kept informed of progress of their schemes is:
- 3.2 **Area Engineers** - Each Member has a dedicated area MHF engineer to progress their schemes (as shown in Appendix 2). Members have direct



access to their area engineer by phone, e-mail and face to face meetings. In the event of absence, each area engineer is supported by a supervisor who can keep County Members up to date on their schemes.

- 3.3 **Technical Support** - The MHF team has 2 technical support officers who can be contacted directly for current spend updates, overview scheme updates and the progress of any contributions to other projects.
- 3.4 **Update Reports** - Members are issued with a monthly update report of their schemes including current spend. This is not intended to be a detailed report, and any technical or detailed information should be sought from the area engineer or supervisor. Area Engineers also provide an overview report for each JTB meeting.
- 3.5 **Member surgeries**– Are held on the first Tuesday of every month at the Members desk in Sessions House, between 9:30 and 12:30. This is a drop-in service in order to exchange documents, get the latest updates on schemes, and an opportunity to discuss any scheme related issues.
- 3.6 Work has begun on an automated computer system to support engineers in producing more accurate and timely reports. This system should reduce the amount of time spent by officers on administration of the MHF freeing more time to support Members. It is also proposed that this system will allow Members to access information on their MHF schemes via the internet.



#### **4. Time Taken to Deliver Schemes**

- 4.1 The total time required to deliver a scheme from the initial approach by a Member to construction on site is determined by various processes, some of which are statutory.
- 4.2 The MHF application process itself is required for the County Council to approve the Members individual applications and spending. However, this process does not provide instantaneous decisions, and is subject to the usual rules of scrutiny. Inspection, investigation, outline design and Cabinet Member approval itself can take up to four months to complete. This timescale can become even greater if the Member approval form is not returned in a timely manner. Currently over 75% of Member approval forms are returned over 8 weeks from their receipt.
- 4.3 Once a scheme has been approved by the Cabinet Member detailed design, statutory consultation, contractor mobilisation and road permitting are required prior to a scheme beginning on site. There are other seasonal factors that may extend the time for delivery such as work near schools or in other traffic sensitive areas, and/or works that rely on good weather such as surfacing and lining. Even a relative minor scheme requiring the minimum statutory consultation can then take another four months to deliver. A typical scheme will take on average 10 to 12 months from initial application to construction following current procedures. Contributions and minor schemes while avoiding consultations and complex design still require approval and processing which again will take between 4 and 6 months.

- 4.4 Further significant factors influencing time scale is the current compression in workload and time lost on abortive applications. As explained earlier in the report 40% of the three year budget for the MHF has been committed in the last six months. While additional resources have been made available, the processing of such significant volumes of applications in such short time scale means additional delays are inevitable.
- 4.5 The scale of abortive work has also had a significant impact on delivery times. 17% of all applications received and investigated by the MHF team have been cancelled. This equates to over 3 years worth of lost staff hours since MHF was launched. The main reasons for a scheme being cancelled were:-
- There were not enough funds to implement all the applications submitted.
  - The scheme could not be progressed due to safety issues or unsuitability of the site.
  - After getting the scheme designed through the MHF alternative funding for the scheme was sought.
  - The local community did not support the proposal.
- 4.6 To reduce the time taken to deliver MHF schemes it will be necessary to ensure that applications are submitted as early as possible in the year to avoid a compressed work load. The scale of abortive works needs to be reduced and a quicker more efficient process needs to be introduced especially for smaller schemes.

## 5. Recommendations

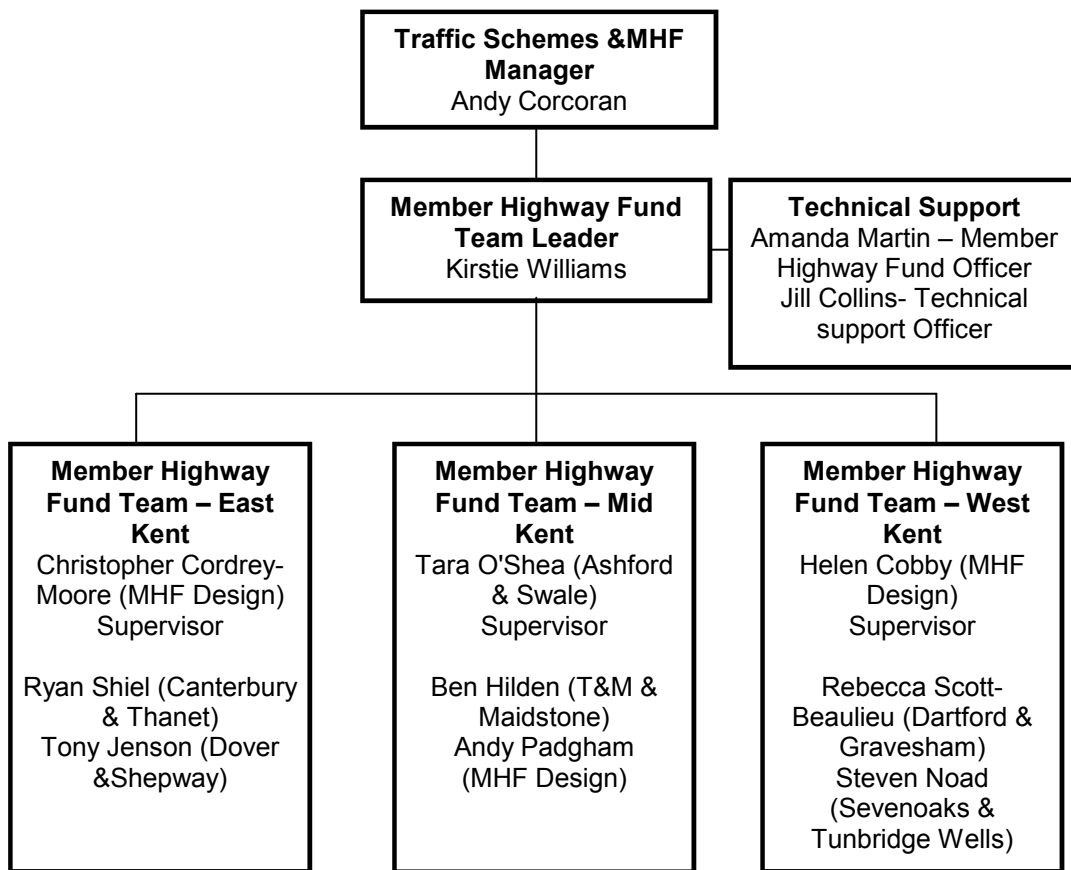
- 5.1 That an informal Members group be set up by the end of March to discuss the issues raised and report back to the Cabinet Member with suggested improvements on how the MHF operates.

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Head of Transportation  
 [Tim.Read@kent.gov.uk](mailto:Tim.Read@kent.gov.uk)  
 01622 221603

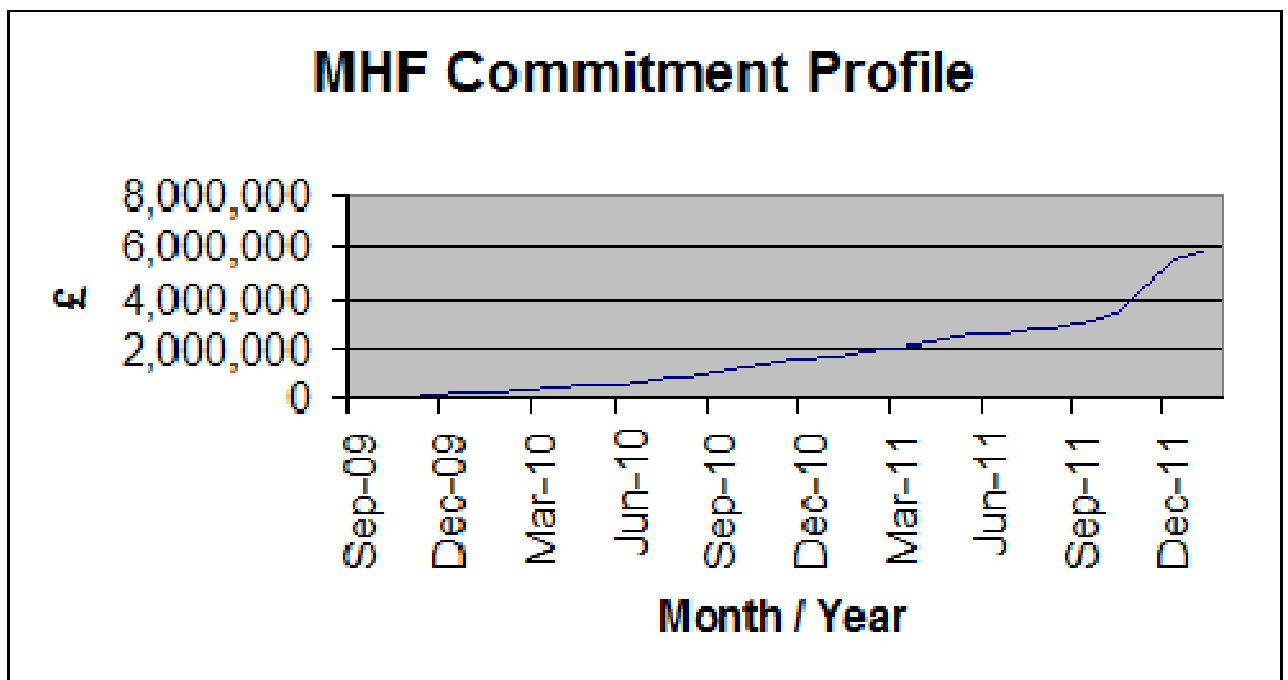
## Appendix 1 - A full breakdown of scheme types, numbers and cost.

Type of scheme	No	East Kent	No	West Kent
New / improved Lighting schemes	12	133,084	4	47,190
Traffic speed surveys and investigations	2	2,021	6	66,226
Interactive signs	26	107,972	29	163,173
Contributions to support local bus services	11	86,227	7	18,034
New Bus shelters and improvements to bus shelters	9	78,211	24	152,376
Salt Bins	57	32,190	97	54,327
Salt bag provision			3	8,731
Snow blowers			6	7,800
Speed limit changes and gateway improvements	25	244,646	21	149,224
Dropped Kerbs	41	63,901	52	53,355
New footways / improvements to existing footways	25	237,557	40	384,040
Resurfacing Carriageways	17	271,182	15	233,815
New / Improvements to pedestrian crossings	24	320,190	30	553,801
Traffic Management / traffic calming schemes	11	112,370	23	206,037
Street scene Improvements	28	173,388	44	210,150
Signing and lining schemes - Non parking	32	90,726	27	62,132
Signing and lining schemes - Parking	19	48,861	29	115,981
Junction improvements	5	38,428	5	59,394
Vegetation and planting schemes	7	46,110	29	193,152
Drainage Improvements	2	15,146	3	7,700
Road Safety schemes - Education and Enforcement	8	40,200	17	45,255
Cycle schemes	3	16,153	5	61,411

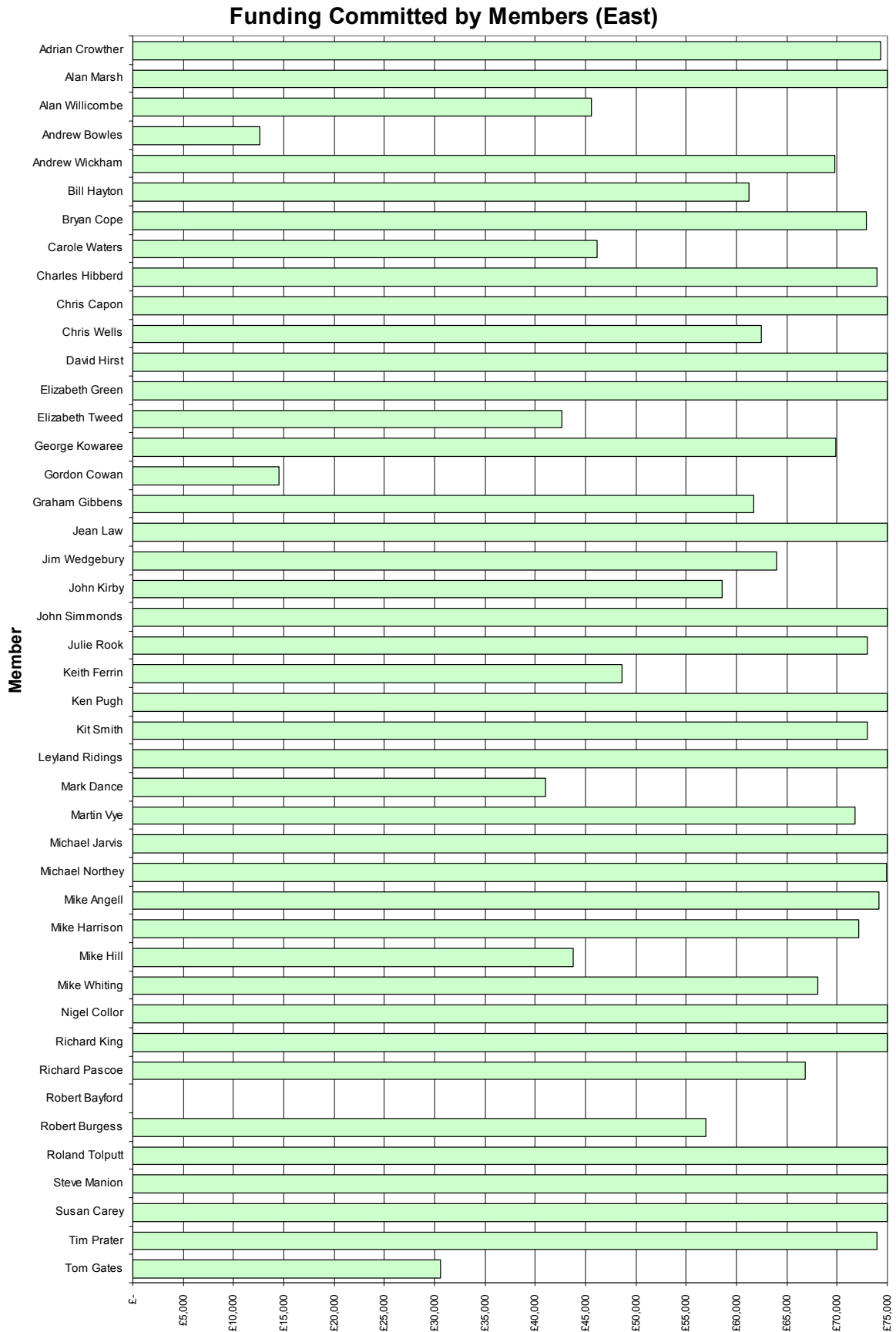
## Appendix 2 – Current MHF Team Structure



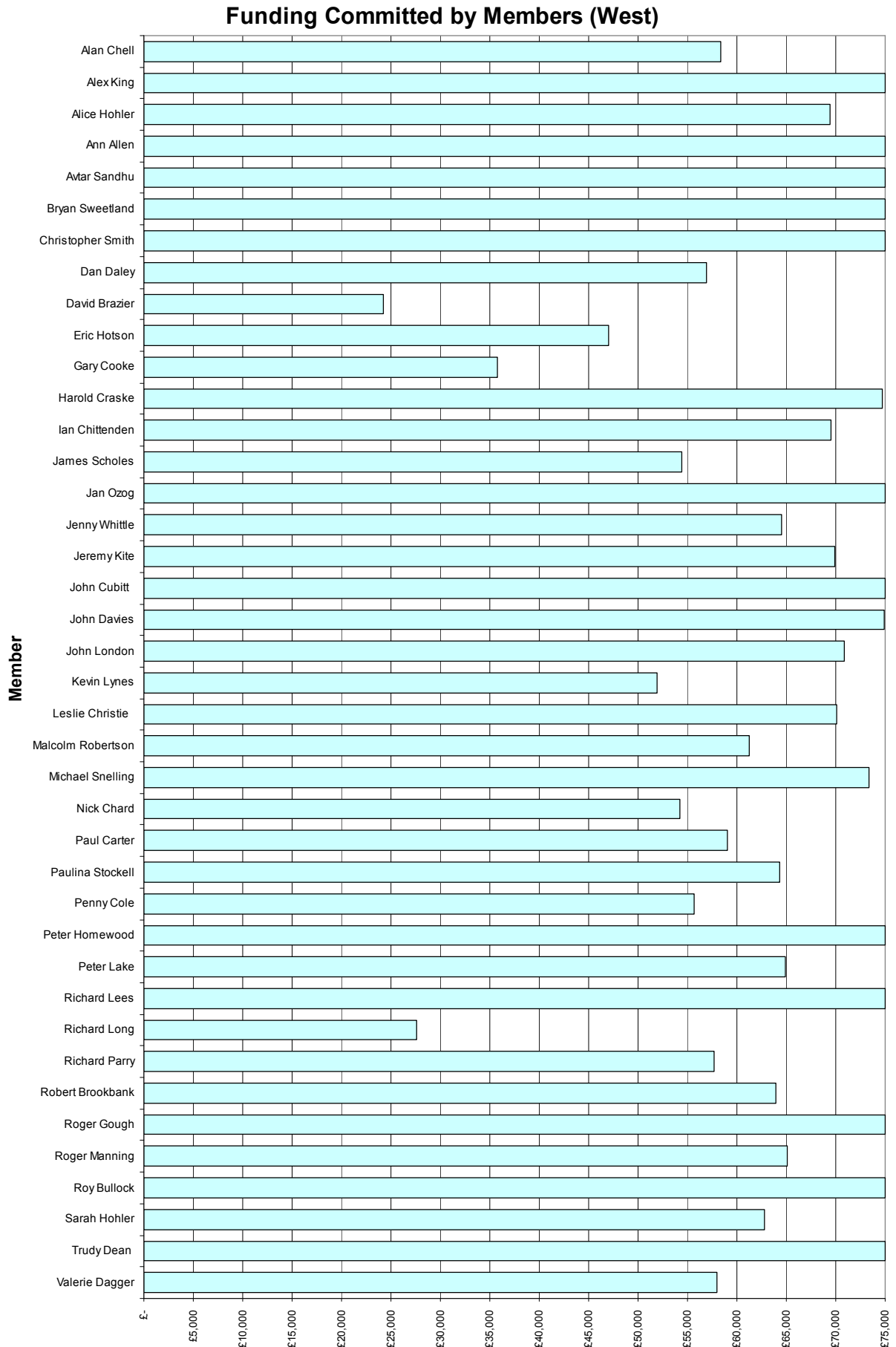
## Appendix 3 – MHF Commitment Profile



## Appendix 4 – Funding Committed by Member (East Kent)



## Appendix 5 – Funding Committed by Member (West Kent)



By: Peter Sass, Head of Democratic Services

To: Environment, Highways and Waste Policy Overview and Scrutiny Committee - 14 March 2012

Subject: **SELECT COMMITTEE - UPDATE**

Classification: Unrestricted

Summary: To update the Committee on the current topic review programme and to invite suggestions for future Select Committee topic reviews.

**Select Committee – Renewable Energy – one year on monitoring feedback**

1. (1) The Select Committee on Renewable Energy, under the Chairmanship of Mr K Ferrin, held its one year on monitoring meeting on 24 January 2012. Members received a progress report on their recommendations. A copy of the minutes from this meeting is attached to this report.

2. Ms McKenzie will be giving a presentation to this POSC at this meeting. The presentation will give an overview of the findings from the Kent Renewable Energy Resource Study, feedback from the stakeholder consultation which closed on the 10 February and an overview of next steps with regards to developing the Kent Action Plan to be developed with partners..

3. (1) There will be resources available to start two more new Select Committee review in May 2012. If Members have any topics that they would like to put forward for consideration for inclusion in the future Select Committee topic review programme, they should contact the Democratic Services Officer for this POSC.

4. **Recommendations** Members are asked to note the Renewable Energy Select Committee update one year on and to advise the Democratic Services Officer of any topics that they would like to suggest for inclusion in the Select Committee Topic Review Programme.

Christine Singh  
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Background Information: *Nil*

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## SELECT COMMITTEE - RENEWABLE ENERGY

MINUTES of a meeting of the Select Committee - Renewable Energy held in the Bewl Room, Sessions House, County Hall, Maidstone on Tuesday, 24 January 2012.

PRESENT: Mr K A Ferrin, MBE (Chairman), Mr C Hibberd, Mr D A Hirst, Mr R E King, Mr T Prater, Mr C P Smith, Mrs P A V Stockell and Mrs E M Tweed

IN ATTENDANCE: Ms C McKenzie (Sustainability and Climate Change Manager), Mr N Hilkené (Economic & Spatial Development), Mr A Morgan (Energy Management) and Mrs C A Singh (Democratic Services Officer)

### UNRESTRICTED ITEMS

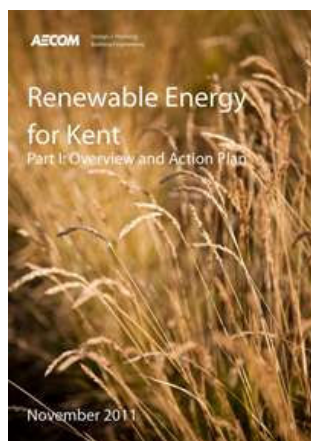
#### **1. Renewable Energy Select Committee 'one year on' monitoring report** (Item 1)

1. Ms McKenzie gave a presentation, using overheads; a copy is appended to these Minutes. She highlighted the key progress since the Select Committee last met. Points raised included:

- Looking at the Public Sector's Estate
- Renewable Energy Study

2. Ms McKenzie advised that in May 2011 Kent County Council commissioned AECOM to test and confirm the availability of renewable resources in the county and consider the likelihood of these resources being developed. An Action Plan was drawn up and currently out for consultation, which would conclude in the Spring 2012. The results of the consultation would be use to build a Kent strategy. Please see below the extract from [www.kent.gov.uk](http://www.kent.gov.uk)

3. The study has now been completed and AECOM's findings and recommended actions are available below. The findings of the study, maps and recommendations do not represent the views of the County Council on deployment of renewable energy at this stage. In this respect KCC will continue to work with partners and stakeholders to refine the recommendations and develop an achievable strategy and action plan for Kent.



4. The study has two parts, one providing an overview and action plan for Kent and the other providing the detailed evidence on which the recommended actions are based. Read the full reports: [Renewable Energy for Kent. Part 1: Overview and Action Plan \(PDF, 1.4mb\)](#) and [Renewable Energy for Kent. Part 2: Underpinning the Vision \(PDF, 5.2mb\)](#) (*This link was sent to Members outside the meeting*)
5. Ms McKenzie advised that £1.8million had been invested in KCC's estate which would accrue £4.8 million in savings +/-5% reduction CO<sup>2</sup>.
6. **Key Projects – Some Highlights, further information available.**
  - There were currently 28 renewable energy projects.
  - LED lighting being placed in Sessions House and Invicta House with a saving in Invicta House of £33k per year alone.
  - Two key KCC properties were Invicta House and Ashford Highways Department £250k on £3 million return with old feed in tariffs. Officers had looked at the possible 50% cuts but the business case was still there, but this would depend on whether the cuts would be made in December or 3 March as KCC would not in a position to go ahead on 3 March.
7. **Biomass** - Permission had been given to build a business case for a Kent Downs AOB Project.
8. **Recommendation in Report** - Energy Display Screens – These would be erected in Sessions House in the next 2 weeks at a cost of £12k.
9. **Working with District Councils** – A Climate Change Network had been established. This work would be extended out to other Public Services such as the Police Service, Health Authority and Fire Service. The project had won an award.
  - Work had been undertaken with the Kent Public Sector supply chain businesses identifying savings of £4m savings.
10. **The Wind Energy Sector** - There was a lot of activity in the wind energy sector including the following:

- The London Array - The foundations for Phase 1 were nearly all in place and the first turbines would be installed at the end of January.
  - An extension of 17 turbines was proposed for the Kentish Flats wind farm.
  - The proposed Vestas wind turbine manufacturing and assembly plant at the Port of Sheerness could create 2000 jobs on the Isle of Sheppey. The planning application had been submitted for the development. Swale recently led a visit to Vesta in Denmark, which KCC attended. Vesta remained positive about the project even though the company was undergoing a restructure. The new turbine to be built at Sheerness was a key part of the Company's future and its scale required plant to be integrated with a suitable port close to markets.
  - Mr Hilkenne advised that the government had identified Sheerness as one of the five lead centres for Offshore Renewable Engineering in the UK. The other centres were the Humber, Teesside, Tyneside and Great Yarmouth/Lowestoft.
11. **Skills** - DONG Energy had placed 9 apprenticeships at the Swale Skills Centre. Thanet College had secured funding for a new £6.5 million renewables training facility due to open in 2013. Swale Skills Centre had 10 apprenticeships. Thanet College had funding for the new facility.
12. **Biomass Wood Heat** - Work had been carried out with 40 sites, one supplier had won a contract of £40 million. There were 2 County Council trade exporting companies abroad. Low carbon companies business valued the opportunity of visiting trade fairs abroad.
13. **Retrofit Domestic Properties** - There had been a recent project on this which contained extremely high figures. The Gross Value Added (GVA) value in the report with a caveat of £600million added to the GVA but had to reach that potential. It was a fast and slow business. 600 homes had been targeted, both flue poor and high carbon users. Over 200 measurers had been put in homes with a £200 annual saving.
- Members were advised that a Kent Home Improvement Partnership was being developed so that negotiations could happen in priority areas.
14. **"Plan Local" event** - This entailed working with local communities but was limited due to the resources available.
15. **Five Challenges**
16. (1) **Finance** - Is a key issue as one size does not fit all.
- A Member asked what the scale of the issue was and how much demand was there for retrofit? Ms McKenzie advised that it would cost millions of pounds to retrofit KCC's estate. There would have to be permission on a case by case basis. She gave the example that to fit retrofit boilers in the KCC estate would equate to £20 million.

- A Member asked how engaged KCC's Finance Department was with these issues and whether there was an option to invest money KCC would be recouping from Iceland in improving the estate and receiving a better payback. Ms McKenzie stated that the Finance Department was involved but it relied on a strong business case. Solar Energy had a 25 year payback for £13k payback on £250k, 13% payback with £3 million return. Finance would be able to use KCC money if there was a good business case.
  - A Member suggested that the Leader of KCC, Mr Paul Carter, should be consulted on this as he engaged with Kent businesses.
  - A Member referred to a slide from the presentation with houses covered in snow and suggested that there were pressures on the building trade with the building by-laws to keep the new buildings "light" and therefore those roofs could not take any prolonged weight from heavy snow fall that would settle and last due to the houses being so well insulated.
17. (2) **Resources** - It was still unclear what KCC would be able to provide for schools especially academies. If KCC charge the schools they may not want the retrofit. KCC wanted to work with those schools with the biggest energy bills or the school that come to us that need hand holding through the process.
18. (3) **Carbon Emissions** - Ms McKenzie suggested that tackling this issue could be tricky as it would require Kent residents taking up loans for retrofit. There would be no public money but there may be grants available.
- a) A Member suggested that there would be very little public interest. The public were interested in their bills so there needed to be effort in reaching their hearts and minds. Ms McKenzie felt that there needed to be a clear landscape of communication on where the public could go for help/assistance.
  - b) In response to whether resources ran to producing a leaflet, Ms McKenzie advised that her Team had tried to do this. In the future this would be put in the hands of the providers. KCC could look to procure providers.
  - c) In reply to a question, Ms McKenzie advised that information had been produced by KCC through the Centre Energy Saving Trust. Work was also being carried out with District Councils rather than working with the national campaign. It was not the County Councils responsibility it was a District Partnership issue. All public services needed to be involved which was work in hand.
  - d) In response to a question, Ms McKenzie suggested that the District Councils could look at creating and providing an approved Installers Network.
  - e) In reply to a question on electric cars, Mr Morgan advised that electricity was a dirty carbon. The infrastructure for electric cars would increase but it

was still early days. Before Kent puts in the infrastructure it would need to put in the investment. The Team would keep a watching brief. A Member added that the battery of electric cars was huge and extremely heavy although they had been trying to improve this over the past 50 years.

19. (4) **Planning** – There had been inconsistencies in how renewables were incorporated in new buildings. There needed to be a level playing field for builders as keeping up with new technology was proving difficult for them.

a) In response to a question, Ms McKenzie explained that how much renewable energy put into a new build depended on the code that the building was built to. Mr Hilkenne explained that the government was making its expectation on the building codes. This was also coming through the building regulations too with an emphasis for every area to do “their own thing”. KCC can play a role in bringing people together.

b) A Member commented on the building regulations advising that most builders were using timber frames with foam insulation, which was highly inflammable. This was a great cause for concern for the Fire Service. He felt that builders should return to using spun glass, which was less flammable; although would not achieve the same insulation as foam, which was imported from Germany. Ms McKenzie was aware of the concerns of the Fire Service on retrofit and the insulation used in new builds.

c) A Member asked whether there was sufficient information being supplied to the District Councils on how cheap it was to incorporate new energy in new builds. It was suggested that they would start with the correct pitch of the new houses roofs enabling Photo Voltaic to be installed and harvesting rainwater etc. He considered that there were large housing estates such as in Ashford where it would be cheap to install. A Member advised that Maidstone Borough Council was already doing this, although the developers often moaned about the increased costs.

20. (5) **Proposed Action Plan** – The action plan would include:

- Development , Division and Direction
- Identify Projects
- Economic Hub around renewables
- Expertise Networks
- Wide base/Community base Scheme
- Coordinating Funding – to maximise resources

21. Members suggested a future meeting be organised to allow Members and stakeholders to comment on the Study.

22. **Next Steps** - Members were advised that the consultation would end on 10 February; Ms McKenzie sought Members views on how to take this forward. Points raised included the following:

a) It was suggested that Mr Matthew Burrows, Director, Communications should be involved;

- b) The increase in fuel costs needed to be factored in. Mr Morgan advised that this had been done for up to five years anything beyond that is very difficult;
  - c) It was suggested that a business case could be made on one off projects and used to show the benefits to businesses. Ms McKenzie advised that there were already many case studies and they could be put on KCC website.
23. On the conclusion of Ms McKenzie's presentation the Chairman sought further comments from Members, which included the following:
- a) The Chairman said that there was a lot happen in the renewable energy area. He was made aware that Marks and Spencer plc had a contract for hydrogen powered vehicles.
  - b) A Member referred to recommendation 4 on the action plan advising that the gas price was likely to drop. Shell gas in the USA price had reduced significantly.
  - c) It was suggested that the District Councils should be encouraged through the Locality Boards. An example was given of Ashford District Council proposal to sell Brentford Quarries and build houses it could be suggested that KCC support the developers install solar heating if the developers would not be keen.
  - d) In response to a question on the Joint Chief Executive paper, Ms McKenzie advised that the meeting was to take place on 26 January and then would be discussed at the Kent forum on 8 February. There would also be a Medway paper focused on the Environment Strategy which looked at the economy prospective. Following on, there would be a look at the Natural Environment. Ms McKenzie advised that not all District Councils saw environment issues as a priority but 10% of their wider role.
  - e) Concern was expressed on the newer housing estates dependency on gas and considered that if there were circumstances where gas was unobtainable those houses would have no heating. He considered that this would, potentially, cause an enormous crisis.
  - f) It was suggested that the most favourable areas within the corporate estate should be look at first. Also identified was the Ashford estate and Invicta House.
  - g) It was advised that residential houses still had to have an energy rating, which was part on the sale details. It was the role of the Energy surveyors to produce this.
24. **Report/Action Sheet** - The Chairman invited Members comments. The points raised included the following:

- a) It was suggested that there needed to be more publicity on what KCC was doing within renewable energy.
- b) The Chairman was keen to keep this topic moving and proposed that a Conference/Seminar be set up, if funding was available, to show the work KCC was undertaking on Renewable Energy, the investment needed and the saving that can be made. Ms McKenzie said that the skills needed in the sector could be highlighted. The invitation would be to all Members of the County Council.
- c) It was suggested that the Kent County Show could be a way to showcase the work on renewable energy to the public.
- d) It was considered that local authorities did not use their investment enough and suggested that if KCC was determined with retrofit, it could be a good investment and produce good financial returns.

25. RESOLVED that:

- a) the comments and suggestions made by Members be noted;
- b) Ms McKenzie agreed to put a proposal to the Chief Executive of the Kent Forum that a conference to be organised to demonstrate the potential savings around this topic;
- c) Ms McKenzie use the support of the Select Committee Members as “Champions for Renewable Energy” be noted; and
- d) the information given in the report and to Members be noted, with thanks.

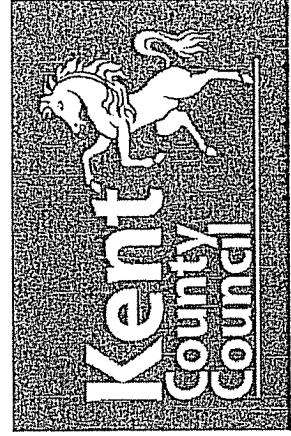
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# Renewable Energy Select Committee – one year on

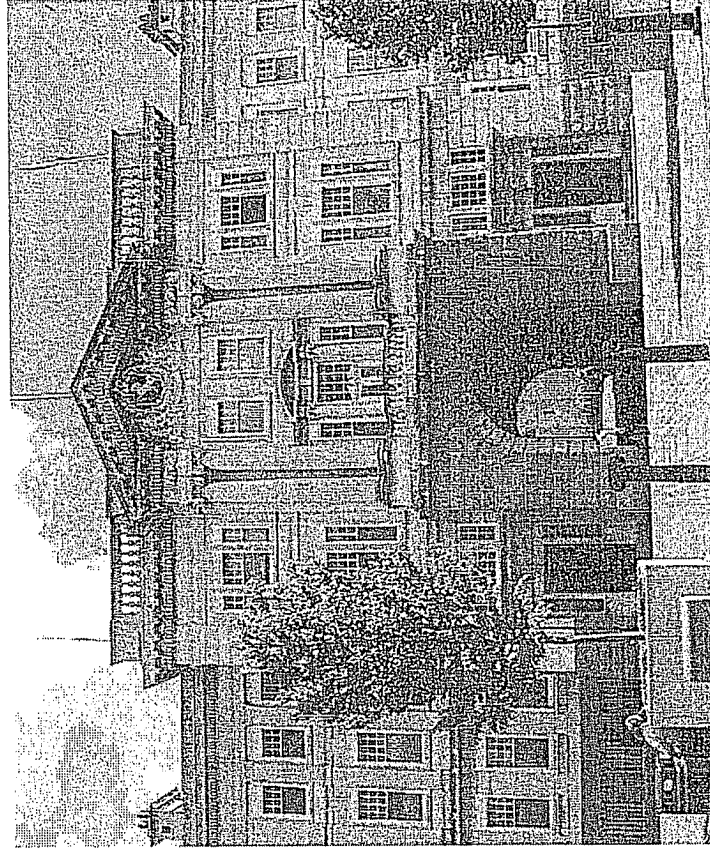
Carolyn McKenzie  
Planning and Environment



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## Saving energy, saving public money, saving carbon (1,3,5,8,9,10,)

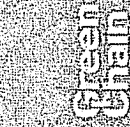
- Renewable Energy Study
- £4m savings +/-5% reduction CO<sup>2</sup>
  - Invicta/session lighting - £200k
  - Server virtualisation project
- 28 Renewable Energy Project
- Solar review - £250k solar project
- Biomass project – schools
- LED display metres
- Kent Climate Change Network



# Growing the economy, saving money (17)

- 500+ businesses assisted, £4m savings
- Promotion Green Chain/KEIBA
- Industry specific support
  - Wind
  - Biomass
- Two Seas Trade
- Skills Swale Skills Centre

## The South East Business Carbon Hub and STEM



[WWW.GREENCHAIN.ORG.UK](http://WWW.GREENCHAIN.ORG.UK)

Whether you are a home owner or company director, Green Chain is a FREE directory of businesses that are able to help you reduce the environmental impact of your buildings, vehicles and outdoor spaces whilst saving money on your bills.

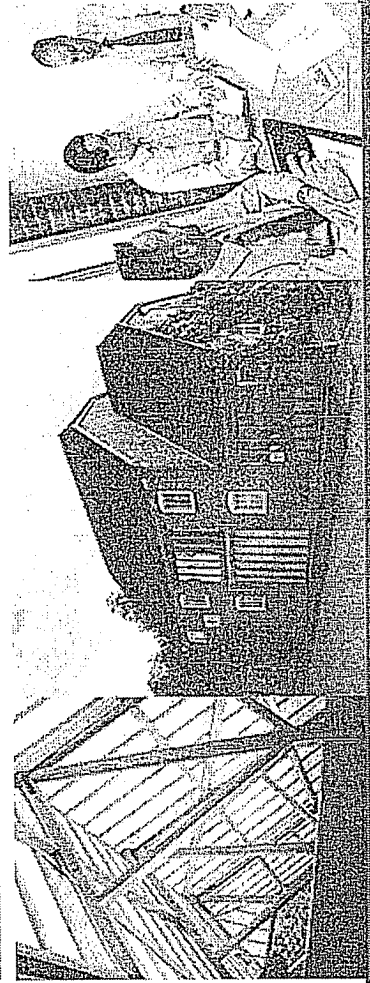
**Buyers' Guides** clearly explain each technology and what you need to know so you can feel confident about what you buy.

**Businesses** if you provide green technologies or services in the South East, visit Green Chain to register for free with this Low Carbon Essentials service and start reaching potential customers now.

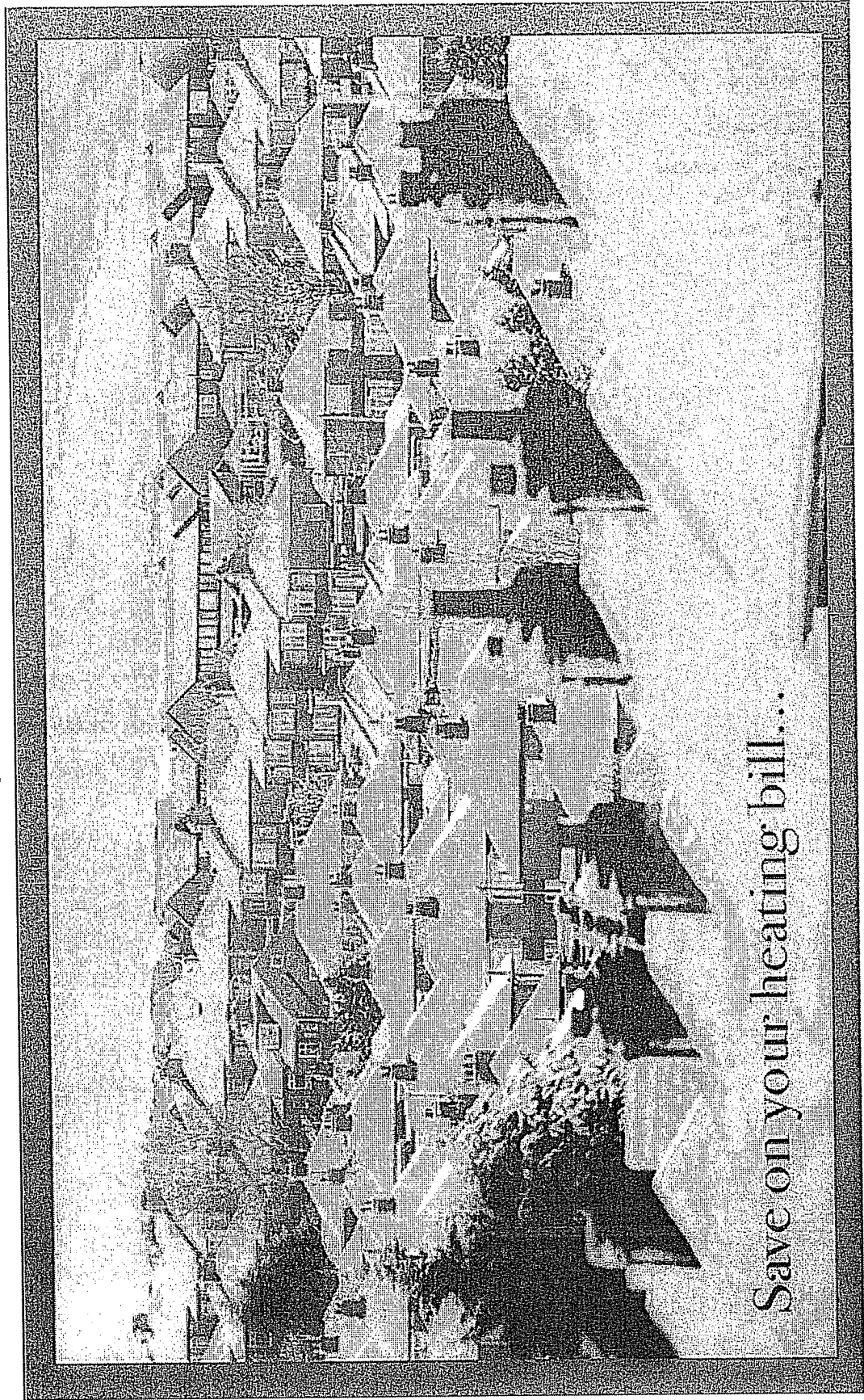
[www.greenchain.org.uk](http://www.greenchain.org.uk)

- Solar panels
- Insulation
- Biomass
- Rain water harvesting
- Voltage optimisation
- Green advice
- Heat pumps
- Low energy lighting
- and more...

E: [SC0@kent.gov.uk](mailto:SC0@kent.gov.uk) T: 01622 696950



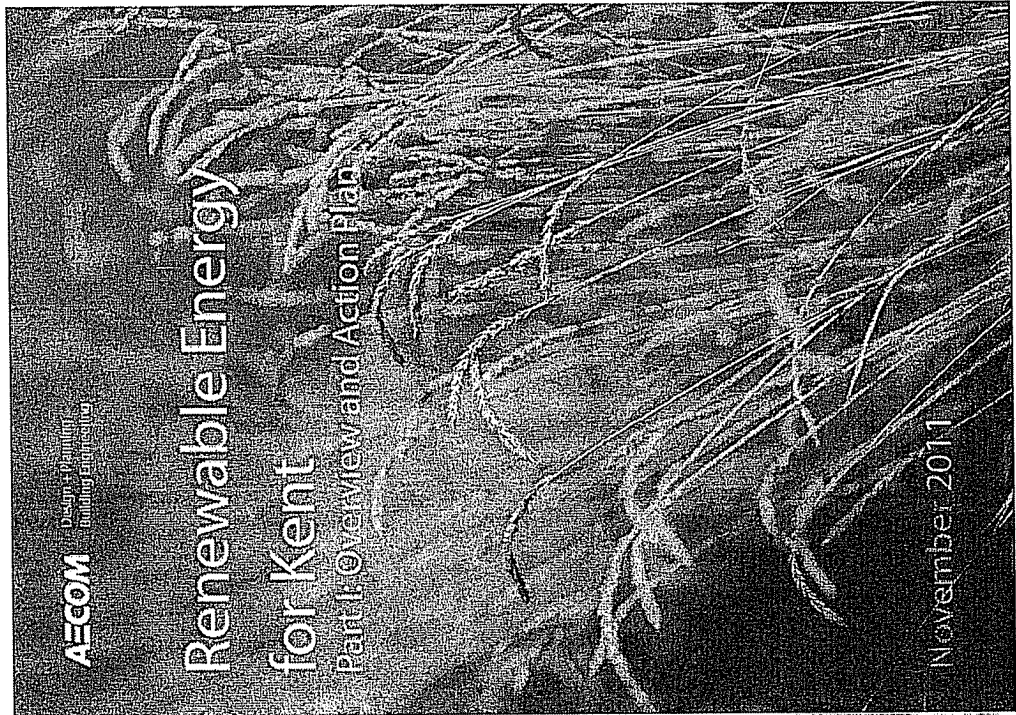
**Saving residents money, tackling fuel poverty  
(16,17)**



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# Areas where challenges remain

- Finance for all types of retrofit
- Resources
  - Schools
  - Communities
- Green Deal
- Electric vehicle charging
- Planning



[http://www.kent.gov.uk./environment\\_and\\_planning/environment\\_and\\_climate\\_change/renewable\\_energy\\_study.aspx](http://www.kent.gov.uk./environment_and_planning/environment_and_climate_change/renewable_energy_study.aspx)





# Energy Opportunities Map





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Action Description	Main factor(s)	Timeframe	Support required from	Priority
 <p><b>Develop Vision and Direction</b></p>	Kent Districts/ Medway Council	Short-term		High
Develop a strategy to establish a low carbon economy	KCC	Long-term	LEP Industry and business	Medium
Identify deliverable local Allowable Solutions	Kent Districts/ Medway Council	Long-term	KCC	High
Establish a renewable energy economic hub in Kent, initiated by development and servicing of offshore wind farms	KCC Kent Districts/ Medway Council	Long-term	Renewable energy technology companies	High
Set planning standards for sites which have a significant ability to deliver renewable energy	Kent Districts/ Medway Council	Long-term	KCC	Medium
Identify promising areas for community energy schemes	Kent Districts/ Medway Council	Medium-term	Community groups	Medium
Establish cross boundary planning strategy with surrounding local authorities	Kent Districts/ Medway Council KCC	Long-term	KCC	Low

 Partnership Working		Create county-wide expertise network			High
Establish public sector or community based energy services company (ESCo) for Kent	Kent Districts/ Medway Council Kent Districts/ Medway Council KCC Community groups	Short-term	Energy developers Community groups	High	
Establish community investment partnerships for large-scale schemes	Energy Developers	Medium-term	Leadership within community	High	
Public-private partnerships to deliver difficult renewable energy projects, such as district heating	Energy Developers Kent Districts/ Medway Council	Long-term	Renewables champion on focal authority council	Medium	
Provide support for community champions	Kent Districts/ Medway Council Private sector Energy developers	Short-term		Medium	
Develop private sector champions	Private sector	Medium-term	Industry and business	Medium	

 <b>Education and Employment</b>					
Provide guidance on appropriate technologies and funding sources to community groups	Energy developers Kent Districts/ Medway Council	Medium-term	KCC – low carbon communities	High	
Educate and promote the importance of renewable energy to community members	Community groups	Short-term	Kent Districts/ Medway Council	High	
Develop renewable energy installation skills locally	Local colleges Energy developers Housing developers	Long-term		Medium	
Disseminate renewable energy delivery models and case studies for local communities	Community groups	Medium-term		Medium	
Establish a database of case studies detailing experience with renewables	Community groups Kent Districts/ Medway Council	Medium-term	Industry and business Renewable technology companies	Medium	

Investment and Resources					
	Install renewable energy on all public council and school properties	Kent Districts/ Medway Council/Schools	Long-term	Energy developers	High
	Coordinate funding pot for public sector	KCC	Medium-term		High
	Develop Kent development capital fund for private sector investment in renewables	Kent Districts/Medway Council/Universities	Medium-term	Private sector funding	High
	Pilot projects with self-selecting communities interested in renewable energy	Community groups	Long-term	Community groups and	High
	Fund feasibility studies for local energy schemes	KCC	Medium-term	CIL	High
	Conduct feasibility studies to decide which strategic projects are worthwhile investing in	Kent Districts/ Medway Council	Medium-term	Finance South East EU funding	High
	Set vision and lobby for funding	LEP KCC	Long-term	Carbon Trust	High
	Improve energy infrastructure to provide additional grid capacity	Energy Companies	Long-term	Kent Forum	Medium
	Establish support network for evolving renewable energy start-ups	Locate in Kent Business Forums	Medium-term	Kent Districts/ Medway Council	Medium
	Establish local biomass supply chains	Forestry Commission Biomass producers	Medium-term	Local renewable technology companies	Medium
				Farmers ACONB Kent Districts/ Medway Council	Medium



*Innovation*

Provide independent advice to private sector to provide business case for energy projects	Large energy users	Medium-term	Industry and business	Medium
Create local Innovation hubs, focusing on researching renewable energy	Energy focused companies Kent Districts/ Medway Council	Long-term	Locate in Kent	Medium
Perform energy life cost analysis	Large energy users	Medium-term	Industry and business	Medium
Market Kent as a place for low carbon living and working	Locate in Kent	Long-term	KCC	Low

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# Key Questions

- First thoughts
- Are these the right actions?
  - What's missing
  - What can't be done?
- How do we communicate the outputs?
  - Stakeholder engagement
  - Website
  - Other opportunities
- Strategic links

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## Next Steps

- Submit your comments to the consultation
- Evaluation of comments
- Draft action plan developed with partners
- Action Plan consulted
- Forum agrees action plan

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda Item 1

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